

BUILDING SUCCESS

2018-19 **ANNUAL REPORT**



Contents

02	GUIDING PRINCIPLES AND BUSINESS VALUES
03	CORPORATE OVERVIEW
04	MESSAGE FROM THE FSIN
05	MESSAGE FROM SIGA'S BOARD CHAIR
06	MESSAGE FROM THE PRESIDENT AND CEO

08	ANNUAL PROFITS
09	PROFIT DISTRIBUTION
10	OUR GAME CHANGERS
20	CORPORATE SOCIAL RESPONSIBILITY
21	Community Relations & Investment
25	Responsible Gaming

26	OUR OPERATIONS
33	OUR CASINOS
34	Bear Claw Casino & Hotel
36	Dakota Dunes Casino
38	Gold Eagle Casino
40	Gold Horse Casino
42	Living Sky Casino
44	Northern Lights Casino
46	Painted Hand Casino

48	BUILDING SUCCESS
52	RISK MANAGEMENT

53	FINANCIALS
54	Independent Auditor's Report
56	Statement of Financial Position
57	Statement of Comprehensive Income
58	Statement of Changes in Deficit
59	Statement of Cash Flows
60	Notes to the Financial Statements

83	EXECUTIVE STRUCTURE
84	BOARD OF DIRECTORS
86	CORPORATE GOVERNANCE



MISSION

SIGA will strengthen the lives of First Nation people through employment, economic growth, positive community relations and achieving financial self-reliance. This will be done through the operation of distinctive First Nation gaming destinations that reflect the traditional aspects of our First Nation culture and hospitality.

VISION

SIGA will deliver sustainable net income and employment opportunities to support First Nations' development in Saskatchewan.



We've now seen 23 years of successful operations – and during that time have reached many significant milestones.

As a company, we will continue to manage our resources effectively with a resolute focus on providing our customers with First Nation hospitality and customer service excellence. We look forward to building on the success of a proven First Nation business model that creates opportunity and value for the First Nation people of Saskatchewan.

Guiding Principles and Business Values

As a First Nation organization employing First Nation people, SIGA has adopted five principles to encourage balance while incorporating the traditional aspects of First Nation culture. While our five guiding principles are presented here in Cree, there are parallel expressions in the Saulteaux, Dene, Lakota, Dakota and Nakota languages.

TÂPWÊWIN

The principle of Tâpwêwin advocates speaking with precision and accuracy. From a business perspective, this means SIGA must be accountable for our actions and conduct business with integrity, honour and discipline.

PIMÂCIHOWIN

Pimâcihowin stresses the importance of 'making a living' and is today's realization of our First Nations' treaty relationships. The financial and operational success of SIGA provides the means to exercise a holistic approach to improving the quality of life for our people.

MIYO-WÎCÊHTOWIN

The value of getting along with others is embodied in the word Miyo-wîcêhtowin. By conducting our business in a manner that reflects our First Nation hospitality, traditions and customs, we are able to foster good relations with our customers. Guest satisfaction is crucial to our success and our First Nation heritage is a source of competitive advantage.

MISKÂSOWIN

Miskâsowin signifies the value of finding one's sense of origin and belonging. A fundamental goal of SIGA is to bring about this sense in a positive way. This value speaks to instilling a sense of pride in ourselves and our province's First Nation heritage.

WÎTASKÊWIN

Living together on the land is the fundamental value conveyed by the word Wîtaskêwin. SIGA's vision, Sharing Success, talks to the concept of sharing our land or, in today's terms, sharing resources. This value directs us to give back to the communities where we live and work.



Corporate Overview

SIGA provides first-class entertainment to patrons across Saskatchewan through each of our casino destinations. SIGA employs close to 2,000 people – 64 per cent of these are First Nation.

The entertainment company currently ranks in Saskatchewan's top 30 companies and Canada's top 50 Best Workplaces with annual revenues of \$262 million and net profits of \$82.5 million for 2018-19.

SIGA casinos offer entertainment and excitement, including 2,370 slot machines, 57 live table games, live on-stage entertainment and a full line of food and beverage services. SIGA employees provide a second-to-none customer service experience, rooted in traditional First Nation hospitality and culture.

Under *The First Nations Gaming Act, 1995*, the Federation of Sovereign Indigenous Nations, formerly the Federation of Saskatchewan Indian Nations Inc. (FSIN), created the Saskatchewan Indian Gaming Authority. Since 1996, SIGA has been incorporated under *The Non-Profit Corporation Act, 1995*, of Saskatchewan with all profits returned to our beneficiaries.

Profits generated from SIGA's operations are administered by the Province of Saskatchewan.

50%

Is shared with the First Nations Trust, which is distributed to Saskatchewan First Nation communities.

25%

Is shared with regional Community Development Corporations (CDCs), which are situated in the casino locations and fund local initiatives.

25%

Is shared with the provincial government's General Revenue Fund.

As a responsible corporate citizen, SIGA has made a commitment to our customers, employees, stakeholders and suppliers to advocate the responsible use of our gaming products and minimize the potential for harm.

SIGA is the operator of seven First Nation casinos in Saskatchewan. The casinos are conveniently located across the province:



Bear Claw Casino & Hotel
White Bear First Nation
near Carlyle



Gold Eagle Casino
Mosquito First Nation
North Battleford



Northern Lights Casino
Peter Ballantyne Cree Nation
Prince Albert



Dakota Dunes Casino
Whitecap Dakota First Nation
near Saskatoon



Living Sky Casino
Nekaneet First Nation
Swift Current



Painted Hand Casino
Kahkewistahaw First Nation
Yorkton



Gold Horse Casino
Little Pine First Nation
Lloydminster

Message from the FSIN

On behalf of the Federation of Sovereign Indigenous Nations (FSIN), we are pleased to submit the 2018-19 Saskatchewan Indian Gaming Authority Inc. annual report ending March 31, 2019.

More than 23 years ago, our leaders had a vision – to build a First Nation gaming industry that would chart a course toward financial self-reliance for our people – it's why the Saskatchewan Indian Gaming Authority came to be, to carry out our Inherent and Treaty Right to self-determination by increasing participation in the economy. Through its operations, SIGA continues fulfill its mandate to create employment, support First Nation economic development, and maximize revenues for our 74 First Nations across the province.

2018-19 has been another year of successful operations for SIGA. One of the largest First Nation employers of First Nation people in Canada, SIGA continues to shine as an award-winning organization. The impact SIGA has had in the areas of job creation, economic development and own-source revenue for First Nations is immense.

Thank you to all our leaders and employees for helping to make SIGA the high-performing business it is today. We look forward to celebrating many more years of SIGA's operations as it continues to Share Success among our Saskatchewan First Nations and broader communities.

Ekosi,



Chief Bobby Cameron

Federation of Sovereign Indigenous Nations



'More than 23 years ago, our leaders had a vision – to build a First Nation gaming industry that would chart a course toward financial self-reliance for our people – it's why the Saskatchewan Indian Gaming Authority came to be...'



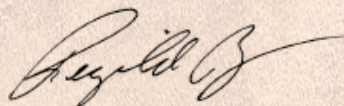
Message from SIGA's Board Chair

It's been an honour to once again serve on the Saskatchewan Indian Gaming Authority Board of Directors. On behalf of the Board I am pleased to present this 2018-2019 annual report.

This is a very exciting time for SIGA, as we've moved into another expansion phase of our operations – opening a new casino in Lloydminster, Saskatchewan, and taking over the management of our slot system. True to our mandate to create employment, support First Nation economic development and maximize our earnings for First Nation people, these projects have helped us to grow to close to 2,000 employees, to support economic development in Lloydminster on Little Pine First Nation, and to continue to generate north of \$80 million in net income for our beneficiaries.

Thank you to the Chiefs of Saskatchewan for your vision that led to SIGA's establishment more than 23 years ago. As we move into this next year, we will continue to build success by investing in our people, our operations and in projects that benefit our shareholders and customers.

Thanks to our leaders, SIGA employees, management and Board for your hard work to continue to fulfill our mission to strengthen the lives of First Nation people in Saskatchewan.



Chief Reginald Bellerose

Board Chair, SIGA

'This is a very exciting time for SIGA, as we've moved into another expansion phase of our operations – opening a new casino in Lloydminster, Saskatchewan, and taking over the management of our slot system.'



Message from the President and CEO

SIGA has entered a new era! 2018-19 saw SIGA reach some significant milestones through the growth and expansion of our company. These developments both enhance the entertainment experience for our guests and enable SIGA to further deliver on our mandate of opportunity creation, First Nation development and sharing success with our communities.



There were a number of game changing moments this year for SIGA: evolving to become a true gaming operator by taking over the management of our slot system; opening our seventh destination, Gold Horse Casino, in Lloydminster, Saskatchewan; holding the sod turning with our partners Whitecap Dakota First Nation on a first-rate hotel out at Dakota Dunes Casino; and breaking ground on a new office for the central administration of SIGA.

Despite all of these major investments, the continued challenge of mature gaming markets, and enduring the coldest February on record, we outpaced our projections and continued to see very strong business performance. This past year, we earned revenues of \$262 million and a net income of \$82.5 million, which will go back to our beneficiaries across the province. Thank you to our employees and customers for helping us to achieve and Share Success.

As we look ahead – only one year out from celebrating a major milestone, 25 years in business – we reflect on how far we've come. From about 500 employees and four casinos to close to 2,000 employees and seven casinos – with a 64 per cent First Nation workforce. We've been able to build this success by maintaining a resolute focus on our 'why,' our purpose – to create opportunity and to help strengthen the lives of First Nation people. We couldn't do this without our loyal patrons and employees, which is why we remain committed to providing exceptional customer service and organizational excellence.

I am proud of the continued dedication of our team across SIGA. Again this year, we were named a Great Place to Work and a Top Saskatchewan Employer. We were also honoured with several new awards this year in various areas, including the national Canadian Gaming Association Community Investment Award, the national IABC Silver Leaf Award for excellence in communications, along with business, employer, marketing and community involvement awards won by many of our casino locations.

We are proud to be a First Nation owned and operated organization, and I would like to thank the Chiefs of Saskatchewan for their vision that led to SIGA's creation. On behalf of SIGA's Executive, thank you to the Board of Directors for your strategic governance. Together, we are building a better future for our people.

Regards,

A handwritten signature in black ink, appearing to read 'Zane Hansen'.

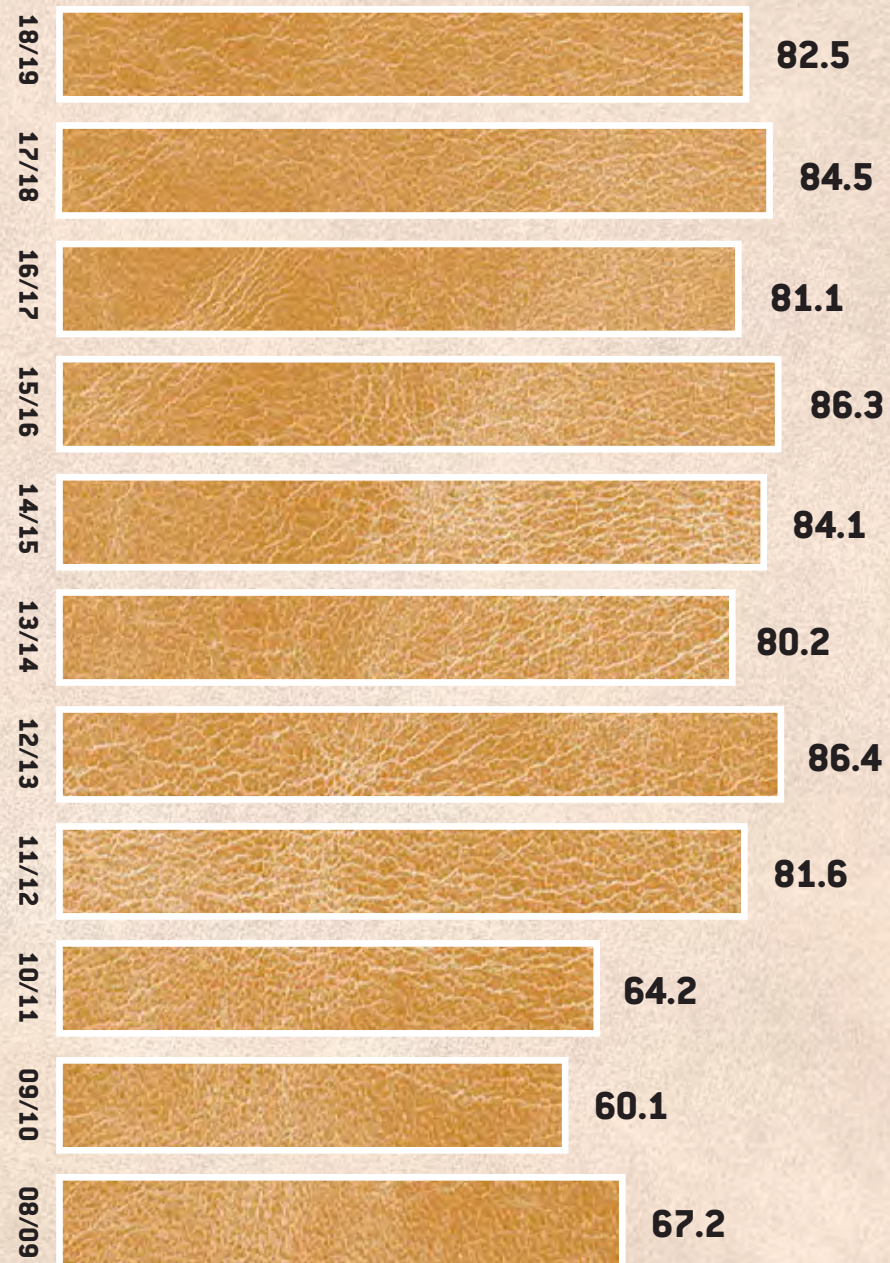
Zane Hansen

President and CEO, SIGA





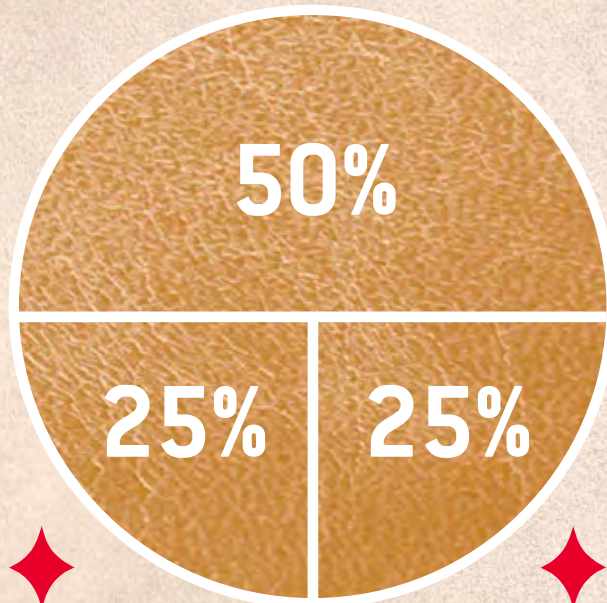
Annual Profits



\$262 million in revenue for the 2018-19 fiscal year

Profit Distribution

Is shared with the First Nations Trust, which is distributed to Saskatchewan First Nation communities



Is shared with the provincial government's General Revenue Fund

Is shared with regional Community Development Corporations, which are situated in casino locations and fund local initiatives



OUR GAME CHANGERS

SIGA is proud to recognize and support game changers across Saskatchewan. Whether they're local champions making a difference in our communities, or SIGA employees working to make us a better organization, they deserve our thanks and appreciation. Every day, they make SIGA and Saskatchewan a better place. And, it's why we're so proud to call them our friends and partners.



First Nations Spelling Bee

GAME CHANGING COMPETITION INSTILLS CRITICAL SKILLS AND CONFIDENCE

SIGA was once again a sponsor of the Saskatchewan First Nations Spelling Bee, helping give First Nation students from across the province the opportunity to 'bee' part of a regional competition.

This is the first event of its kind in Canada – an event created specifically for our First Nation youth, who are often underrepresented. Winners of the regional competition go on to compete on the national stage.

This year's first place winners – Lilyanne Waskewitch from Makwa Sahgaiehcan First Nation (Primary, ages 6-8), William Kaysaywaysemat from Kahkewistahaw First Nation (Junior, ages 9-11), and Gabrielle Neapetung from Yellow Quill First Nation (Intermediate, ages 12-14) – advanced to compete at the national Spelling Bee of Canada event in Toronto!

'SIGA has been a game changer for us... just supporting in so many ways, so that our kids could have this wonderful opportunity.'

– Brittany Olsen, volunteer organizer

The bee helps students develop and strengthen their communication skills, critical thinking, grammar, problem solving, and improve their vocabulary, meanwhile being a major confidence builder. This event not only supports these critical skills and increased literacy but helps prepare our students for secondary and post-secondary education.



Gold Horse Casino

GROUND BREAKING FACILITY OPENS IN CANADA'S BORDER CITY

It wasn't an easy feat, even with more than 23 years of experience and hundreds of talented team members from across the organization. The idea of a new casino, in the last market in the province without one, had been warming up in the minds of many for quite some time.



[Learn more about Gold Horse's economic impact here](#)

Conversations stirred and, before long, a partnership was formed between SIGA, the FSIN, Border Tribal Council and Little Pine First Nation.

We broke ground for the new casino in the summer of 2017, working with our many partners to host a sod turning on Little Pine First Nation land where the casino would be developed. The next year and a half would see the partners and Superior Construction work together on the facility build, and on continued planning.

This is when SIGA's project team of 30 plus subject matter experts really came to life. Their excitement, knowledge and skills, dedication and drive, all contributed to the massive success of this project – as did the contributions from employees across SIGA as ideas turned to action. Once construction was underway, the project team spent many hours on the road and many nights in hotels. They pored over details resulting in game changing moments. One of these innovations, a first for SIGA, was to combine the design of the gaming floor bar with the restaurant to create a bar and grill atmosphere. This move was a huge success, creating a more cohesive entertainment experience between our gaming floor and food and beverage options.

The final days and weeks leading up to the soft and grand opening, in late 2018 and early 2019 respectively, required additional hands and hearts to come together to make it all possible. Hundreds of employees from across SIGA put on their game faces and joined the effort –



many contributing on site and others helping remotely to coordinate final details. And the payoff was huge – hundreds of smiling guests clamoured to be part of our seventh casino opening events.

The celebrations were instagrammable, bringing all the glitz and glam of the strip to the Border City. Horse-shaped ice sculptures, Vegas-style show girls and guys on the floor, sold-out shows by Aaron Goodvin, The Trews, and James Barker Band, prizes including two trips to Las Vegas, and more!

Over and above this, the new casino mobilized all of SIGA behind a common goal – to bring the same exceptional entertainment experiences SIGA casinos are known for to the community of Lloydminster and, in the process, create employment, support economic development, and generate revenue for our shareholders, the 74 First Nations, and Saskatchewan.

- Gold Horse employees completed more than 1,600 hours of online training between October and December 2018.
- Gold Horse employees completed more than 7.5 weeks (at 37.5 hours/week) of facilitator-led training between mid-October and mid-December 2018.



Genalyn Dioso

MAKING AN IMPACT ON CANADA'S CULINARY SCENE

Executive Chef Genalyn Dioso not only creates inspired, mouth-watering dishes for Northern Light Casino's North Star Restaurant – she is also helping to improve the Red Seal certification program nationally, and advocating for the inclusion of local Indigenous meals in the process.

Genalyn was hand-picked to represent Saskatchewan in Ottawa to help update the Red Seal Occupational Standards Apprenticeship Program. Until Genalyn's involvement, no one recognized there weren't any First Nation regional meals included as part of certification, which Genalyn has successfully lobbied to change.

Genalyn credits her game changing work experience at SIGA for this opportunity:

'I feel so lucky and blessed that I became part of this organization that opened so many doors for me. I now realize the inner purpose of why I chose to work here for SIGA and am proud to say that I stood up for something relevant to First Nation people.'

– Genalyn Dioso, Executive Chef, Northern Lights Casino



Chief Marie Anne Daywalker-Pelletier

SIGA BOARD MEMBER AWARDED ORDER OF CANADA

She's the longest-serving Chief in Canada – and now, she's part of an elite group of those who have received our country's highest honour, the Order of Canada. Just over 7,000 people out of more than 37 million across Canada have been awarded this honour.

Governor General Julie Payette invited Chief Marie Anne Daywalker-Pelletier into the Order during a ceremony on June 29, 2018 at Rideau Hall in Ottawa.

Chief Daywalker-Pelletier is an outstanding leader and advocate. She's led the Okanese First Nation for 38 years, championing education for First Nation youth and advocating staunchly for social issues impacting First Nation women and children, both locally and nationally. She's been critical to the launch of programs, commissions, and organizations throughout North America that work toward the advancement of women and children and related social issues. Her dedication to helping our First Nation people rebuild communities following the Residential School, Indian Act and 60s Scoop eras is inspiring – and it's game changing.

Desiderantes meliorem patriam, 'They desire a better country,' is not only the Order's motto but one Marie Anne has exemplified throughout her life and career as she forges paths for other strong women leaders – the game changers of tomorrow.



SIGA Slot Management

A GAME CHANGER FOR SIGA OPERATIONS

It's a new era for SIGA. After more than 23 years in business, we are thrilled to become a true gaming operator as we finish taking over the management of all our slot machines. This transition is on track to be complete in August 2019.

Since our inception, we relied on Western Canadian Lottery Corporation (WCLC) to manage our slot systems and technology. This was costly and not very efficient, as every machine, every request, had to go through WCLC. We knew there had to be another way, and we were eager to do something new and challenging that would see us continue to provide cutting-edge technology and gaming products, and bring them faster to market – ultimately, delivering a better entertainment experience for our patrons.

In late November 2016, we launched our Slot Management Project. This was a massive undertaking that would see technical maintenance of slot machines and the day-to-day casino system management transfer from WCLC to SIGA, making us a true operator. This eliminated a major step in the process of getting products to market, and is leading to increased efficiencies, integrity and control over our gaming systems as we work directly with the system owner. The move also aligns with our guiding principle Miskâsowin, instilling a sense of pride in ourselves while furthering the professional development of SIGA's family members by bridging knowledge gaps in the slot management operation.



'This was a massive undertaking that would see technical maintenance of slot machines and the day-to-day casino system management transfer from WCLC to SIGA, making us a true operator.'

– Lionel Tootoosis, Senior VP of Operations

We tested our new model with the successful opening of Gold Horse Casino, the first SIGA casino to launch with this centrally hosted model and without third party support for slot management. This marked a major achievement in our operating history.

To support this project and sustain proper management of our slot system, we had to create an entirely new team at SIGA, the Gaming Services team. Together with Gaming Services, many existing business units at SIGA and external partners, such as SLGA, Scientific Gaming, Grant Thornton, and WCLC, we were able to take over effective management of our slot machines – a game changer for SIGA's operations.



Day of Sharing

MAKING A DIFFERENCE WHERE WE OPERATE

SIGA's second annual Day of Sharing was a huge success, supporting very deserving causes across the province. Our Day of Sharing initiative sees employees from each of our casinos and central office spend a day volunteering to help make a difference in their communities.



Dakota Dunes Casino
and Central Office



Gold Eagle Casino



Living Sky Casino



Painted Hand Casino



Northern Lights Casino



Bear Claw Casino & Hotel



Samantha Waditaka

SCHOLARSHIP WINNER AND FUTURE GAME CHANGER

102. That's the number of students who applied for our new scholarship, SIGA's Justice Paul Favel Indigenous Award for Outstanding Leadership in Community Involvement.

Samantha Waditaka was overwhelmed and thrilled to be the one selected to receive this honour and the award of \$5,000.

'I'm so thankful and I'm so happy because I feel like all my hardwork has paid off. Everything I do for my community I do with my heart.' Samantha, who's from Wahpeton Dakota Nation, says part of her award will go back to her community.

'We wanted to create something new that would further support education and employment for our people – something that pays honour to our existing First Nation leaders while helping to develop the leaders of tomorrow. So that's why we came up with SIGA's Paul Favel Award, which goes to a student leader who best exemplifies Justice Favel's Indigenous activism and determination to represent the spirit of Indigenous people.'

– Patricia Cook, SIGA's VP of Corporate Affairs

SIGA's Justice Paul Favel scholarship will be an annual award, celebrating game changers in our communities.

Corporate Social Responsibility



Community Relations & Investment

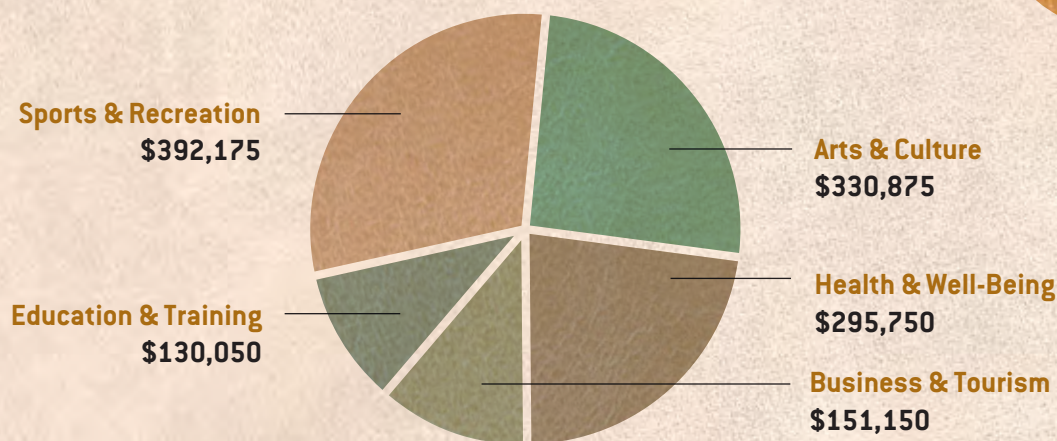
Giving back is core to who we are at SIGA. Our value Wîtaskêwin guides us to share of our land and our resources, and reminds us to give back to the communities where we work and play. SIGA Shares Success with organizations and communities across Saskatchewan and, in particular, First Nation youth and Elders.

Sponsorship

\$1.3 million. That's the investment we make annually through our community investment program into charitable and non-profit organizations here in our province.

We work toward having a lasting, positive impact in our communities and, we do this in part, through focussing on key target areas:

Sector Spend – SIGA Overall



Learn more at
SIGAannualreport.ca

We provide resources for children, youth and Elders in various areas, including food security programs, literacy and cultural programs and events. Through our targeted investments, we continue to make a difference in the quality of life for the socially, physically and economically disadvantaged, and those with special needs.

In 2018-19, SIGA contributed to hundreds of community organizations, including the Ronald McDonald House, Canadian Diabetes Association, Gordon Tootoosis Nikâniwin Theatre (formerly: Saskatchewan Native Theatre Company), All Nations' Healing Hospital, KidSport, Big Brothers and Big Sisters, Saskatchewan Red Cross, Saskatchewan Indigenous Cultural Centre, First Nations University of Canada Pow Wow, Wanuskewin Heritage Park, Safe Drinking Water Foundation's educational kits for schools, University of Saskatchewan youth programs, Jim Pattison Children's Hospital Foundation, Heart and Stroke, and READ Saskatoon, to name a few.

Sponsorship Highlights

We reviewed 776 requests for sponsorship and created 627 partnerships in 2018-19.

First Nations University of Canada (FNUC) 40th Annual Spring Celebration Pow Wow

Again this year, we were a Thunderbird sponsor of FNUC's spring Pow Wow, which celebrated its 40th anniversary. The FNUC pow wow is one of the largest events of its kind attracting more than 7,000 visitors and 800 dancers and singers from across Canada and the United States. The celebration, held in April each year, is considered by many as the official 'kick-off' to pow wow season – one that shares First Nation culture through song, dance, and ceremony that adds to the diversity and cultural mosaic of Regina.



Federation of Sovereign Indigenous Nations (FSIN) Pow Wow

We were once again the proud title sponsor of FSIN's Spirit of Our Nations Cultural Celebration and Pow Wow, held at the SaskTel Centre in Saskatoon. This event is the largest and last pow wow of the season in Saskatchewan, drawing thousands of dancers, drummers and spectators.

First Nation ceremonies and traditions are integral to the success of a pow wow celebration. Preceding the pow wow, sweats and feasts are held, pipes and tipis are raised, and offerings are made to ask for guidance, blessings, good health and safe travels for all involved.

2018 Tony Cote First Nation Winter Games

Since our inception, we've been a major supporter of the Saskatchewan First Nation Summer and Winter Games and this year was no exception. Once again, we were a top sponsor of the Tony Cote First Nation Winter Games in 2018, hosted by Shoal Lake, Red Earth, and Cumberland House Cree Nations. A celebration of sport and culture, this event epitomizes healthy living and builds community at all levels. Hundreds of athletes, coaches, parents and spectators from First Nations across Saskatchewan joined the experience. Thirteen regional teams and all 74 First Nations participated in the games.



776
sponsorship proposals

received between
April 1, 2018 –
March 31, 2019

41
proposals

were from
first-time applicants

627
partnerships

were created with
more than 500 different
organizations

Employee-Driven Volunteer Program

Our volunteers are game changers for our communities. Our employees give their time and passion to many causes, living our value of Wítaskêwin and demonstrating our commitment to Building and Sharing Success.

Our employee-driven volunteer program is supported by volunteer coordinators at each of our locations. We add value and recognition for employees by providing eight hours of paid volunteer time once an employee has given 16 hours of unpaid time.

We partner with organizations like Habitat for Humanity, Salvation Army, Food Banks, Friendship Inn, Friendship Centres, White Buffalo Youth Lodge, Meals on Wheels and a number of community schools, to name a few. Visit www.siga.ca to learn more.

SIGA Rider Game Day

It's an opportunity many of our youth don't get to experience and one many Saskatchewanians take for granted – cheering on our Roughriders live at Mosaic Stadium. That's why every year we sponsor a game day with the Saskatchewan Roughrider football club and host up to 300 youth from across the province, all of whom receive a meal, drink, and a special gift. SIGA volunteers put on their game faces too, acting as ambassadors to help deliver a VIP experience for these kids.



SIGA Good Food Run

Inspired and driven by the SIGA Long Runners fitness group, SIGA's Good Food Run is an annual charity event that, over the past two years, has raised more than \$22,900 for CHEP Good Food Inc., which supports child hunger education programs. In 2018, we raised more than \$18,000 of that total amount, growing the event substantially! Our SIGA volunteers support this event as well, giving their time to this important fundraiser that encourages children, youth and families to get outside and be active.

3,900
volunteer hours
committed

31.8%
participation

Learn more about
our [Community
Investment Program](#)

2018 SIGA Scholarship Awards

Our guiding principle Pimâcihowin speaks to making a living, and we understand education and continued learning are essential ingredients in doing so.

That's why we created our First Nation Scholarship Program, which provides incentive to First Nation students to attend academic programs considered to be vital to the continued success of First Nation employment in Saskatchewan.

Since 2016, we've partnered with the Saskatchewan Indian Institute of Technologies (SIIT) to provide up to \$100,000 in scholarships to SIIT students, with the help of a \$50,000 matching government grant. This year, we awarded \$85,000 through 26 scholarships to SIIT students.

In 2018, we introduced a new \$5,000 scholarship, the SIGA Justice Paul Favel Indigenous Award for Outstanding Leadership in Community Involvement. This scholarship is presented to an Indigenous student in a full-time academic program, who has shown tremendous commitment to Indigenous culture, their community and their own education.



Responsible Gaming Highlights

RGCheck Accreditation

RGCheck is a national responsible gambling accreditation program, and the most rigorous in the world. It's administered by the Responsible Gambling Council. Bear Claw Casino and Hotel, Gold Eagle Casino, and Painted Hand Casino successfully completed the RGCheck re-accreditation process and have been accredited until February 2022. Dakota Dunes Casino, Living Sky Casino, and Northern Lights Casino submitted their annual update and successfully maintained their RGCheck accreditation status.

Responsible Gambling Awareness Week

Each year, SIGA casinos actively participate in Responsible Gambling Awareness Week, encouraging patrons to use their GameSense by hosting events and sharing information and resources about responsible gambling. SIGA conducts a patron survey each year during RG Week to measure awareness of GameSense resources. GameSense awareness for 2018-19 was 71.8 per cent.

Use Your GameSense

GameSense is an innovative, award-winning program designed to promote informed choice and healthy behaviours among patrons. This program is part of SIGA's Responsible Gaming Strategy.

Our Operations

SIGA Casinos offer high-value entertainment and engaging guest experiences delivered with our unique brand of First Nation hospitality.



Gaming Highlights

We remain committed to providing an exciting casino experience for our patrons by investing in cutting-edge products and exceptional customer service.

Together, SIGA's seven casinos feature a total of 2,370 slot machines, 57 live table games, and six dealer-driven electronic table games (ETGs).

As part of this commitment, we made a number of additions to gaming vendors and products to leverage new technology and provide the best possible gaming experience. We brought in a new vendor, AGS, so we could increase available options of various table games, side bets, and slot machines with popular themes. We are the first casino operator in Canada to introduce the Bonus Spin progressive table game side bet.

This year, we also introduced dealer-driven, fusion hybrid electronic table games – at Gold Horse and Dakota Dunes Casinos. Each ETG offers stadium Blackjack, Roulette, Baccarat, and various side bets with 18 player betting terminals. Our ETGs have attracted new players and offer increased privacy to high limit players.

Last but certainly not least, we opened a new entertainment destination! [Learn more about Gold Horse Casino](#)



\$962,639,870

in currency

inserted into slot machines

If you stack that many \$100 bills it would be 3,446 ft taller than the world's tallest artificial structure Burj Khalifa (2,722 ft).



\$68,337,426

in currency

exchanged to casino chips

If you exchange that many chips all in \$5 denominations its weight would be 134 tonnes or 67 F150 trucks.



138,286

hours

live table games were open

If one walks around earth's equator without resting, that number of hours would be enough to travel 18 times around the globe.



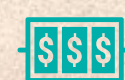
\$184,795,204

in slot jackpots won



\$3,237,285,045

total bets wagered (slots)



2,090,644,478

slot spins

Food and Beverage

SIGA's food and beverage department remains focused on guest satisfaction, continuing to leverage technology and human resources toward improved processes and services to maintain a high standard of guest experience.

On the technology front, this year we invested in two types of software that will increase consistency and efficiency:

- Food and beverage recipe costing software to provide consistent, up-to-date pricing that will enable all food and beverage employees across SIGA to have accurate and timely pricing information.
- Pour control software for all premium back bar liquor, which will integrate with our point of sale system and will wirelessly compare sales to the amount of liquor being poured from each brand. This software will be piloted in 2019 with the aim to streamline operations through inventory management that will reduce manual liquor counts.

On the human resources front, we've added a new corporate chef position for 2019 and will further invest in our employees with the introduction of annual training for all of SIGA's 430 food and beverage team members. The new chef position and the annual training will maintain and increase the level of continuity between casino food operations, reducing costs and building a first-class service culture that will help us better meet the growing needs and expectations of our guests.



782,264

units of beer

served in 2018



93,916

items

served through our Charley
Biggs' franchise



4,589,016

total food & beverage items

sold in 2018

Marketing and Promotions

In 2018-19, SIGA casino guests continued to enjoy our gaming destinations as a premier choice for entertainment in our province. They were treated to our SIGA casino brand of First Nation hospitality and a diverse selection of promotions, such as: live performances, prize draws, tournaments, contests and special events that heightened our guests' experience.

During this past year, SIGA casinos proudly:

Welcomed
24,000+

new **Players Club**
members

Rewarded
500,000+

personalized offers
to qualifying
members

Rewarded
65,000+

members
with **exclusive prizes**
through our
Reward Centres

Hosted
780,000+

unique visitors
to our
casino websites

Celebrated
winning with
12,000+
members

at our exclusive, themed
jackpot parties

Entertained
23,000+
guests

who attended **86** live
performances

Partnered with
59

hotels

in the areas we operate
to offer **Stay and Play**
packages

Welcomed
15,900+

new followers on our SIGA
social media channels

Celebrated
birthdays of
35,000

members

by giving away
\$400,000+ in gifts

Hosted
45

exclusive parties
& events

for our elite members

Sold
2,600+

tickets

to live games
tournaments

Welcomed
17,900+

new email subscribers

Entertainment and Events

In 2018-19, SIGA casinos proudly presented a diverse array of internationally renowned headliners including Midland, The Proclaimers, Craig Ferguson, 98 Degrees, Steel Panther, Colter Wall, Jess Moskaluke, Lorrie Morgan, Wayne Newton and acclaimed director/comedian, Kevin Smith.



98 Degrees



Roland
Corrigal



The Trews



Nice Horse



Jess Moskaluke



Aaron Goodvin



Craig
Ferguson



Lorrie
Morgan



James Barker
Band

Entertainment also played a key role in the ribbon cutting and Grand Opening celebrations at Gold Horse Casino, where our guests were treated to performances by Roland Corrigal, Nice Horse, Indigo Circus, Aaron Goodvin, The Trews, and James Barker Band. The opening of Gold Horse Casino also brought with it the first VIP suites to be offered at SIGA casinos, which are now being offered for public sale.

Service enhancements during this fiscal year included the purchase of improved ticket scanners to upgrade the mobile ticketing experience and the implementation of Players Club presale email campaigns; this allowed for online presales to some of our biggest events and resulted in some of the fastest sellouts in SIGA history.



Midland

Exciting Promotions

Among the exciting promotions at SIGA casinos were chances to win cars, boats, trips, cash and more!

This year, SIGA casinos made two more Saskatchewan millionaires with top-tier wins on our trademark Smoke Signals Mystery Progressive. A welder from Union Lake was excited to hit a jackpot for over \$1.82 million in June at Dakota Dunes Casino. In November, a guest from Saltcoats visiting the Painted Hand Casino became an instant millionaire taking home more than \$1.42 million. SIGA also awarded a Bad Beat Jackpot of more than \$113,000 at Northern Lights Casino in September for the first time in that casino's history. The Rider Nation Progressive continues to be a hit with Saskatchewan guests and loyal fans of the Saskatchewan CFL team. This mystery progressive has a top tier 'Touchdown' prize of \$100,000.

We continue to offer electronic slot promotions designed to reward qualifying Players Club members conveniently at their slot machine. From virtual horse racing to colourful prize wheels – there's something for all players to enjoy.

Our Rewards Centres continue to be an effective way for Players Club members to participate in promotional draws, play interactive games, and receive customized offers. This past year, there were more than 930,000 interactions at the Centres.

In October 2018, players from all over Saskatchewan and neighbouring provinces attended the 2018 SIGA Poker Championship at Dakota Dunes Casino, enticed by the chance of winning part of the \$219,600 prize pool. Our championship winner was Daniel Lefebvre from Saskatoon who took home more than \$37,000, a custom designed poker bracelet, and a seat to the 2019 World Series of Poker in Las Vegas.



Smoke Signals
winner

2018 SIGA Poker
Championship winner
Daniel Lefebvre



Our Casinos



Bear Claw Casino & Hotel

WHITE BEAR FIRST NATION JONATHAN PASAP, GM



59
partnerships /
sponsorships



68%
First Nation
employees



4
live table
games



140
slot machines



115+
employees

Culture and guest experience shine: Indigenous Tourism Lodging Award

SIGA's proud to be a First Nation organization and to exemplify that through the design of our casino properties. More than that, the way we operate is guided by five important values.

Miskâsowin is one of these, and signifies finding one's sense of origin and belonging and instilling a sense of pride in our First Nation heritage.

So winning this award— the Indigenous Tourism Lodging Award — is a huge point of pride for Bear Claw Casino & Hotel and a testament to our pride of culture.

The Indigenous Tourism Lodging Award is given to an Indigenous operator for providing an excellent lodging experience for guests while incorporating Indigenous themes, design elements and cultural experiences.

Bear Claw showcases our First Nation culture in the name of our property, the design elements incorporated into our casino's architecture, and with Indigenous artwork throughout the building.

Hosted SIGA's first and very successful Fortnight tournament — the first time a Canadian casino has held an eSports gaming competition

Gave monthly peer-nominated employee awards and held a year-end event to recognize all the winners and award employee of the year for a teammate's outstanding service

Accomplished 96% core training completion for all team members in a year where significant training renewal was required to ensure we continue to offer an exceptional guest experience

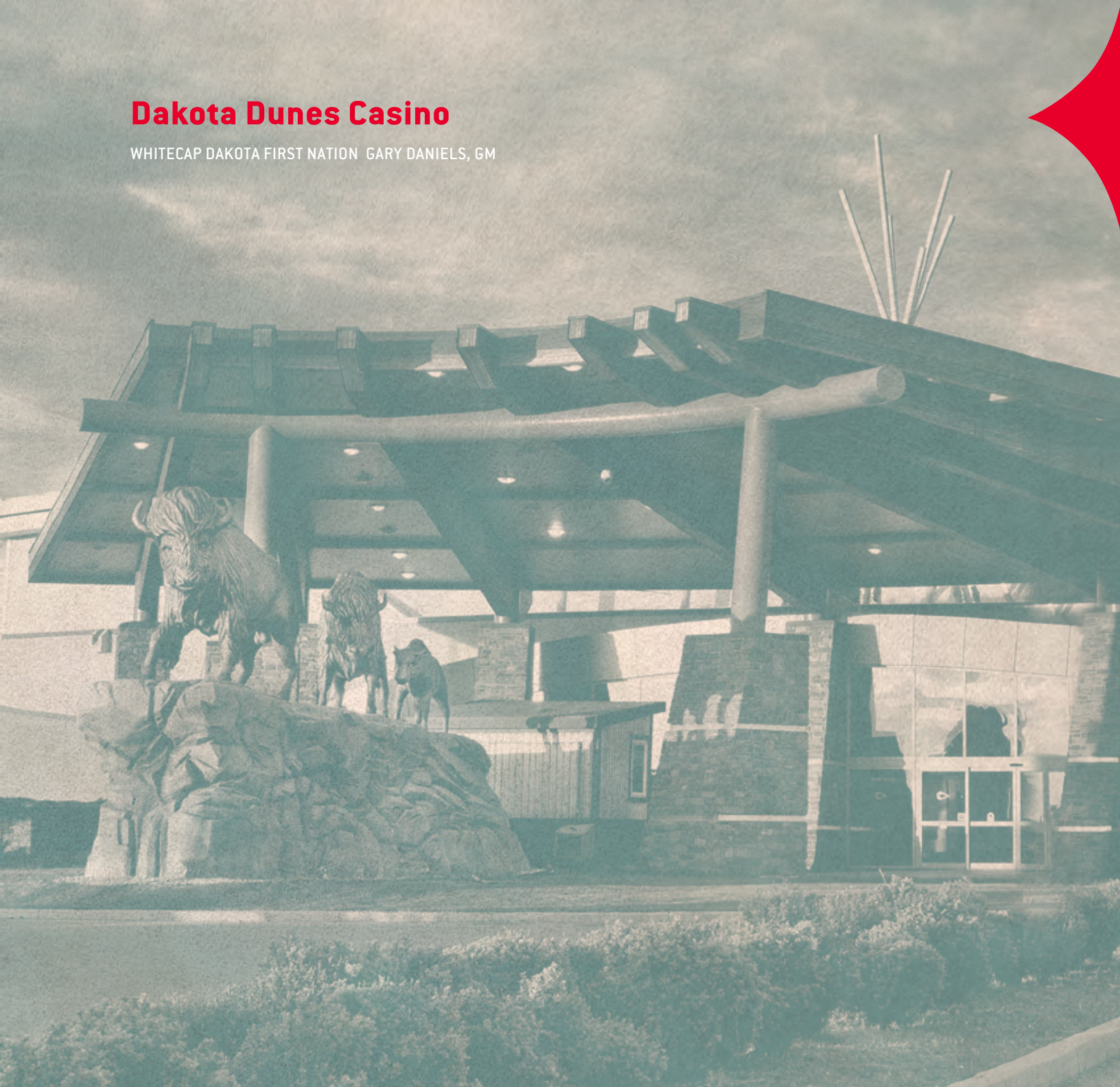
Continues to be a stay, play and dine destination nestled in the major tourist spot of Moose Mountain region with many lake resorts, campsites and golf courses nearby and abundant ski and snowmobiling trails

Brought back the popular Buck-A-Rama Rodeo, which teamed up with us to produce a two-day crowd-pleasing show showcasing bull riding, bareback bronc riding and saddle bronc riding skills



Dakota Dunes Casino

WHITECAP DAKOTA FIRST NATION GARY DANIELS, GM



130
partnerships /
sponsorships



72%
First Nation
employees



18
live table
games



620
slot machines



385
employees

From casino to destination resort – new hotel a game changer for Whitecap and SIGA

A top destination resort for Western Canada – that's the vision for what will be the Dakota Dunes Resort and Casino.

Whitecap Dakota First Nation, in partnership with SIGA, is well on its way to realizing that vision through the development of a first-class hotel adjoining the Dakota Dunes Casino.

On September 14, 2018, we joined Whitecap to break ground on the new hotel development – expected to open in 2020.

- \$38 million project
- 155 rooms, a fitness centre, a business centre and a restaurant
- 230 jobs created during construction and another 150 created once the hotel opens
- Projected \$230 million in economic benefits for the Saskatoon regional economy over 10 years, with annual revenue of about \$8.5 million

The hotel will take Dakota Dunes' entertainment and hospitality to the next level with first-class accommodations and meeting facilities. We look forward to further enhancing the customer experience by providing our guests the opportunity to truly stay, play, and dine.

Introduced new electronic table games (ETGs)

– branded The Circuit – which are dealer-driven and very popular with patrons. With the ETGs, guests have the option of three different games on 18 terminals

Offer an entertainment venue and banquet facility, with Arrowhead Grill restaurant, Tim Horton's, Charley Biggs' Chicken, and large gaming floor with High Limit Room delivering VIP services for VIP players

Featured performances by Gord Bamford, Craig Ferguson, 98 Degrees, Kevin Smith and several different tribute acts

Hosted close to 60 promotions, including car giveaways, concert tickets, major cash giveaways and many more prize packages

Volunteered for several new events this year, including Gutsy Walk for Crohns, Saskatoon Pride Parade, Westside Community Centre Soup and Sandwich Saturdays. We continue to volunteer for the Friendship Inn, Lighthouse, to support White Buffalo Youth Lodge and more



**DAKOTA DUNES
CASINO**

Gold Eagle Casino

MOSQUITO FIRST NATION KELLY ATCHEYNUM, GM



94
partnerships /
sponsorships



66%
First Nation
employees



8
live table games
(includes two
poker tables)



325
slot machines



282
employees

New amenities a game changer for guest experience

One of the most popular places to eat in the Battlefords, our Kihiw Restaurant, has just added the Kihiw Bar! With the popularity of our dining experience, guests were seeing waiting periods of up to 20 minutes until they could be seated in the restaurant. Now with the new bar, patrons can either belly up with a beverage or enjoy a cold one at our comfortable table seating in the bar area.

That's not all! We expanded our food and beverage offerings with a redesigned Deli area to provide more quick bite options on the gaming floor, complete with takeout service. Not only do we still offer sandwiches, salads and yogurt – we're now able to satisfy everyone's craving by also delivering chili and a biscuit, soup, Charley Biggs' Chicken, donuts and freshly baked cookies.

Hosted our first combined Slot and Blackjack Tournament,

giving patrons an opportunity to try live games or slots in a friendly learning environment

Ramped up giveaways to include lawn tractors and utility vehicles on top of our regular prize offerings

Featured entertainment, such as Tony & Tina's Wedding, Midland, Steel Panther, The Headstones, Kevin Smith, and the Malanka Ukrainian New Year Celebration

Presented Holistic Adventures and a Wine, Beer and Spirits Tradeshow

Launched a series of workshops (working with local businesses) in our multipurpose room, including Bead Night, Sushi Night, Floral Arrangement, and Cupcake Decorating



Gold Horse Casino

LITTLE PINE FIRST NATION ROGER ANDERSON, GM



30
partnerships /
sponsorships



59%
First Nation
employees



6
live table
games



250
slot machines



215+
employees

A boost to the Border City: New casino brings wealth of benefits

The opening of Gold Horse Casino has brought an exceptional entertainment experience to the Border City, while driving many economic benefits for the City of Lloydminster and local First Nations.

SIGA's expansion into this market was driven by our mandate to:

- Create employment for First Nation people
- Generate positive revenues for our First Nations and Saskatchewan
- Undertake economic development projects that benefit our shareholders and communities where we operate

The opening of our newest entertainment destination created more than 200 jobs – close to 60 per cent of these roles are filled by First Nation people. In our first quarter of operations, the casino generated more than \$7,600,000 in revenue, almost double the projected revenue. Our new casino also creates economic benefits for the landowner, Little Pine First Nation, from whom SIGA leases the property, and for the City of Lloydminster.

'The Gold Horse Casino represents a confident investment in our community and already we are seeing meaningful economic benefit,' says Mayor Gerald Aalbers. 'The addition of the casino has helped shape Lloydminster as an attractive destination for visitors and provided a new hub of entertainment and leisure for our residents.'

Introduced a first to SIGA – Electronic Table Games (ETGs), which offer three game selections. These games are dealer-driven with three dealers facilitating play for the 18 ETG terminals

Offer the first SIGA casino VIP Sky Boxes, providing a unique, intimate viewing for all shows held in the event centre

Hosted a local job fair on October 10, 2018 that attracted close to 500 people

Sponsored the Lloydminster Region Health Foundation, Thorpe Recovery Centre, Lloydminster Agricultural and Exhibition Association 'Colonial Days,' and more

Held 10 entertainment events in our opening months. Our opening celebrations showcased performances by Roland Corrigan, Nice Horse, Aaron Goodvin, The Trews, and James Barker Band



Living Sky Casino

NEKANEET FIRST NATION TREVOR MARION, GM



52
partnerships /
sponsorships



16.5%
First Nation
employees



5
live table
games



200
slot machines



185+
employees

10 years in the game

176. 347. 2.9 million. 4,600.

These numbers tell a compelling story – one of a decade of game changing contributions to Swift Current and area.

- 176 – The number of organizations Living Sky Casino has supported
- 347 – The number of events and community initiatives Living Sky has sponsored
- \$2.9 million – The amount invested into the community through these sponsorships
- 4,600 – The number of hours casino employees have invested through volunteerism

This is just a snapshot of some of our contributions to our community – the impact is much greater. This impact is seen in the appreciation on peoples' faces as they're delivered their Meals on Wheels by our passionate volunteers, in the joy of dancers moving to the beat of the pow wow drum, in the success of our children and youth in school, and in the look of triumph on our athletes' faces as they grace the podium.

It's also seen in the entertainment we deliver for our patrons – thank you for celebrating 10 years with us. We were proud to hold an anniversary gala with well-loved musical acts, including local talent Colter Wall, exciting promotions that included giving away \$50,000 cash, a performance from 'Mr. Las Vegas' Wayne Newton, and a pow wow to bring the whole community together. We couldn't provide these experiences without our dedicated team members – 53 of them celebrating their 10th year with Living Sky Casino.

Offer a multipurpose Event Centre with full banquet service, for special events, concerts, local theatre productions, weddings, meetings and conferences, and more

Volunteered for Meals on Wheels with the Cypress Health Region, Swift Current Frontier Days, Swift Current 57's ball club, Salvation Army Food Hamper Drive, Royal Canadian Legion fundraisers, and LSC Haunted House for SPCA

Participated in Swift Current Truth and Reconciliation Committee on the '60s Scoop' Awareness event to help bring awareness to the realities of the 60s Scoop

Sponsored dozens of events, including Swift Current Frontier Days, Nekaneet annual 'Battle of the Little Big Puck,' Saskatchewan Hockey Hall of Fame Inductee Dinner, Dr. Noble Irwin Foundation Radiothon

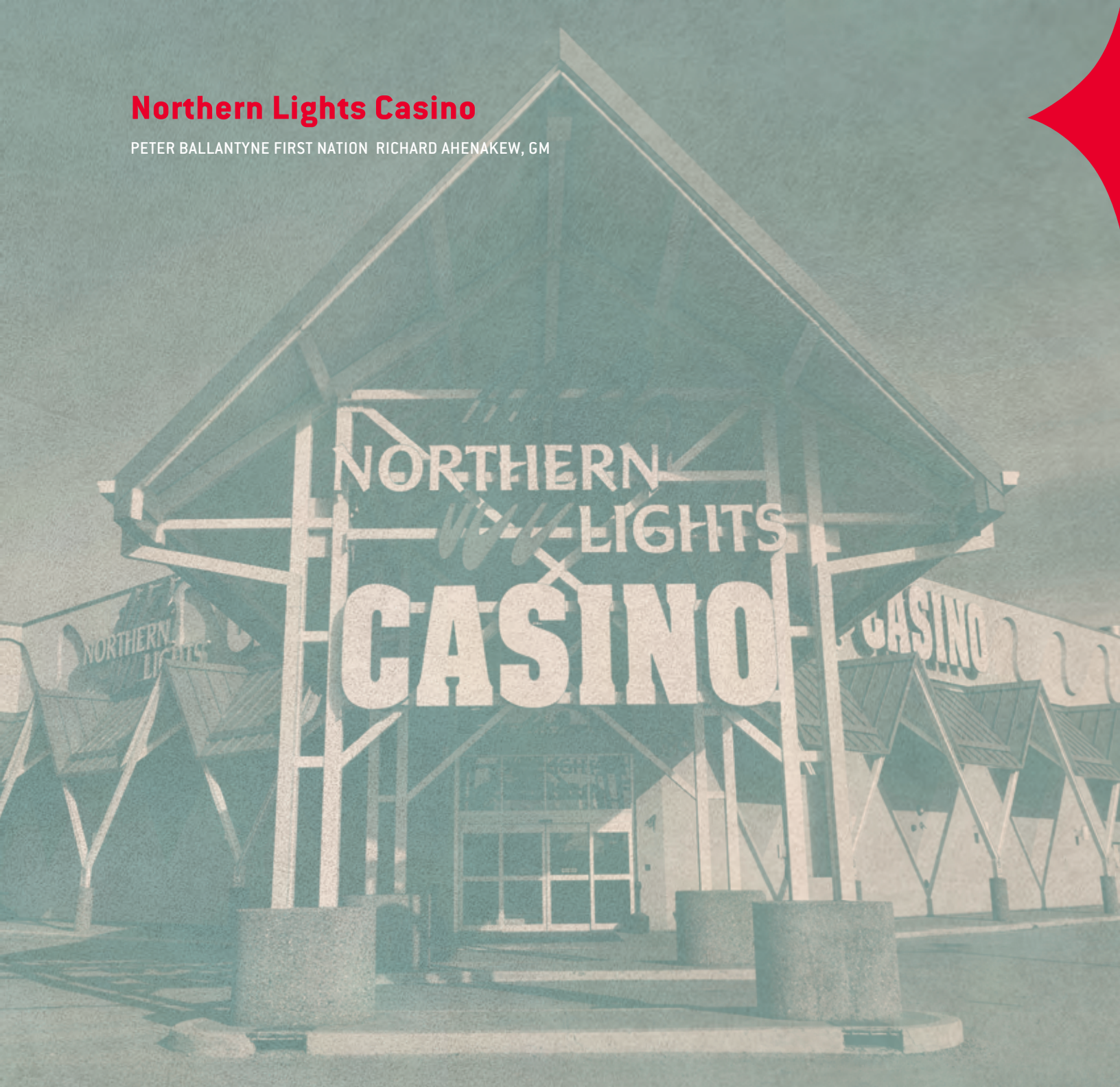
Held our first Ribfest event at the casino, which brought in more than 7,500 people!



Living Sky Casino

Northern Lights Casino

PETER BALLANTYNE FIRST NATION RICHARD AHENAKEW, GM



130
partnerships /
sponsorships



76%
First Nation
employees



10
live table
games



585
slot machines



362
employees

Casino wins highest honours at Business Excellence Awards

It was a big night for our casino at the 2019 Samuel McLeod Business Awards Gala, as we took home the Business of the Year and Community Involvement Awards! The Gala celebrates businesses operating in Prince Albert with honours across 10 categories awarded through an independent and anonymous judge review process.

'The positive impacts that businesses have, they can't be ignored, and then when the business community turns around and they recognize you, I tell you, the feeling's incredible,' says General Manager Richard Ahenakew.

This was the first year Northern Lights took home the Community Involvement Award for our volunteers' dedication to local causes and initiatives. Just in the past year, casino employees held food and clothing drives, hosted many meals for different groups, and helped repair and refresh playground and building facilities at the Bernice Sayese Centre as part of SIGA's Day of Sharing. Our volunteer program is a major point of pride for our employees.

Sponsored the Heart of the Youth

Pow wow for the local school board and also fed 1,400 people in attendance

Hosted Team Australia as part of our major sponsorship and involvement in the World Junior Softball Championships in summer 2018

Offer monthly dinner shows, weekend live music, mid-week karaoke, and televised sporting events in the Starlight Lounge and North Star Restaurant, which serves local products and provides high-end catering

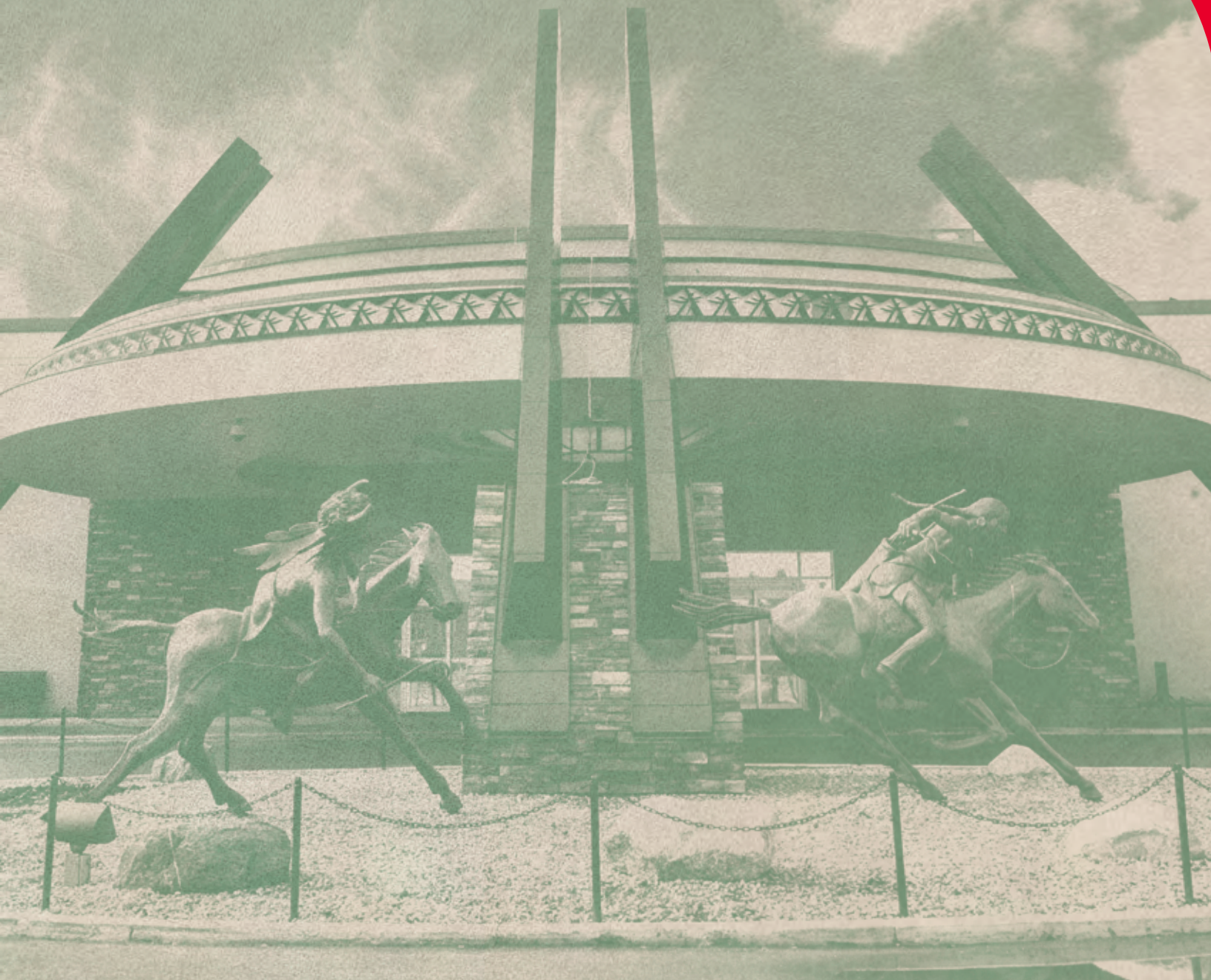
Collected more than 1,250 pounds of food as part of our first build your manager event. Employees donated food and used it to build a replica of their managers, which encouraged others to donate more items

Volunteered at PAGC Christmas Dinner, Coldest Night of the Year walk, Big Brothers Big Sisters Diva for a Day, Children's Wish Game, Carlton Aboriginal Day and more!



Painted Hand Casino

KAHKEWISTAHAW FIRST NATION CHARLES RYDER, GM



71
partnerships /
sponsorships



66%
First Nation
employees



6
live table
games



250
slot machines



206
employees

Putting our best face forward: Front entrance redesigned

For SIGA casinos, it's all about guest experience and first impressions. That's why this year, we invested in a redesigned front entrance way to provide a wow factor for every visitor entering our destination.

The new exterior entrance features reflect our commitment to provide first-rate amenities and an exceptional experience for our guests. Each year, we continue to improve and expand our facilities and offerings to provide the ultimate customer experience and are already embarking on a new upgrade to the Legends Restaurant.

We're one of Yorkton's largest employers,

providing training and learning opportunities to equip our team members to provide the exceptional First Nation hospitality for which we're known

Feature first-rate amenities including the gaming floor, Legends Restaurant, 4 Aces Saloon & Deli, and the Events Centre, which hosts first-class entertainment and couples as an all-service meeting and events facility

Volunteered with The Soup Haven, SIGA Day of Sharing, Paws & Claws Adoption Day, The Christmas Squad, the Yorkton Friendship Centre, and more

Volunteered at the fifth Annual Co-op Pumpkin Walk to ensure safe Halloween experiences for kids, which has grown over the past five years to include many families not just in Yorkton but in surrounding areas

Sponsored Yorkton Film Festival, Yorkton Summer Exhibition & Grain Millers Harvest Showdown PBR, Kahkewistahaw First Nation Raising Awareness for Cancer Victims Rodeo, Yorkton Chamber of Commerce Celebrate Success Business Awards, Wicahitowin Foundation 20th Annual SaskTel Indigenous Youth Awards, to name a few



The above photo features the new rubber sidewalk feature installed.



Building Success

Building a better future for our people

Strategic Plan Overview

SIGA's strategic plan focuses on developing an intimate relationship with customers and offering products and services to those customers that increase revenue, income and employment. Using the balanced scorecard methodology, SIGA has developed strategic objectives and initiatives.

For each strategic objective, we have established performance measures and targets for a rolling five-year period. For strategic projects, SIGA has designated a member of the executive team to act as project sponsor and established milestones to track the progress of the initiative.

SIGA has developed its strategic plan using the Balanced Scorecard model to look at our business from the viewpoint of owners and customers to determine what products and services we must offer and what key business processes satisfy customer needs. The model allows SIGA to demonstrate how our employees are supported to meet customer needs by the organization's investments in developmental educational programs and technology.



Shareholder Perspective

What are the outcomes expected by our owners?

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	PROGRESS/RESULTS/MEASURE
Optimize Net Income	Revenue Net income	\$262 million \$82.5 million
Grow and Develop First Nation Employment	Total number of First Nation Employees	SIGA continues to be a leader in engaging, growing and developing a First Nations workforce. 64% of our employee base is First Nation (1228) and 62% of managers are First Nation (70)
Support First Nation Economic Development	Total Payments to First Nation Companies	\$33.45 million

Customer Perspective

What are our customers looking for?

Our strategy is 'customer intimacy.'

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	PROGRESS/RESULTS/MEASURE
Entertainment and Hospitality Experience	Become the first choice entertainment destination for customers by offering unique entertainment options in the markets we serve	Over 21.1% of the population rate casino as top entertainment destination in town Visitors agree they would recommend the casinos to others More than one third of adults in our markets have visited the casino at least once in the last year
Recognition and Appreciation	Value the contribution of every customer through personal interaction – Target 4.3	Guest satisfaction with friendliness of staff was rated very high – 4.4 out of 5 Guests rated very high that they are recognized and appreciated by staff – 4.4 out of 5 Increased Players Club Membership – Slightly down from target. Coldest months in last quarter impacted these results
Quality Value-Priced Dining	Be recognized for providing consistent, high-quality dining options that meet the expectations of each of the market segments we serve and are rated by our customers as providing exceptional value for the price charged – Target 4.3	Guest surveys indicated a very high satisfaction level with quality of food – 4.5 out of 5
Memorable Facilities and Convenient Services	Be recognized as the highest quality entertainment facility in each market we operate by incorporating customer convenience into the services we provide. Guests very satisfied – atmosphere target 4.0	Guest satisfaction with overall atmosphere rated very high – 4.2 out of 5

Internal Perspective

What services do we need to provide to excel?

To achieve our desired outcomes, SIGA will focus on several business process enhancements that are grouped in three primary themes: Customer Service Excellence, Grow and Develop the Business, and Operational Excellence.

	STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	PROGRESS
Customer Service Excellence	Tend to VIP	Recognize the importance of customers with a high value through segmented pricing promotion and customer service standards	These include VIP appreciation events, such as dinner shows, live entertainment and special events. In addition, VIPs were also treated to a variety of off-site events: Saskatchewan Roughrider games and trips to other SIGA Casinos
	Exciting Entertainment	Create a winning atmosphere by celebrating wins and engaging customers with exciting and innovative promotions and events	Two annual SIGA-wide events (Poker and slot tournaments) Welcomed more than 24,500 new Players Club members Live entertainment and a variety of promotions and activities continue to draw customer participation
	Know the Customer	Work continues on developing psychographic and demographic profiles of our customers. This helps us better serve our customers; these data are analyzed and integrated as a regular part of our decision-making process	On-site informal focus groups and customer preference gathering. Bi-annual customer telephone surveys. Improving analytics through Bally Business Intelligence tools, enabling targeted promotions and loyalty rewards
	New Product Development	Research and develop gaming related products and services that will add value to our customers	VIP Customized Information Tool (internal) GHC – Internet access Kiosks.
	Continuous Procedural Improvements	Ensure organization's processes are efficient and effective and in alignment with organization's policies	SIGA brand guidelines developed Implementation of revised tip procedures/ tip distribution structures Updated Corrective Action Guide Safety Management Implementation Development/Implementation of Drug Testing Program Redesign of Group Health Benefits Plan and Transition Plan to new Group Health Insurance Provider
	Organizational Excellence	Corporate Social Responsibility (CSR)	Met or exceeded targets for public opinion polling
	Operational Efficiency	Increase the efficiency of key business processes to optimize productivity and income	Met targets to control variable labour

Learning & Growth

Our most important resource is our people

One of SIGA's founding mandates is to grow and develop First Nation people. SIGA is committed to the career, training and development of our employees and believe it is a critical factor in achieving our strategic business goals and objectives.

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	PROGRESS/RESULTS/MEASURE
Talented Workforce	Employees who have completed core training – Target 80%	Investing in our employees is a priority for SIGA. SIGA's Core Training Program is one way SIGA invests in our employees, where all employees take required training within their first year of employment. SIGA exceeded our aggressive target, achieving a 92% core training completion rate. Over the last fiscal year, employees participated in 19,394 learning events
Leadership Development	Developing our leaders to motivate and inspire teams to accomplish SIGA's vision and mission as an organization	293 supervisors and managers attended SIGA's in-house built Leadership Development Program over the fiscal year, which consists of five classroom modules Throughout the year, there were 84 permanent internal promotions, thousands of hours of Temporary Performance of Higher Duties and numerous acting appointments and lateral transfers, which provide employees with opportunities to grow and develop their leadership skills
Engaged Workforce	Employee Satisfaction and Engagement	Growing SIGA's reputation as an employer of first choice and a great place to work while ensuring competitive pay, benefits, safe workplace, and rich opportunities for learning and development are priorities for SIGA. This fiscal year, SIGA again achieved a designation of Great Place to Work and continues to be a Top Saskatchewan Employer Health & Wellness events and services such as health & wellness fairs and workshops continue to promote healthy lifestyles amongst our employees and their families This year, SIGA measured engagement and scored 68%. Employees expressed appreciation of the learning, development and career opportunities available, and for the benefits package and incentives. There is a strong sense of SIGA Pride amongst our employees, who enjoy working for an organization that gives back to local communities
	Employee Volunteerism – Target 29% of all SIGA employees.	SIGA had high levels of employee volunteer participation 31.8% Volunteer partnerships have been developed with local charitable organizations in all communities where we operate (at least two per community)

Risk Management

At SIGA, business risk is defined as the degree of exposure associated with the achievement of key strategic financial, organizational and process objectives. Principal risks and uncertainties that could affect SIGA's future business results going forward are of primary concern.

Risk Management Governance Structure

Although the SIGA Board is ultimately accountable for overseeing risk management within SIGA, as a whole it has assigned responsibility to the Audit and Finance Committee to oversee SIGA's risk assessment and risk management processes. SIGA senior executives are responsible for ensuring key business risks are identified, defined and prioritized. Executive risk owners are engaged and charged with risk mitigation within limits established by the SIGA Board of Directors. These data are compiled in a corporate risk profile that is reported to the Audit and Finance Committee on a quarterly basis. Results of the quarterly risk and control assessment are incorporated into the strategic planning process. There are a range of factors that may affect SIGA's results.

Principal risks that could negatively affect our results and performance include:

Strategic Risks

REPUTATION RISK

We recognize damage to reputation as the most severe risk SIGA faces. Our efforts to mitigate reputation risks include continual building of goodwill by effective communication with stakeholders, commitment to sustainability, transparency, leading-edge corporate governance and best practices.

ECONOMIC SLOWDOWN

Changes in the economy impact the amount of disposable income people have to spend on entertainment, resulting in reduced gaming revenues. SIGA monitors the external environment and the individual performance of each property.

Financial Risks

LIQUIDITY RISK

The risk that SIGA is unable to meet our financial commitments as they become due or can only do so at excessive costs. SIGA manages our cash resources based on financial forecast and anticipates cash flows.

THEFT OF ASSETS

We recognize the extreme importance of maintaining strong controls over the safeguarding of cash and cash equivalents as specific to the gaming industry. SIGA manages these risks through the design of internal controls to mitigate such occurrences.

Organizational and Process Risks

RISK WITH LOSS OF KEY PERSONNEL

SIGA recognizes the impact to the organization should there be a loss of key personnel. In order to mitigate the impact of such a loss, executive and senior management succession plans are in place.

INFORMATION RISK

SIGA recognizes information for decision making requires accurate, complete and timely reporting of financial and operational performance. SIGA manages these risks through continual evaluation of internal controls over financial reporting for new and existing systems.

REGULATORY RISK

SIGA operates in a highly regulated environment. In addition to general operating regulatory requirements, SIGA is required to comply with Financial Transactions and Reports Analysis Centre of Canada (FINTRAC) guidelines.

Financials

INDEPENDENT AUDITOR'S REPORT	54
STATEMENT OF FINANCIAL POSITION	56
STATEMENT OF COMPREHENSIVE INCOME	57
STATEMENT OF CHANGES IN DEFICIT	58
STATEMENT OF CASH FLOWS	59
NOTES TO THE FINANCIAL STATEMENTS	60

Independent Auditor's Report

To the members of the Saskatchewan Indian Gaming Authority Inc.

Opinion

We have audited the financial statements of the Saskatchewan Indian Gaming Authority Inc. ('SIGA'), which comprise the statement of financial position as at March 31, 2019, and the statement of comprehensive income, statement of changes in deficit and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information (collectively referred to as the 'financial statements').

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of SIGA as at March 31, 2019, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards ('IFRS').

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ('Canadian GAAS'). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of SIGA in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing SIGA's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate SIGA or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing SIGA's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of SIGA's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on SIGA's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause SIGA to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within SIGA to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Chartered Professional Accountants
Saskatoon, Saskatchewan
May 31, 2019

Statement of Financial Position

As at March 31, 2019	Notes	2019	2018
CURRENT ASSETS			
Cash and cash equivalents		\$ 28,868,182	\$ 21,410,451
Short-term investments	4	16,332,500	38,282,500
Accounts receivable	5	6,515,279	4,835,004
Inventories	6	2,147,695	1,132,030
Prepays		1,988,306	2,626,227
		55,851,962	68,286,212
INTANGIBLE ASSETS	7	18,847	1,798
PROPERTY AND EQUIPMENT	8	130,083,347	121,725,544
		\$ 185,954,156	\$ 190,013,554
CURRENT LIABILITY			
Due to Saskatchewan Liquor and Gaming Authority	9	\$ 63,811,410	\$ 64,447,720
Accounts payable and accrued liabilities	10	27,282,775	21,566,115
Current portion of long-term debt	11	5,401,812	5,402,812
Current portion of finance lease obligation	12	4,517,256	3,901,278
		101,013,253	95,317,925
LONG-TERM DEBT	11	20,170,893	25,572,705
FINANCE LEASE OBLIGATION	12	64,770,010	69,122,924
INTEREST RATE SWAP LIABILITY	11	1,568,707	1,898,031
		187,522,863	191,911,585
DEFICIT RESULTING FROM UNREALIZED LOSSES ON INTEREST RATE SWAPS		(1,568,707)	(1,898,031)
		\$ 185,954,156	\$ 190,013,554

The accompanying notes are an integral part of the financial statements

APPROVED BY THE BOARD

Director

Director

Statement of Comprehensive Income

Year Ended March 31, 2019	Notes	2019	2018
Revenue	14	\$ 262,290,009	\$ 252,252,428
Salaries and benefits expense		84,627,984	79,138,721
Materials and consumables	15	23,652,321	19,887,658
Slot machine reimbursement		15,389,561	17,601,526
Advertising		12,538,357	11,180,207
Depreciation and amortization expenses		11,356,833	10,817,091
Building rent and occupancy		10,962,995	10,245,313
Other expenses	16	8,436,586	5,882,807
Finance costs	17	6,887,346	7,025,411
Payment to Indigenous Gaming Regulators Inc.	23	3,300,000	3,300,000
Payment to Saskatoon Prairieland Park Corporation	23	2,600,004	2,600,004
		179,751,987	167,678,738
INCOME DUE TO SASKATCHEWAN LIQUOR AND GAMING AUTHORITY	1	82,538,022	84,573,690
Unrealized gain on interest rate swaps	11	329,324	1,790,494
TOTAL COMPREHENSIVE INCOME FOR THE YEAR BEFORE DISTRIBUTION TO SASKATCHEWAN LIQUOR AND GAMING AUTHORITY	1	\$ 82,867,346	\$ 86,364,184

The accompanying notes are an integral part of the financial statements

Statement of Changes in Deficit

Year Ended March 31, 2019	Notes	2019	2018
DEFICIT			
Balance, beginning of year		\$ (1,898,031)	\$ (3,688,525)
Total comprehensive income for the year before distribution to Saskatchewan Liquor and Gaming Authority	1	82,867,346	86,364,184
Distribution payable to Saskatchewan Liquor and Gaming Authority	9	[82,538,022]	[84,573,690]
Balance, beginning of year		\$ (1,568,707)	\$ (1,898,031)

The accompanying notes are an integral part of the financial statements



Statement of Cash Flows

Year Ended March 31, 2019	Notes	2019	2018
OPERATING ACTIVITIES			
Total comprehensive income for the year before distribution to Saskatchewan Liquor and Gaming Authority		\$ 82,867,346	\$ 86,364,184
Adjustments for:			
Depreciation and amortization		11,356,833	10,817,091
Finance costs		6,887,346	5,882,807
Unrealized gain on interest rate swaps		(329,324)	(1,790,494)
Change in non-cash operating working capital items:			
Accounts receivable		(1,680,275)	(1,945,042)
Inventories		(1,015,665)	(449,632)
Prepays		637,921	(637,830)
Accounts payable and accrued liabilities		5,716,660	827,948
Payments to Saskatchewan Liquor and Gaming Authority	9	(83,174,332)	(81,078,795)
		21,266,510	17,990,237
INVESTING ACTIVITIES			
Purchase of intangible assets		(47,672)	(6,359)
Purchase of property and equipment		(19,684,013)	(8,658,744)
Purchase of short-term investments		(74,250,000)	(132,400,000)
Proceeds on disposal of short-term investments		96,200,000	138,100,000
		2,218,315	(2,965,103)
FINANCING ACTIVITIES			
Interest paid		(6,887,346)	(5,882,807)
Repayment of finance lease obligation		(3,736,936)	(3,356,363)
Repayment of long-term debt		(5,402,812)	(5,401,812)
		(16,027,094)	(14,640,982)
INCREASE IN CASH AND CASH EQUIVALENTS		7,457,731	384,152
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR		21,410,451	21,026,299
CASH AND CASH EQUIVALENTS, END OF YEAR		\$ 28,868,182	\$ 21,410,451

The accompanying notes are an integral part of the financial statements

Notes to the Financial Statements

Year Ended March 31, 2018

1

GENERAL INFORMATION

Saskatchewan Indian Gaming Authority Inc. ('SIGA') is incorporated under the *Non-profit Corporations Act, 1995* of Saskatchewan as a Charitable Corporation. Class A Memberships in SIGA are owned by the Federation of Sovereign Indigenous Nations ('FSIN') and each of ten Tribal Councils in Saskatchewan that are recognized by the Saskatchewan Indian Gaming Commission of the FSIN, as well as one independent member. The Government of Saskatchewan and the FSIN completed a Framework Agreement in 2002 that authorizes SIGA to operate casinos. SIGA operates seven casinos in accordance with the 2002 Casino Operating Agreement ('Agreement') with Saskatchewan Liquor and Gaming Authority ('SLGA'). SLGA is responsible for the overall conduct and management of the slot machines in those casinos as required under The Criminal Code of Canada. Under the Agreement, SIGA is entitled to withhold the casinos' operating expenses, incurred in accordance with the operating policies and directives approved by SLGA, from slot machine revenues. SIGA is required to deposit the remainder into a trust account for SLGA in accordance with the procedures and formulas specified in the Agreement as outlined below. Under the Agreement, SIGA is entitled to recover, in any year, any net loss from the operation of licensed table games and ancillary operations from the net income earned from the operation of slot machines. The Agreement provides for SIGA to use any net income from the operation of licensed table games for charitable or religious objects or purposes. The Agreement expires on June 10, 2037.

The Agreement also provides for SIGA to remit to SLGA the net income from the operation of the slot machines in the SIGA casinos. More specifically, net income from the operation of slot machines is remitted to SLGA in accordance with a formula as defined in the Agreement. This formula provides for SIGA to remit to SLGA, on a weekly basis, one-half of the amount by which actual slot machine gaming revenue exceeds one-fifty-second of SIGA's annual budget. Shortfalls in weekly slot machine gaming revenue as compared to budget are recoverable against future remittances. The remaining one-half of the amount determined above is remitted to SLGA within one- hundred and eighty days of the applicable week. Pursuant to the Agreement, if, at the end of any operating year, SIGA has not been fully reimbursed for amounts to which it is entitled for the operation of casinos, such amounts may be recovered from future operations. SIGA is allowed

to retain \$5,000,000 as a capital reserve for the sole purpose of acquiring capital assets.

Also, under the Agreement, SIGA has granted a first charge security interest on all its present and after acquired assets to SLGA to secure contractual obligations of SIGA under the Agreement. However, the Agreement requires that upon joint written request by SIGA and its lenders, SLGA shall postpone such security in favour of the lenders who require a prior charge relating to funds lent to SIGA for the financing of its operations carried out in accordance with the Agreement.

On June 11, 2002, the Government of Saskatchewan and the FSIN signed a Gaming Framework Agreement which expires on June 10, 2037. The Government must distribute, in accordance with the provisions of the Framework Agreement, the income remitted to SLGA. Under the provisions of the 2002 Framework Agreement, the Government of Saskatchewan, as represented by the Minister responsible for SLGA, is entitled to recover its proportion of expenses that SLGA determines are not in accordance with the approved operating policies and directives from the future amounts payable to the First Nations Trust Fund.

Effective for the year ended March 31, 2008 and subsequent years, the Casino Operating Agreement between SLGA and SIGA was amended to exclude unrealized gains and losses on interest rate swaps from the calculation of net Casino profits payable to SLGA.

SIGA was incorporated under the Non-profit Corporations Act, 1995 and is not subject to income tax under the provision of paragraph 149(1)(I) of the Income Tax Act (Canada). SIGA pays Goods and Services Tax and Provincial Sales Tax to government agencies and claims input tax credits on its ancillary operations.

SIGA is a corporation domiciled in Canada. SIGA's head office is located at 103 Packham Avenue in Saskatoon, Saskatchewan, Canada, S7N 4K4.

2

BASIS OF PREPARATION AND STATEMENT OF COMPLIANCE

These financial statements have been prepared in accordance with International Financial Reporting Standards ('IFRS') as issued by the International Accounting Standards Board ('IASB').

These financial statements for the year ended March 31, 2019, were authorized for issue by the Board of Directors (the 'Board') on May 31, 2019.

SIGA has prepared these financial statements using the historical cost basis unless otherwise noted in the significant accounting policies. These financial statements are presented in Canadian dollars, which is SIGA's functional currency.

3

SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies used in the preparation of these financial statements are summarized below. These accounting policies have been applied consistently to all years presented in these financial statements.

Adoption of new accounting standards

Effective April 1, 2018, SIGA adopted the following revised International Accounting Standards and International Financial Reporting Standards issued by the International Accounting Standards Board.

- IFRS 9, Financial Instruments, replaced IAS, 39, Financial Instruments: Recognition and Measurement. IFRS 9 introduced amendments to classification and measurement for financial assets, a new expected loss impairment model and a new hedge accounting model. IFRS 9 became effective on January 1, 2018 and is applied retrospectively in accordance with IAS 8, Accounting Policies, Changes in Accounting Estimates and Errors. Management completed its assessment of the new standard and concluded that it does not have a material impact on SIGA's financial statements.
- IFRS 15, Revenue from Contracts with Customers. Requires an entity to recognize the amount of revenue to which it expects to be entitled for the transfer of promised goods or services to customers and replaced IAS 18. Under IFRS 15, a five-step model is utilized to achieve the core revenue recognition principle: (1) identify the contract(s) with a customer; (2) identify the performance obligations in the contract; (3) determine the transaction price; (4) allocate the transaction price to the obligations in the contract; and (5) recognize revenue when (or as) SIGA satisfies a performance obligation. New disclosures are also required.

SIGA has adopted IFRS 15 using the modified retrospective method whereby the cumulative effect of the change

determined by applying the principles and practices in IFRS 15 for contracts that are incomplete on the date of adoption. Upon application of the new revenue standard, there was no cumulative effect adjustment required to be recognized at April 1, 2018. The comparative information has not been adjusted and continues to be reported under the accounting standards in effect for those periods.

SIGA has determined there has been no material impact on recognized revenue in the year ended March 31, 2019 from the adoption of the new revenue standard. The principal effects of the new standard on SIGA's previous revenue recognition practices relate to the accounting for certain of SIGA's customer loyalty programs and promotional allowance.

SIGA has a customer loyalty program it operates. Under the new revenue standard, loyalty points earned by the customer are ascribed a value and recognized in revenue when the rewards are redeemed or expire. The impact of adopting this new policy for customer loyalty programs was not material at March 31, 2019.

There was no impact from this change in the presentation on total revenue in the statement of comprehensive income.

Use of estimates, key judgments and assumptions

The preparation of the financial statements in conformity with IFRS requires management to make judgments, estimates and assumptions that affect the application of accounting policies and reported amounts of assets, liabilities, and disclosure of contingent assets and contingent liabilities at the date of these financial statements as well as the reported amounts of revenue and expenses during the reporting year.



3 Significant accounting policies (continued)

Accordingly, actual results could differ from those estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the year in which the estimates are revised and in any future years affected.

Significant areas requiring the use of management estimates, judgments and assumptions are further described in the following summary of significant accounting policies and related notes:

- Useful lives and depreciation and amortization of property and equipment and intangible assets (Notes 3, 7 and 8)
- Customer loyalty program (Note 3)
- Accrued liabilities and provisions
- Assessment of impairment of property plant and equipment
- Classification of finance and operating leases (Note 12 and 23)
- Fair value of interest rate swap liability (Note 11)

Cash and cash equivalents

Cash and cash equivalents includes cash on hand and on deposit with an original maturity of less than or equal to three months, and certain short-term investments. The short-term investments included in cash and cash equivalents are highly liquid investments with an original maturity of less than or equal to three months.

Short-term investments

Short-term investments include any investments that have a term of more than three months, but less than one year from the statement of financial position date.

Accounts receivable and allowance for doubtful accounts

Management evaluates collectability of receivables depending on the customer and the nature of the balance. Collectability of receivables is reviewed and the credit loss allowance is adjusted quarterly if required. Account balances are charged to comprehensive income when management determines that it is probable that the receivable will not be collected.

Inventories

Inventories are valued at the lower of cost and net realizable value. The cost of inventories is determined using the most recent cost. Net realizable value is the estimated selling price in the ordinary course of business less all estimated costs to make the sale.

Property and equipment

Property and equipment are recorded at cost less accumulated depreciation and accumulated impairment losses, if any. Cost includes expenditures that are directly attributable to the acquisition of the asset. When parts of an item of property and equipment have different useful lives, they are accounted for as separate items (major components) of property and equipment. Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the costs of those assets. SIGA ceases to capitalize borrowing costs when substantially all the activities necessary to prepare the qualifying asset for its intended use are complete.

Depreciation is recorded in the accounts on a straight-line basis commencing when they are available for use, at rates expected to depreciate the cost of the assets over their estimated useful lives as follows:

Asset	Rate
Leasehold improvements	Lesser the useful life of the asset and term of the lease
Casino development	40 years
Furniture & equipment	4-5 years

Depreciation methods are reviewed at each financial year end and adjusted prospectively, if appropriate.

Periodically SIGA evaluates whether changes to estimated useful lives are necessary to ensure that these estimates accurately reflect the economic use of the assets.

When property and equipment are disposed of or retired, the related costs less accumulated depreciation are de-recognized. The gain or loss arising on the disposal or retirement of an item of property and equipment is determined as the difference between the sales proceeds less costs of removal and the carrying amount of the asset. The gain or loss on asset disposals and retirements is recognized in other revenue or expenses.

Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost, less any accumulated amortization and accumulated impairment losses, if any. SIGA's only identifiable





3 Significant accounting policies (continued)

intangible asset is software. Software costs include the cost of externally purchased software packages and, for internally developed programs, related external and direct labour costs. Maintenance of existing software programs is expensed as incurred.

Amortization is calculated on a straight-line basis over its estimated useful life of between 1 to 5 years. The amortization method and estimated useful life is reviewed annually and any changes are applied prospectively.

Leases

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to SIGA. All other leases are classified as operating leases.

Assets held under a finance lease are initially recognized as assets of SIGA and are recorded at their fair value at the inception of the lease, or if lower, at the present value of the future minimum lease payments. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation.

Lease payments are apportioned between interest expense and a reduction of the lease obligation so as to achieve a constant rate of interest on the remaining balance of the liabilities. The interest component is recognized in finance costs in the statement of comprehensive income.

Operating lease payments are recognized as an expense on a straight-line basis over the lease term.

Impairment of non-financial assets

At the end of each reporting period, SIGA reviews the carrying amount of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). When it is not possible to estimate the recoverable amount of an individual asset, SIGA estimates the recoverable amount of the cash-generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units that a reasonable and consistent basis of allocation can be identified.

Recoverable amount is the higher of the fair value less costs to sell and value in use. In assessing value in use, the estimated future

cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognized immediately in the statement of comprehensive income.

When an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognized for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognized immediately in the statement of comprehensive income.

Revenues

SIGA evaluates all contractual arrangements it enters into and evaluates the nature of the promises it makes, and rights and obligations under the arrangement, in determining the nature of its performance obligations. Where such performance obligations are concluded to be distinct from each other, the consideration SIGA expects to be entitled under the arrangement is allocated to each performance obligation based on its relative estimated stand-alone selling prices. Performance obligations that are concluded not to be distinct are combined together into a single unit of account. Revenue is recognized at an amount equal to the transaction price allocated to the specific performance obligation when it is satisfied.

Gaming revenue (slot and table revenues) represents the net win from those gaming activities calculated as the difference between amounts wagered and pay-outs by the casino. Gaming revenues are net of accruals for anticipated payouts of progressive jackpots and promotion allowances from the player's club program.

Ancillary revenues include hotel, food, beverage, and concession revenue and such revenues are recognized when the goods and services are provided.

Revenues exclude the retail value of food, beverage and other promotional allowances provided on a complimentary basis to guests. The cost of providing the complimentary items is included in direct operating expenses.



3 Significant accounting policies (continued)

Commitment of net proceeds of table operations

Liabilities are recorded when amounts to be distributed are approved by the Board.

Allocation of expenses

Table game operations

Costs allocated to table game operations include actual direct expenses, and an allocation of indirect site expenses based on the percentage of gross table revenue to total revenue on an individual casino site basis.

Central office costs are allocated to table game operations based on a percentage of gross table revenue to total revenue. These central office costs are then allocated to each casino site based on the percentage of each casino site's table net income to all casinos' table net income before the allocation of indirect site expenses.

Slot machine operations

Costs allocated to slot machine operations include actual direct expenses, and an allocation of indirect site expenses based on the percentage of gross slot revenue to total revenue on an individual casino site basis.

All remaining central office costs net of table games and ancillary allocations are allocated to slot operations. These central office costs are then allocated to each casino site based on its percentage of casino slot net income net of indirect site expenses.

Ancillary operations

Costs allocated to ancillary operations include actual direct expenses, and an allocation of indirect site expenses based on the percentage of gross ancillary revenue to total revenue on an individual casino site basis.

Central office costs are allocated to ancillary operations based on a percentage of gross ancillary revenue to total revenue. These central office costs are then allocated to each casino site based on the percentage of each casino site's ancillary net income to all casinos' ancillary net income before the allocation of indirect site expenses.

Customer loyalty program

As part of its customer loyalty initiative, SIGA offers a players club program to patrons. Under the program, club members accumulate reward points based on amounts wagered on slot machines. Members can redeem their points for cash or vouchers for free or

discounted goods or services. SIGA records the points earned as a reduction of gaming revenue. Accounts payable and accrued liabilities are accrued for the estimated cost of the earned points balance at the end of the period under the player's club program. If the patron chooses to redeem their points for a voucher for free or discounted goods or services, the revenue is determined by the fair value of the undelivered goods and services related to a customer loyalty program and remains in accounts payable and accrued liabilities until the promotional consideration is provided. Historically non-redeemed loyalty rewards have not been significant.

Employee benefits

A defined contribution pension plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. SIGA's matching contributions to the defined contribution pension plan for employees are recorded as salaries and benefits expense in the statement of comprehensive income when services are rendered by employees.

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided.

Foreign currency

Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to SIGA's functional currency at the exchange rate at that date. Revenues and expenses are translated at rates of exchange prevailing on the transaction dates. Translation gains and losses on foreign currency denominated monetary items are taken into income in the current year.

Financial instruments

Financial assets and liabilities are initially measured at fair value and are recognized in SIGA's statement of financial position when SIGA becomes a party to the contractual provisions of the instrument. Transaction costs that are directly attributable to the acquisition or issue of financial assets and liabilities (other than financial assets and financial liabilities at fair value through profit or loss ('FVTPL')), are added to or deducted from the fair value of the financial assets or liabilities on initial recognition. Transaction costs that are directly attributable to the acquisition or issue of financial assets and liabilities at FVTPL are recognized



3

Significant accounting policies (continued)

immediately in profit or loss. SIGA's classifications of its financial instruments are disclosed in Note 20.

Financial assets

Financial assets are initially recorded at fair value and are measured subsequently at either amortized cost, fair value through other comprehensive income, or fair value through profit or loss depending on the classification of the financial assets.

Amortized cost

Financial assets are measured subsequently at amortized cost using the effective interest rate method if acquired principally to collect contractual cash flows of principal and interest on specified dates. Interest income calculated using the effective interest rate method is recognized in profit or loss through 'finance costs' on the statement of comprehensive income.

Fair Value Through Other Comprehensive Income ('FVTOCI')

Financial assets are measured subsequently at FVTOCI using the effective interest rate method if acquired to collect contractual cash flows of principal and interest on specified dates and to sell the financial asset. Interest income calculated using the effective interest rate method is recognized in profit or loss through 'finance costs' on the statement of comprehensive income. Any other changes to the carrying amount of the financial asset are recognized in other comprehensive income ('OCI').

Fair Value Through Profit or Loss ('FVTPL')

Financial assets are measured subsequently at FVTPL by default or do not meet the criteria for being measured at amortized cost or FVTOCI. Fair value gains or losses at the end of each reporting period are recognized in profit or loss through 'finance costs' on the statement of comprehensive income to the extent they are not part of a designated hedging relationship.

Impairment of financial assets

At the end of each reporting period, SIGA assesses whether to recognize a loss allowance for expected credit losses ('ECL') for a financial asset or a group of financial assets, other than those classified as FVTPL. If there is objective evidence that an ECL exists, the loss is recognized in profit or loss with a corresponding adjustment to the carrying amount of the financial asset through a loss allowance account. The ECL is estimated as the difference between the contractual cash flows that SIGA is entitled to receive and the cash flows that SIGA expects to receive.

Financial liabilities

Financial liabilities that are held-for-trading are measured subsequently at FVTPL, with gains and losses arising on changes in fair value recognized in profit or loss through 'finance costs' on the statement of comprehensive income to the extent they are not part of a designated hedging relationship. Changes in fair value of the financial liability due to changes in the credit risk of the liability is recognized in OCI, unless the recognition of the effects of changes in the liability's credit risk in OCI would create or enlarge an accounting mismatch in profit or loss. All other financial liabilities not designated as at FVTPL are measured subsequently at amortized cost using the effective interest rate method.

Derecognition of financial liabilities

SIGA derecognizes financial liabilities when, and only when, SIGA's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognized and the consideration paid and payable is recognized in profit or loss. When SIGA exchanges with the existing lender one debt instrument into another one with substantially different terms, such exchange is accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability. Similarly, SIGA accounts for substantial modification of terms of an existing liability or part of it as an extinguishment of the original financial liability and the recognition of a new liability. It is assumed that the terms are substantially different if the discounted present value of the cash flows under the new terms, including any fees paid net of any fees received and discounted using the original effective rate is at least 10 per cent different from the discounted present value of the remaining cash flows of the original financial liability. If the modification is not substantial, the difference between: [1] the carrying amount of the liability before the modification; and [2] the present value of the cash flows after modification should be recognized in profit or loss as the modification gain or loss within other gains and losses.

Derivative financial instruments

SIGA uses interest rate swap derivatives to manage its exposure to interest rate risk. Derivatives are initially recognized at fair value at the date that the derivative contract is entered into and subsequently measured at fair value with changes in fair value recognized through comprehensive income immediately.



3 Significant accounting policies (continued)

Embedded derivatives

Derivatives may be embedded in other host instruments and are treated as separate derivatives when their economic characteristics and risks are not clearly and closely related to those of the host instrument, when the embedded derivative has the same terms as those of a stand-alone derivative, and the combined contract is not held-for- trading or designated at fair value. These embedded derivatives are measured at fair value with subsequent changes recognized in the statement of comprehensive income.

As at March 31, 2019, SIGA had no contracts (none in March 31, 2018) with embedded derivatives that are required to be valued separately.

Fair value of financial instruments

Fair values approximate amounts at which financial instruments could be exchanged between willing parties based on current markets for instruments with similar characteristics such as risk and remaining maturities. Fair values are determined, where possible, by reference to quoted bid or asking prices in an active market. In the absence of an active market, SIGA determines fair value based on internal or external valuation models, such as discounted cash flow analysis or using observable market based inputs (bid and ask price) for instruments with similar characteristics and risk profiles. SIGA's own credit risk and the credit risk of the counterparty have been taken into account in determining the fair value of financial assets and liabilities, including derivative instruments. Fair value measurements are subjective in nature, and represent point-in- time estimates which may not reflect fair value in the future.

SIGA classifies fair value measurements recognized in the statement of financial position using a three-tier fair value hierarchy, which prioritizes the inputs used in measuring fair value as follows:

Level 1 – valuation based on quoted prices (unadjusted) in active markets for identical assets or liabilities;

Level 2 – valuation techniques based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and

Level 3 – valuation techniques using inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Fair value measurements are classified in the fair value hierarchy based on the lowest level input that is significant to that fair value measurement. This assessment requires judgment, considering factors specific to an asset or a liability and may affect placement within the fair value hierarchy. See Note 20 for further discussion on the classification and fair value of financial instruments.

Finance costs

Finance costs comprise interest expense on borrowings not subject to capitalization, amortization of costs related to borrowings, interest on finance leases, and impairment losses recognized on financial assets.

Future accounting changes

A number of new standards and amendments to standards and interpretations are not yet effective for the year ended March 31, 2019 and have not been applied in preparing these financial statements. The following future standard relevant to SIGA is as noted:

- IFRS 16, Leases. IFRS 16 brings most leases on-balance sheet for lessees under a single model, eliminating the distinction between operating and finance leases. Lessor accounting however remains largely unchanged and the distinction between operating and finance leases is retained. IFRS 16 is effective for annual reporting periods beginning on or after January 1, 2019.

SIGA does not have any plans to early adopt this new standard. The extent of the impact on adoption of this standard is not known at this time.



4 SHORT-TERM INVESTMENTS

Short-term investments consist of investments in guaranteed investment certificates and term deposits totaling \$16,332,500 (\$38,282,500 in 2018). Individual interest rates range from

1.05% and 2.53% and will mature between April 23, 2019 and June 27, 2019.

5 ACCOUNTS RECEIVABLE

	2019	2018
Trade accounts receivable	\$ 4,845,547	\$ 4,130,654
Goods and Services Tax input tax credits receivable	477,386	330,650
Advances to suppliers, contractors and employees	1,192,346	373,700
	\$ 6,515,279	\$ 4,835,004

SIGA's exposure to credit and currency risks, and impairment losses related to trade and other receivables, is disclosed in Note 20.

6 INVENTORIES

Inventories totaling \$7,415,018 were recognized as food and beverage cost of goods sold for the year ended March 31, 2019 (\$6,894,919 in 2018). No write-downs of inventories were noted

for the year ended March 31, 2019 (nil in 2018), and there were no reversals of write-downs from previous years.

7 INTANGIBLE ASSETS

	Software
COST	
Balance at March 31, 2017	\$ 5,018,736
Additions	6,359
Balance at March 31, 2018	5,025,095
Additions	47,672
Balance at March 31, 2019	5,072,767
ACCUMULATED AMORTIZATION AND IMPAIRMENT	
Balance at March 31, 2017	5,017,266
Amortization expense	6,031
Balance at March 31, 2018	5,023,297
Amortization expense	30,623
Balance at March 31, 2019	5,053,920
Net book value, March 31, 2018	1,798
Net book value, March 31, 2019	18,847

The amortization expense for software for the year ended March 31, 2019 was \$30,623 (\$6,031 in 2018) and is included in depreciation and amortization expenses in the statement of comprehensive income. There were no write-downs of software due to impairments for the year ended March 31, 2019 (nil in 2018).

8

PROPERTY AND EQUIPMENT

	Leasehold Improvements	Casino Development	Furniture & Equipment	Construction In Progress	Total
COST					
Balance at March 31, 2017	46,206,368	129,453,847	50,039,123	2,463,318	228,162,656
Additions	1,360,926	38,321	2,564,315	26,106,963	30,070,525
Transfer	—	—	—	(411,781)	(411,781)
Balance at March 31, 2018	\$ 47,567,294	\$ 129,492,168	\$ 52,603,438	\$ 28,158,500	\$ 257,821,400
Additions	2,710,278	12,007,355	6,892,704	3,949,848	25,560,185
Transfer	—	—	—	(5,876,172)	(5,876,172)
Balance at March 31, 2019	\$ 50,277,572	\$ 141,499,523	\$ 59,496,142	\$ 26,232,176	\$ 277,505,413
ACCUMULATED DEPRECIATION					
Balance at March 31, 2017	40,450,349	40,973,475	43,860,972	—	125,284,796
Depreciation expense	1,952,973	5,932,015	2,926,072	—	10,811,060
Balance at March 31, 2018	\$ 42,403,322	\$ 46,905,490	\$ 46,787,044	\$ —	\$ 136,095,856
Depreciation expense	2,150,760	6,309,906	2,865,544	—	11,326,210
Balance at March 31, 2019	\$ 44,554,082	\$ 53,215,396	\$ 49,652,588	\$ —	\$ 147,422,066
NET BOOK VALUE					
Balance at March 31, 2018	\$ 5,163,972	\$ 82,586,678	\$ 5,816,394	\$ 28,158,500	\$ 121,725,544
BALANCE AT MARCH 31, 2019	\$ 5,723,490	\$ 88,284,127	\$ 9,843,554	\$ 26,232,176	\$ 130,083,347

Construction in progress represents costs incurred for capital projects under construction at existing casinos and central office. Upon completion, these costs are transferred into the appropriate capital asset category.

Included in casino development and construction in progress above are the following assets under finance lease:

Net carrying amount of leased assets	2019	2018
Base Building Costs		
Gold Eagle Casino	\$ 13,357,096	\$ 14,976,187
Painted Hand Casino	5,424,658	6,082,192
Living Sky Casino	7,122,700	7,983,687
Dakota Dunes Casino	8,546,510	9,592,772
Gold Horse Casino	20,720,104	21,000,000
	\$ 55,171,068	\$ 59,634,838

9

DUE TO SASKATCHEWAN LIQUOR AND GAMING AUTHORITY

	2019	2018
Balance, beginning of year	\$ 64,447,720	\$ 60,952,825
Income due to Saskatchewan Liquor and Gaming Authority	82,538,022	84,573,690
Payments to Saskatchewan Liquor and Gaming Authority	(83,174,332)	(81,078,795)
Balance, end of the year	\$ 63,811,410	\$ 64,447,720

As described in Note 1, SIGA is required to remit to Saskatchewan Liquor and Gaming Authority ('SLGA') the net income from the operation of the slot machines in accordance with a formula as defined in the Agreement. According to the Agreement, unrealized gains and losses on interest rate swaps are excluded from the calculation of net casino profits payable to SLGA.

Included in the above balance of the due to SLGA is the \$5,000,000 that has been retained as a capital reserve as disclosed in Note 1.

10

ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

SIGA is required to pay SLGA an amount equivalent to the imputed Goods and Services Tax ('GST') that is payable by SLGA on gaming expenses incurred by SIGA related to its slot machine operations. Included in accounts payable and accrued liabilities are amounts

owing to SLGA for GST of \$384,529 (\$314,284 in 2018). Also, \$1,293,574 (\$939,636 in 2018) is due to SLGA for slot machine and operating system reimbursement and is included in accounts payable and accrued liabilities.

11

LONG-TERM DEBT

Casino projects financing

In 2007, SIGA entered into a long-term financing agreement with a financial institution ('Bank') for \$79 million to finance all of its casino projects. The Bank syndicated this financing with a secondary lender to provide SIGA with \$20 million. The Bank, as the lead lender, provided SIGA with the remaining \$59 million.

SIGA has drawn on the remaining approved financing to complete the construction of its casinos.

The long-term financing agreement is secured by a general security agreement and mortgage of leasehold interests of SIGA's casinos.



11

Long-term Debt (continued)

The long-term debt obligations are as follows:

	2019	2018
Term Loan Tranche D – Part A repayable in monthly instalments of \$116,667 plus interest at banks acceptance rate plus 1%, maturity April 2023.	\$ 5,716,666	\$ 7,116,667
Term Loan Tranche D – Part B repayable in monthly instalments of \$127,000 including interest at bankers acceptance rate plus 1.5%, maturity April 2023.	6,217,000	7,740,000
Term Loan Tranche E repayable in monthly instalments of \$117,762 plus interest at bankers acceptance rate plus 1.5%, maturity August 2024.	7,772,385	9,185,528
Term Loan Tranche F repayable in monthly instalments of \$88,889 plus interest at bankers acceptance rate plus 1.5%, maturity August 2024.	5,866,654	6,933,322
	25,572,705	30,975,517
Less current portion	(5,401,812)	(5,402,812)
	\$ 20,170,893	\$ 25,572,705

Principal repayments required for the above loans, assuming renewal under similar terms, are as follows:

2020	\$ 5,401,812
2021	5,402,812
2022	5,402,812
2023	5,518,478
2024	2,606,812
Thereafter	1,239,979
	\$ 25,572,705

In order to manage its interest rate risk exposure, SIGA entered into separate interest rate swap arrangements for the Dakota Dunes, Living Sky and Painted Hand construction projects. These arrangements fixed the interest rates for the loans for each

construction project at 4.94% and 2.08% for Dakota Dunes, 5.09% for Living Sky and 5.09% for Painted Hand over the term of the loans. These swap terms are April 2023, April 2023, August 2024, and August 2024 respectively. A liability of \$1,568,707 has been recorded at March 31, 2019 (\$1,898,031 in 2018), representing the fair value of the instruments. Changes to the fair value are recorded as an unrealized gain or loss in the current period. The notional amount of the interest rate swaps at March 31, 2019, were \$5,716,666 and \$6,217,000 for Dakota Dunes, \$7,772,384 for Living Sky, and \$5,866,654 for Painted Hand.

SIGA has established an unsecured \$2,000,000 line of credit with a financial institution. Interest is charged on the line of credit at the financial institution's prime rate plus 1%. At March 31, 2019, no amount is owing on the line of credit (nil in 2018).

12 FINANCE LEASE OBLIGATION

On December 23, 2004, SIGA entered into an agreement with STC Casino Holdings Limited Partnership for lease of Dakota Dunes Casino on Whitecap Dakota First Nation. Beginning in April 2007, SIGA leased the property from that Partnership for approximately 20 years at an annual cost of \$2,248,477. In 2011, there was an addition to this capital lease, for approximately 16 years, at an annual cost of \$380,969. In 2012, there was a further addition to this lease for approximately 15 years, at an annual cost of \$60,571.

On October 26, 2005, SIGA entered into an agreement with PHC Holdings Limited Partnership for lease of Painted Hand Casino in Yorkton. Beginning in February 2009, SIGA leased the property from that Partnership for approximately 19 years at an annual cost of \$1,646,400.

On January 26, 2006, SIGA entered into an agreement with FHQ Casino Holdings Limited Partnership for lease of Living Sky Casino in Swift Current. Beginning in December 2008, SIGA leased the property from the Partnership for approximately 19 years at an annual cost of \$2,195,200.

On April 1, 2014 SIGA entered into an agreement with FNH Development Limited Partnership for lease of Gold Eagle Casino in North Battleford. SIGA will lease the property from the Partnership for 13 years at an annual cost of \$1,441,496.

On April 1, 2014 SIGA entered into an agreement with BATC Investments Limited Partnership for lease of an expansion at Gold Eagle Casino in North Battleford. Beginning September 1, 2015, SIGA leased the property from the Partnership for 13 years at an annual cost of \$404,280.

On May 31, 2017 SIGA entered into an agreement with Border Tribal Council Limited Partnership for lease of Gold Horse Casino in Lloydminster. Beginning January 10, 2019, SIGA leased the property from the Partnership for 9 years at an annual cost of \$2,124,000. The initial term will be automatically extended upon the renewal of the casino operating agreement for up to an additional 10 years. The annual lease payments may be adjusted dependent on whether the land has received reserve status at a future date.

STC Casino Holdings Limited Partnership, PHC Holdings Limited Partnership, FHQ Casino Holdings Limited Partnership, FNH Development Limited Partnership, BATC Investments Limited Partnership and Border Tribal Council Limited Partnership are related to SIGA as they are owned by Class A membership holders of SIGA.

Interest rates underlying all obligations under finance leases are fixed at respective contract dates ranging from 3.0% to 12.5% [3.0% to 12.5% in 2018] per annum.

The minimum lease payments under the finance lease obligation are as follows:

	2019	2018
Total future minimum lease payments	\$ 113,321,605	\$ 122,770,787
Less future finance charges on finance leases	(44,034,339)	(49,746,585)
Present value of finance lease obligation	69,287,266	73,024,202
Less current portion of finance lease obligation	(4,517,256)	(3,901,278)
Finance lease obligation	\$ 64,770,010	\$ 69,122,924

As at March 31, 2018, scheduled future minimum lease payments of the finance lease obligation are as follows:

	1 Year	1-5 Years	More than 5 Years
Future minimum lease payments	\$ 10,848,798	\$ 43,631,647	\$ 58,841,160
Present value of finance lease obligation	4,517,256	23,088,169	41,681,841

Due to the related party nature of the finance lease obligation, fair value information has not been disclosed as fair value cannot be reliably measured.

13 UNCOMMITTED NET PROCEEDS OF TABLE OPERATIONS

The Casino Operating Agreement provides for SIGA to use any net income from the operation of licensed table games for charitable or religious objects or purposes. Distributions of funds were made during the year as follows:

	2019	2018
Balance, beginning of year	\$ —	\$ —
Net loss from table operations (Note 22)	(1,779,077)	(1,800,361)
	(1,779,077)	(1,800,361)
Net loss from table operations allocated to slot operations	1,779,077	1,800,361
Amounts disbursed	—	—
Balance, end of year	\$ —	\$ —

14 REVENUE

	2019	2018
Gaming	\$ 239,168,991	\$ 231,073,048
Ancillary	23,121,018	21,179,380
	\$ 262,290,009	\$ 252,252,428

15 MATERIALS AND CONSUMABLES

	2019	2018
Food and beverage cost of goods sold	\$ 7,415,018	\$ 6,894,919
Imputed goods and services tax	3,403,323	3,090,533
Building repairs and maintenance	2,392,557	2,222,221
Consulting	2,233,842	849,363
Software licenses and agreements	1,590,682	1,323,056
Staff benefits and recruitment	1,508,310	1,197,769
Postage and stationery	1,064,922	593,522
Telephone	946,073	552,306
Insurance	655,083	725,078
Accounting and internal audit services	595,425	597,312
Bank charges	518,273	389,181
Miscellaneous	502,623	455,261
Board remuneration and travel	459,776	472,929
Legal	243,969	394,326
Dues and subscriptions	122,445	129,882
	\$ 23,652,321	\$ 19,887,658

16 OTHER EXPENSES

	2019	2018
Equipment repairs	\$ 1,811,865	\$ 388,610
Departmental supplies	1,565,922	1,070,478
Travel and sustenance	1,079,518	586,166
Uniforms and laundering	758,471	680,813
Staff training	631,172	471,037
Shuttle operating costs	611,141	708,734
Other	616,289	583,062
Ancillary consumables	608,395	540,972
Equipment lease	444,192	578,942
Printing	309,621	273,993
	\$ 8,436,586	\$ 5,882,807

17 FINANCE COSTS

	2019	2018
Interest on long-term debt	\$ 1,627,434	\$ 1,938,535
Interest on finance lease obligations	5,259,912	5,086,876
	\$ 6,887,346	\$ 7,025,411

The weighted average capitalization rate on funds borrowed generally is 7.73% per annum (9.06% per annum in 2018).

18 EMPLOYEE BENEFITS

Effective April 1, 1997, SIGA established a pension plan for employees. The plan is a defined contribution plan administered by Great West Life. Substantially all of SIGA's full-time employees participate in the plan. SIGA's financial obligation is limited to

matching the required amounts contributed by employees, 6% of salary, which totaled \$3,982,081 in fiscal 2019 [\$3,854,038 in 2018].

19 CAPITAL DISCLOSURES

SIGA's objectives when managing capital are to ensure adequate capital to support the operations and growth strategies of SIGA.

SIGA funds its capital requirements through the \$5,000,000 capital reserve from SLGA, internal operating activities and debt. SIGA also has an available line of credit of \$2,000,000 at a financial institution (Note 11).

SIGA limits the amount of risk in proportion to its capital. The initial financing option of the Dakota Dunes, Living Sky, and Painted Hand casino projects ('casino projects') was limited to variable rate loans. SIGA entered into four interest rate swap agreements to exchange the variable rate debt instruments to fixed rate loans to mitigate fluctuations in interest rates. SIGA also regularly evaluates if any factors have the potential to change the capital structure of the organization. Risk management reports are presented to the Audit and Finance Committee and Board of Directors on a quarterly basis.

SIGA entered into a credit agreement with financial institutions in order to obtain financing for the casino projects. There are

currently four financial covenants which are reported on a quarterly basis to the financial institutions. SIGA monitors its capital structure using these covenants. The financial covenants are as follows:

- (a) The senior fund debt to earnings before interest, taxes, depreciation and amortization ('EBITDA') ratio shall be less than or equal to 2.0:1.0 for each fiscal quarter;
- (b) The interest coverage ratio shall not be less than 5.0:1.0;
- (c) The total debt service coverage ratio shall not be less than 2.0:1.0; and
- (d) The earnings before interest, taxes, depreciation, amortization and rent ('EBITDAR') coverage ratio shall not be less than 2.0:1.0.

Ratios at year-end were 0.30, 14.43, 6.10 and 4.04 respectively. In all instances during the year ended March 31, 2019 (and March 31, 2018), SIGA was in compliance with the above covenants.

20 FINANCIAL RISK MANAGEMENT

SIGA, through its financial assets and liabilities, has exposure to a number of risks from its use of financial instruments. The following analysis provides a measurement of these risks as at March 31, 2019:

Risk management

The Board has overall responsibility for the establishment and oversight of SIGA's risk management framework and is responsible for developing and monitoring SIGA's risk management policies.

SIGA's risk management policies are established to identify and analyze the risks faced by SIGA, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and SIGA's activities.

SIGA's Board oversees how management monitors compliance with SIGA's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by SIGA. The Board is assisted in its oversight role by

Internal Audit. Internal Audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the Board.

Credit risk

SIGA's principal financial assets are cash and cash equivalents, short-term investments, and accounts receivable, which are subject to credit risk. The carrying amounts of financial assets on the statement of financial position represent SIGA's maximum credit exposure at the statement of financial position date.

SIGA does not extend credit to its gaming customers. Credit risk is limited to its accounts receivable balance which consists primarily of credit extended to business entities for business functions held at the various casino locations. The credit risk on cash and cash equivalents and short-term investments is limited because the counterparties are chartered banks with high credit-ratings assigned by national credit-rating agencies. Credit risk is not considered significant.



Financial risk management (continued)

The following reflects an aging summary of SIGA's trade accounts receivable balances:

	2019	2018
Current	\$ 4,776,363	\$ 4,054,505
30-59 days	680	49,967
60-89 days	2,645	2,190
90 days and greater	65,859	23,992
	4,845,547	4,130,654
Credit loss allowance	—	—
	\$ 4,845,547	\$ 4,130,654

The credit loss allowance for accounts receivable is estimated based on an assessment of individual accounts and the length of time balances have been outstanding. Historically, SIGA has not written-off a significant portion of its trade accounts receivable balances.

Interest Rate Risk

Interest rate risk is the risk of financial loss resulting from changes in market interest rates. In order to manage its interest rate risk exposure, SIGA entered into separate interest rate swap arrangements for the Dakota Dunes, Living Sky and Painted Hand construction projects as described in Note 11. These arrangements fixed the interest rates for the loan for each construction project at 4.94%, 2.08%, 5.09% and 5.09% respectively over the term of the loans.

At March 31, 2019, if interest rates at that date had been 100 basis points lower with all other variables held constant, total comprehensive income for the year before distribution to SLGA would have been \$625,172 [\$903,174 in 2018] lower, arising

mainly as a result of higher unrealized losses on interest rate swaps, partially offset by lower interest expense on variable borrowings. If interest rates had been 100 basis points higher, with all other variables held constant, total comprehensive income for the year before distribution to SLGA would have been \$602,895 [\$865,837 in 2018] higher, arising mainly as a result of lower unrealized losses on interest rate swaps, partially offset by higher interest expense on variable borrowings.

Foreign Exchange Risk

SIGA faces exposure to the U.S./Canadian dollar exchange rate through the purchase of goods and services payable in U.S. dollars. The risk is not considered significant.

Liquidity Risk

Liquidity risk is the risk that SIGA is unable to meet its financial commitments as they become due or can only do so at excessive cost. SIGA manages its cash resources based on financial forecasts and anticipated cash flows. The following summarizes the contractual maturities of SIGA's financial liabilities based on undiscounted payments:

2019	Contractual cash flows					
Financial Liabilities	Carrying Amount	0-12 months	1-2 years	3-5 years	More than 5 years	Total
Due to SLGA	\$ 63,811,410	\$ 63,811,410	\$ —	\$ —	\$ —	\$ 63,811,410
Accounts payable and accrued liabilities	27,282,775	27,282,775	—	—	—	27,282,775
Long-term debt	25,572,705	6,697,452	6,396,600	12,012,428	4,060,968	29,167,448
Finance lease obligation	69,287,266	10,848,798	10,872,091	32,759,556	58,841,160	113,321,605
Interest rate swap liability	1,568,707	—	—	—	1,568,707	1,568,707
	\$ 187,522,863	\$ 108,640,435	\$ 17,268,691	\$ 44,771,984	\$ 64,470,835	\$ 235,151,945

The interest included in the payments of long-term debt were estimated using the interest rates prevailing at the end of the reporting period, assuming that such rates remain unchanged during the term of the long-term debt arrangements.

2018	Contractual cash flows					
Financial Liabilities	Carrying Amount	0-12 months	1-2 years	3-5 years	More than 5 years	Total
Due to SLGA	\$ 64,447,720	\$ 64,447,720	\$ —	\$ —	\$ —	\$ 64,447,720
Accounts payable and accrued liabilities	21,566,115	21,566,115	—	—	—	21,566,115
Long-term debt	30,975,517	6,991,024	6,697,452	13,094,052	9,975,889	36,158,472
Finance lease obligation	73,024,202	9,645,849	10,848,798	32,687,558	69,588,583	122,770,787
Interest rate swap liability	1,898,031	—	—	—	1,898,031	1,898,031
	\$ 191,911,585	\$ 102,650,708	\$ 17,546,250	\$ 45,181,665	\$ 81,462,503	\$ 246,841,126

Management believes its ability to generate funds will be adequate to support these financial liabilities.



20

Financial risk management (continued)

Classification and Fair Value of Financial Instruments

	Classification	Fair Value Level	2019	2018
Cash and cash equivalents	Amortized Cost	N/A	\$ 28,868,182	\$ 21,410,451
Short-term investments	Amortized Cost	N/A	16,332,500	38,282,500
Accounts receivable	Amortized Cost	N/A	6,515,279	4,835,004
Due to SLGA	Amortized Cost	N/A	63,811,410	64,447,720
Accounts payable and accrued liabilities	Amortized Cost	N/A	27,282,775	21,566,115
Long-term debt	Amortized Cost	N/A	25,572,705	30,975,517
Interest rate swap liability	FVTPL	2	1,568,707	1,898,031

Derivatives are carried at their fair value. Derivative instrument fair value is calculated using pricing models that incorporate current market prices and the contractual prices of the underlying instruments, the time value of money and yield curves.

The fair value of long-term debt approximates carrying value due to its floating interest rates.

The fair value of the remaining financial instruments classified as amortized cost approximates carrying value due to their current nature.



21

RELATED PARTY TRANSACTIONS

Significant related parties to SIGA include the FSIN, holder of a Class A membership in SIGA, and entities related to the FSIN (including Saskatchewan Indian Institute of Technologies, First Nations University of Canada, Indigenous Gaming Regulators Inc., Saskatchewan Indian Cultural Centre, and Saskatchewan Indian Equity Foundation). Related parties also include the Tribal Councils of Saskatchewan and Border Tribal Council Limited Partnership (and their related entities) that hold Class A memberships in SIGA. All transactions with related parties were made in the normal course of business and have been recorded at exchange amounts agreed upon between the parties.

The following are balances outstanding with related parties:

Amounts owed by related parties	2019	2018
	\$ 51,668	\$ 17,478
Amounts owed to related parties	2019	2018
	\$ 13,503	\$ 1,376



21

Related party transactions (continued)

Significant transactions with related parties throughout the year are as follows:

Purchases of goods and services	2019	2018
Purchase of property and equipment	\$ 10,971,011	\$ 4,693,969
Finance lease payments (principal and interest)	8,996,848	8,443,239
Building rent and occupancy	6,605,545	4,693,969
Indigenous Gaming Regulators Inc.	2,512,625	4,161,635
Other	2,329,953	1,757,088
Sponsorship	348,971	292,506

Key Management Personnel Compensation

Key management personnel are those persons that have the authority and responsibility for planning, directing and controlling the activities of SIGA, directly or indirectly. Key management personnel of SIGA include the President/CEO, vice-presidents, and members of the Board of directors. Key management personnel compensation is comprised of:

	2019	2018
Employee compensation and benefits	\$ 1,798,222	\$ 1,876,715
Post-employment benefits	178,836	177,659
	\$ 1,977,058	\$ 2,054,374

Other transactions with related parties and amounts due to/from them are described separately in these financial statements and the notes thereto.

22 SEGMENTED INFORMATION

SIGA operates in three segments – table operations, slot operations and ancillary operations. The following table shows key amounts by segment.

	Slot Operations	Table Operations	Ancillary Operations	Elimination of Intercompany Transactions	Total	
					2019	2018
Revenue	\$ 228,155,770	\$ 14,069,634	\$ 23,121,018	\$ (3,056,413)	\$ 262,290,009	\$ 252,252,428
Expenses	133,212,073	15,848,711	33,747,616	(3,056,413)	179,751,987	167,678,738
Profit (loss) before the following:	\$ 94,943,697	\$ (1,779,077)	\$ (10,626,598)	\$ –	\$ 82,538,022	\$ 84,573,690
Unrealized gain on interest rate swaps (Note 11)					329,324	1,790,494
Total net income and comprehensive income for the year before distribution to Saskatchewan Liquor and Gaming Authority (Notes 1 & 9)					\$ 82,867,346	\$ 86,364,184

The accounting policies of the reportable segments are the same as SIGA's accounting policies described in Note 3. Segment profit represents the profit earned by each segment without allocation of unrealized gain (loss) on interest rate swaps and distribution to

Saskatchewan Liquor and Gaming Authority. This is the measure reported to the chief operating decision maker for the purposes of resource allocation and assessment of segment performance.

23 COMMITMENTS AND CONTINGENCIES

Operating Leases

SIGA has obligations under operating leases for buildings, equipment and vehicles. The minimum lease payments required under these operating leases are as follows:

	2019	2018
Less than one year	\$ 4,933,299	\$ 4,594,468
Between one and five years	11,281,137	12,977,266
More than five years	2,168,602	2,136,463
	\$ 18,383,038	\$ 19,708,197

The above commitments include amounts committed to related parties of \$12,872,912 for years 2019/20 through 2023/24 and \$2,168,602 for the years beyond 2023/24.

During the year ended March 31, 2019, an amount of \$5,317,170 (\$5,128,185 in 2018) was recognized as an expense in comprehensive income in respect of operating leases.

Capital Commitment – Slot Machines

The Casino Operating Agreement requires SLGA to supply slot machines and the slot management system to SIGA for use in its casinos and for SIGA to reimburse to SLGA the cost of these machines over the estimated useful life of the equipment. Included in expenses is \$13,204,430 (\$10,410,339 in 2018) for reimbursement of the purchase of slot machines and the slot machine management system. SIGA estimates total costs over the next five years, based on the machines currently in use, as follows:

2020	\$ 12,363,080
2021	9,050,511
2022	7,398,514
2023	5,385,446
2024	3,755,920

Letters of Credit

SIGA has three letters of credit with First Nations Bank of Canada, \$52,500 payable to the City of Swift Current, \$750,000 payable to the City of Lloydminster and \$30,000 payable to Saskatchewan Sport Distributors Inc.

Other

The Casino Operating Agreement requires SIGA, upon receiving direction from SLGA, to pay to Indigenous Gaming Regulators Inc. ('IGR') the amount of IGR's annual operating budget. SLGA has directed SIGA to pay IGR \$3,300,000 for 2019-20 (\$3,300,000 in 2018-19).

SIGA entered into an agreement with Saskatoon Prairieland Park Corporation ('SPPC') regarding the maintenance of a certain level of income when SPPC closed its casino. Under this agreement, SIGA agreed to pay SPPC \$216,667 monthly, subject to certain conditions, effective August 10, 2007 and continuing for 30 years.

Contingencies

SIGA enters into contractual arrangements with suppliers of services, products and facilities in the normal course of business. Contracts are subject to legal interpretation from time to time and disputes do arise. Management plans to account for such dispute resolutions in the year such disputes are settled, as they cannot be reasonably estimated prior to this time.

In addition, various other claims and lawsuits are pending against SIGA in the ordinary course of business. While it is not possible to determine the ultimate outcome of such actions at this time, and there exist inherent uncertainties in predicting such outcomes, it is SIGA's belief that the ultimate resolution of such actions is not reasonably likely to have a material adverse effect on its financial position or results of operations.



Executive Structure



Board of Directors



CHIEF REGINALD BELLEROSE – BOARD CHAIR is currently serving his eighth consecutive term as Chief of Muskowekwan First Nation (MFN). Prior to his work at MFN, he held positions at Royal Bank, University of Alberta and Junior Achievement Canada. Chief Bellerose holds a Master's degree in Project Management from the University of Saskatchewan and a Bachelor of Arts in History and Political Science from Concordia University. As Chief of Muskowekwan First Nation, he remains focused on enterprise in and for his community, primarily in the area of natural resource development and sustainability.

He's passionately committed to future generations through investment in education, long-term business strategy, and through generating own-source revenue through exercising Inherent and Treaty Rights. He speaks often on the need to address healing and wellness in First Nation communities. He is known for fair and transparent leadership, and for his community dedication and compassion. Chief Bellerose sits on various boards throughout the province and nationally, including First Nation Power Authority, Saskatchewan Indian Institute of Technologies and Encanto Potash Corp.



CHIEF DARCY BEAR is in his eighth consecutive term as Chief of the Whitecap Dakota First Nation. He holds a Business Administration Certificate and an Honorary Doctorate of Law from the University of Saskatchewan. Chief Bear has also been the recipient of many awards including the Commemorative Medal for the Centennial of Saskatchewan in 2005; the Saskatchewan Order of Merit in 2011; and the Saskatchewan Diamond Jubilee in 2012. Recently, he was

awarded the 2016 Canadian Council for Aboriginal Business Hall of Lifetime Achievement Award for his oversight of the transformation of the community, increasing opportunity and prosperity against formidable odds. He has dedicated half of his life to the betterment of his community and has been the driving force behind extensive economic development and an improved quality of life within the community.



CHIEF RICHARD BEN joined the SIGA Board in October 2009. Richard served as Chief of Makwa Sahgaiehan First Nation from 2008 until his election to Tribal Chief of the Meadow Lake Tribal Council on November 21, 2018. Prior to his tenure as Chief, he also served one term as a band councillor. Currently, Chief Ben is also the Vice-Chair of SIIT. His experience includes terms with the FSIN Education and

Justice Commissions, and a number of boards with the Meadow Lake Tribal Council. Chief Ben's background also includes three years in the army reserve and four years as a Recreation Director on his home reserve. Chief Ben has an education in Police Sciences and Information Technology and recently obtained his certificate in Business Administration.



CHIEF CONNIE BIG EAGLE, Pro. Dir, is the Chief of Ocean Man First Nation. She has served her Nation in leadership for 15 years as Chief and on Council. Chief Connie Chairs the Yorkton Tribal Council Treasury Board, Vice Chairs the Treaty 4 Education Alliance and represents Saskatchewan on the

Assembly of First Nations Women's Council. Chief Big Eagle joined the SIGA Board in August 2015.



CAROLE BRYANT, Pro. Dir, rejoined the SIGA Board in January 2010. Carole is currently Director of Governance and Corporate Services with the Ranch Ehrlo Society. She has had diverse career experience in social work, community development, Human Resources, corporate services, board governance and communication. Carole is the past-president of the Saskatchewan Association of Social Workers and is a former past-president of the Regina

Rotary Club. She was one of the founding board members of SaskPower Commercial Inc. and has board experience with the Luther College Board of Directors, Investment Saskatchewan and is a former President of the Regina and District Food Bank. Carole has a master's degree in social work. She completed her MBA from Queen's University in Kingston and has her CPA designation.



CHIEF TAMMY COOK-SEARSON is the Chief of Lac La Ronge Indian Band (LLRIB), currently serving her fifth consecutive term. Prior to running for Chief, she served three consecutive terms on the LLRIB council. She also serves as the President of Kitsaki Management Limited Partnership, the band's economic development initiative that focuses on long-term sustainable businesses. Chief Cook-Searson received an honorary Doctor of Law degree from the University of Regina for her leadership and advocacy for Indigenous issues. She also received the Queen's Golden

Jubilee Medal in 2002, the Saskatchewan Centennial Medal in 2006, the Queen Elizabeth II Diamond Jubilee Medal in 2012 and the ABEX Award for Community Leader of the Year in 2018. An active member of the community, she is also involved in many cultural events and fundraising activities. Chief Cook-Searson is a mother of three and wife for 27 years. Her hobbies include volunteering with the community, berry picking, boating, and canoeing.

CHIEF BOBBY CAMERON is a member of Witcheakan Lake First Nation located in Treaty Six territory (northern Saskatchewan). He has spent the majority of his life maintaining strong ties to culture, language and identity. As an avid hunter, trapper, and fisher, Chief Cameron advocates and understands the significance of First Nation culture and tradition with respect to keeping close ties to traditional lands. He is currently in his second term as Chief of Federation of Sovereign Indigenous Nations, a Treaty and

Inherent Rights organization that represents 74 First Nations and more than 160,000 First Nation people. Previously, he served one term as a Vice-Chief for FSIN. Chief Cameron is also the Regional Chief for the Assembly of First Nations. Chief Cameron holds a Bachelor of Arts, with a major in Indigenous Studies from the University of Regina. A devoted partner and father of six children, Chief Cameron is a strong advocate for Treaty and Inherent Rights for future generations of First Nation people.



CHIEF KENNY MOCCASIN, Pro. Dir, joined the SIGA Board in December 2015. Chief Moccasin was elected in 2011 and more recently in 2015 to the position of Chief of the Saulteaux First Nation. Prior to being elected as a band councillor, Chief Moccasin completed his Computer Information Technology Diploma and worked in the

education system for eight years as a Computer Technician/Networking/Teacher at the Saulteaux Heritage School and the Northwest Nations Education Council School Board. He currently represents Battleford Agency Tribal Chiefs on the SIGA Board, and was appointed as Tribal Chief in October 2015.



CHIEF MARIE ANNE DAYWALKER-PELLETIER, Pro. Dir, was appointed to the SIGA Board by the File Hills Qu'Appelle Tribal Council in early January, 2013. She is currently Chief of Okanese First Nation, a position she has filled since March, 1981 – serving 38 consecutive years to date. Chief Daywalker-Pelletier has sat on many boards and obtained

professional director designation in 2015. Currently she is the Chair of the Saskatchewan Indian Women's Commission, Chair of the TFHQ Safe Shelter Inc. and a commission member of the Health and Social Development Commission. Chief Daywalker-Pelletier was recently awarded the Order of Canada for her role as the longest-serving woman Chief in Canada.



KEVIN POOCK from the Battleford Tribal Council Management Corp. was appointed to the Board in February 2012 by the Battlefords Tribal Council. Kevin is a Chartered Financial Planner who has 25 years of experience in the financial services industry. He was instrumental in the financing and opening of the first four casinos operated by SIGA. In 1998

he joined Battlefords Tribal Council to assist their Economic Development Division. He currently is part of a group that manages several diversified businesses, holding companies, and analyzes new opportunities for First Nations.



CHIEF NATHAN PASAP is a proud Nakota/Cree member and Chief of White Bear First Nation. Prior to being elected Chief, he served one term as band councillor from 2013 to 2015. During this term, he was instrumental in leading the way for election representational reform at White Bear. Chief Pasap has also served with the Canadian military, worked at SIGA, and at the Regina Provincial Correctional Centre. He holds his Bachelor of Arts degree with a dual major in Political Science and Indigenous Studies from First Nations University and University of Regina. Chief Pasap is currently

Chair of Treaty 4 Education Alliance, was the president of the First Nations University of Canada Student Association and has sat as a member on the First Nations University Board of Governors. As part of SIGA's Board, he oversees all subcommittees under the Board's purview. He and his partner Jody Whitney, along with their four children, enjoy spending time on White Bear and at their home on the Tsuu T'ina Nation. His hobbies include golf, hockey and practising his Treaty Rights to hunt, fish and gather like his forefathers and grandmothers did since time immemorial.



JOHN CHARLES THOMAS – FSIN SENATOR is a distinguished member of Beardy & Okemasis First Nation. Prior to being elected Band Councillor in the late 1980s, he had worked as a Probation Officer, Lands Coordinator; Land Manager; as well as a Treaty Land Entitlement Trustee and was involved with the Saskatchewan Indian Culture Center and the Beardy & Okemasis First Nation. Senator Thomas was instrumental in developing the *Executive Management Act*,

Senate Act, *Land Management Act*, *Housing Act*, *Personnel Management Act* and *Band Custom Election Act* for Beardy's & Okemasis First Nation. After his term as councillor, he started working for the Federation of Sovereign Indigenous Nations. Senator Thomas is very passionate about his family, especially his grandchildren, politics, treaties, economic development, sports and recreation, governance and justice.



RUBY WILLIAMS – BOARD SECRETARY



JOE QUEWEZANCE – ELDER

Corporate Governance

Authority

Under the *First Nations Gaming Act*, the Federation of Sovereign Indigenous Nations (FSIN) created the Saskatchewan Indian Gaming Authority (SIGA) on June 10, 1995. The FSIN entered into the Gaming Framework Agreement (GFA) with the Province of Saskatchewan, which established its exclusive access to casino markets in Saskatchewan. SIGA was designated as the proponent for casino development and was then incorporated under *The Non-Profit Corporation Act, 1995* of Saskatchewan on January 11, 1996.

The Province of Saskatchewan regulates SIGA through the Saskatchewan Liquor and Gaming Authority (SLGA) and the Indigenous Gaming Regulators (IGR). Accountable to the mandate set out by our shareholders, SIGA operates under the terms set out in the Casino Operating Agreement (COA) and gaming regulatory conditions established by IGR and SLGA.

Saskatchewan Liquor and Gaming Authority

The Province of Saskatchewan regulates SIGA through the Saskatchewan Liquor and Gaming Authority. This authority is responsible for the approval of budgets, operating policies, procedures and expansion of services. There is constant dialogue between the management and employees of both organizations.

Our Structure

SIGA's gaming operations are a revenue source for Saskatchewan's First Nations, the Provincial Treasury and for the Community Development Corporations (CDCs). The CDCs distribute this money to charitable and non-profit community organizations. Profits generated from SIGA's operations are administered by the Province of Saskatchewan using the following breakdown: 50% to Saskatchewan First Nations, as distributed through the First Nations Trust; 25% to the CDCs; and 25% to the provincial government's General Revenue Fund.

Role of the Board

On behalf of the Shareholders, the Board of Directors is responsible for the stewardship of the organization and is ultimately accountable for the management of the affairs and business of SIGA. In meeting this responsibility, the Board works with management to develop and approve the organization's strategic plan, annual budgets, and ensures that a communication policy is in place. The Board has established a terms of reference addressing its principal duties and responsibilities as a Board.

While focusing on the strategic direction of the organization, the Board delegates day-to-day operations to the President and CEO. The Board has resolved to adopt a policy governance model that empowers the President and CEO and holds them accountable for achieving the Board's directives, managing risks, complying with the Casino Operating Agreement and Board policies. In addition, the organization has a comprehensive Delegation of Authority Policy that governs the approvals and spending authorities for all managers consistent with their responsibilities, accountabilities, and budgetary allocations. The policy specifies those matters that require Board approval, including items specific to capital expenses (including renovation projects) planned over \$1,000,000; and unplanned over \$500,000, including any property management, land and building leases, and all other operating expenses and contracts.

All of its Directors are independent of management and no member of management serves as a Director. The Board held six meetings in the 2018-19 fiscal year.

Board Chair – Chief Reginald Bellerose

The Chair provides leadership by guiding the Board, coordinating its activities, and fostering relationships in the best interests of the organization. The Chair, while working closely with the President and CEO, retains an independent perspective to best represent the interests of SIGA, the Board, and the communities they serve. The Chair, on behalf of the Board, reports to the FSIN Gaming Commission and the FSIN Legislative Assembly on the affairs of the corporation, including all business aspects of casinos owned and operated by SIGA. The Chair, in turn, reports to the Board of Directors any recommendations brought forward by the Gaming Commission and the Assembly. The Board has delegated authority and assigned responsibility to the Board Chair for managing SIGA's relationship with the Shareholders as per policy B03-012 Board Chair – Terms of Reference.

Directors

The Board of Directors was comprised of 11 members for the 2018-19 fiscal year. The Federation of Sovereign Indigenous Nations and the Tribal Councils nominate these members (one per Tribal Council). There is one independent Director appointed by the SIGA Board who has financial expertise. Only individuals registered under The Alcohol and Gaming Regulation Act, 1997 may be Directors of the Board.

As per the Casino Operating Agreement, the Board structure is comprised of no more than 13 Directors.

The 2018-19 Directors are as follows:

- Chief Reginald Bellerose
- Chief Tammy Cook-Searson
- Chief Darcy Bear
- Chief Nathan Pasap
- Chief Richard Ben
- Carole Bryant
- Chief Delbert Wapass
- Kevin Pooch
- Chief Bobby Cameron
- Chief Marie Anne Daywalker-Pelletier
- Chief Connie Big Eagle
- Chief Ken Moccasin

The Board also has an advisor:

- Senate Advisor, John C. Thomas

Committee Structure

The Board may appoint any committees that it considers necessary for the efficient conduct of the affairs and business of SIGA and may prescribe the duties of any committee it appoints. It is important to note that assignment of responsibility by the Board to a committee does not absolve the full Board from responsibility for a committee's work or decisions. The Chair is ex-officio on all committees and may attend any meeting as deemed appropriate. All committees have established terms of reference governing their conduct and mandate.

The Board has three (3) committees with established terms of reference governing their code and mandate. These three committees are as follows: Audit and Finance, Governance (includes, Human Resource, Compensation and Ethics and Governance mandates) and Strategic Affairs.

Audit and Finance Committee – Carole Bryant, Chair

The Audit and Finance Committee monitors the financial performance and internal controls of SIGA, assesses risk management strategies, and acts as a liaison between the internal and external auditors and the Board. This committee is responsible for the internal audit function and has retained an independent internal auditor who is accountable to the Board through the Audit and Finance Committee, and has unimpeded access to corporate information and reports. SIGA's internal auditor is Price Waterhouse Coopers (PWC). The fee for the internal audit function for the fiscal year is \$365,760. The committee monitors internal controls over the financial reporting process, auditing matters, and financial reporting issues. The SIGA audit is completed by the audit firm Deloitte LLP. The fee for the audit for the fiscal year is \$243,000. In addition to the statutory audit requirements, Deloitte LLP submits management letters that contain internal control recommendations and identify management and system control risks. Deloitte LLP has examined the corporation's financial statements and issued an auditor's report included in this annual report. Deloitte LLP did not provide any non-audit services this past fiscal year. The committee met six times in the 2018-19 fiscal year.

Strategic Affairs Committee – Darcy Bear, Chair

The Strategic Affairs Committee is mandated to ensure there are sufficient processes in place to develop, maintain and monitor the strategic plan, provide direction on shareholder and stakeholder relations and review and provide direction on new business opportunities. The Strategic Affairs Committee is also responsible to review, assess and monitor strategic level risk in SIGA's risk management plan and to ensure the appropriate risk mitigation strategies are in place. Further, the committee will review and provide recommendations on the Casino Operating Agreement and the Framework Agreement. The committee met four times in the 2018-19 fiscal year.

Governance Committee – Ron Martin, Chair, Marie Anne Daywalker-Pelletier, Chair

The Governance Committee is responsible for overseeing the Authority's governance processes and the quality of its corporate governance, reporting to the Board concerning the same. The committee helps the Board deliver exemplary governance and human resource practices ensuring that SIGA's overall compensation structure provides appropriate incentives to employees at all levels. The committee ensures that SIGA is observing the highest standards of ethical business conduct. The Governance Committee monitors the functioning of the Board and committees of the Board, and recommends governance issues to be discussed by the Board and Board committees. It is also responsible to ensure timely and complete information and decision-making at the Board and committee levels. The Governance Committee is responsible to ensure an annual review of the terms of reference of the Board and its committees. The committee coordinates the bi-annual evaluations of the Board, the Board Chair and its committees.

The evaluation of the Board and its Committees was completed in 2019. The Governance Committee also oversees the annual evaluation of the CEO, which will be completed in July 2019. The Board engaged Dr. Bob Kayseas, an independent third party consultant, to conduct the evaluation of the Board, Board Chair, committees and the President and CEO. This committee met five times in the 2018-19 fiscal year.

Governance Practices

The SIGA Board has formally adopted a governance model with generally accepted governance practices, and a suite of corporate governance policies. These policies ensure continuity of good governance practices and provide ongoing direction for the Board, its committees, and management. To ensure that SIGA continues to exemplify high standards of corporate governance, the Board has mandated that the corporation's governance practices be monitored annually and an audit of all governance practices be conducted every three years. The audit was completed in 2018 by the audit firm Price Waterhouse Coopers.

SIGA's current governance and disclosure practices are consistent with the guidelines advocated in the Ontario Securities Commission National Policy 58-201 and 58-101.

The Board substantially complies with its corporate governance policies. Unlike a publicly held entity, SIGA is not required to comply with these policies. The corporation, however, has adopted an approach of benchmarking itself to these standards.

SIGA's alignment with the CSA Corporate Governance Guidelines is set out in the following scorecard:



SIGA'S GOVERNANCE PRACTICES		DOES SIGA ALIGN?
Composition of the Board		
NP 58-201, Section 3.1		
The Board should have the majority of independent Directors.	The Directors of the SIGA Board are appointed by the Members and approved by Federation of Sovereign Indigenous Nations. All Directors are independent. * SIGA's Board composition is 13 with 11 of those Directors being confirmed as of this date.	Yes
NP 58-201, Sections 1(a) and (d)		
1 (a) Disclose the identity of Directors who are independent;	Reginald Bellerose, Chair: Independent – Chief, Muskowekwan First Nation, Touchwood Agency Tribal Council.	Yes
(b) Disclose the identity of Directors who are not independent and the basis for that determination;	Edward Henderson, Director: Independent – Chief, Montreal Lake Cree Nation, Prince Albert Grand Council.	
(c) Disclose whether the majority of Directors are independent; and	Nathan Pasap, Director: Independent – Chief, White Bear First Nation, Southeast Treaty #4 Tribal Council.	
(d) Disclose whether a Director is a Director of any other issuer that is a reporting issuer.	Vacant – Agency Chiefs Tribal Council.	
	Richard Ben, Director: Independent – Chief, Makwa Sahgaiehcan First Nation, Meadow Lake Tribal Council.	
	Carole Bryant, Director: Independent – Director of Governance and Corporate Services, Ranch Ehrlo Society.	
	Delbert Wapass, Director: Independent – Chief, Thunderchild First Nation, Independent First Nations.	
	Kevin Poock, Director: Independent – Chartered Financial Planner, Battlefords Tribal Council.	
	Ron Martin, Director: Independent – Dentist, Federation of Sovereign Indigenous Nations.	
	Marie Anne Daywalker-Pelletier, Director: Independent – Chief, Okanese First Nation, File Hills Qu'Appelle Tribal Council.	
	Darcy Bear, Director: Independent – Chief, Whitecap Dakota First Nation, Saskatoon Tribal Council.	
	Connie Big Eagle, Director: Independent – Chief, Ocean Man First Nation, Yorkton Tribal Council.	
	Ken Moccasin, Director: Independent – Chief, Saulteaux First Nation, Battlefords Agency Tribal Chiefs.	
	Tammy Cook-Searson, Director: Independent- Chief, Lac La Ronge Indian Band	
	Bobby Cameron, Director: Independent – Chief, Federation of Sovereign Indigenous Nations.	
	This criterion is met by all current Board Members being external Directors (i.e. not managers or employees of SIGA) and by having each Board member complete and sign code of conduct acknowledgment and conflict of interest (COI) disclosure forms. All Directors have completed COI forms on file. Section 1(d) does not apply to SIGA, as SIGA does not have share capital and is not an issuer.	
NP 58-201, Section 3.2		
3.2 The Chair of the Board should be an independent Director who is the effective leader of the Board, who ensures that the Board's agenda will enable it to successfully carry out its duties.	The Chair of the Board is an independent Director who provides leadership in board organization, processes, effectiveness and renewal and serves as a liaison between the roles of the Board, shareholders and that of President and CEO.	Yes
NI 58-101FI, Section 1(f)		
1 (f) Disclose whether the chair of the Board is an independent director; disclose the identity of the chair and describe the role of the chair.	Reginald Bellerose who is an independent Director assumed the responsibilities of Chair in February 2015. The Chair reports to the Board and ultimately to the shareholders and is responsible for presiding over meetings of the Board and ensuring the Board discharges its fiduciary and legal responsibilities. The Board has developed a Terms of Reference for the Chair in policy B03-012 which can be obtained from SIGA upon request.	Yes

Meetings of Independent Directors**NI 58-101FI, Section 3.3**

3.3 The independent Directors should hold regularly scheduled meetings at which non-independent Directors and Members of management are not present.

1 (e) Disclose whether the independent Directors hold regularly scheduled meetings at which Members of management are not present, disclose the number of such meetings held in the previous 12 months; if such meetings are not held, disclose what the Board does to facilitate open and candid discussion among independent Directors.

This criterion is met by all current Board members being external Directors. The terms of reference for the Board/committee require that the Board/committees meet regularly without management present. In-camera sessions are a standing agenda item.

There were six Board meetings held in 2018-19 and, during each regular meeting, in-camera sessions are a standing agenda item. Board practices that facilitate open and candid discussion allow for open and direct communication on issues that it may not be appropriate to discuss with representatives of management.

The Board is satisfied that its governance practices foster full and open discussion and debate and that it retains the independence of mind to make decisions in the best interest of the corporation and the shareholder.

Yes, SIGA substantially meets this requirement.

NI 58-101FI, Section 1(g)

1 (g) Disclose the attendance record of each Director for the Board meetings held in the most recently completed financial year

The Board held a minimum of six meetings in 2018-19 which included its regular scheduled Board meetings, a strategic planning session and one special meeting.

Yes

	Meetings Attended*	Total Meetings
Tammy Cook-Searson, Director	2	(2)
Reginald Bellerose, Director	6	(6)
Carole Bryant, Director	6	(6)
Richard Ben, Director	3	(6)
Delbert Wapass, Director	2	(4)
Kevin Poock, Director	5	(6)
Ron Martin, Director	4	(6)
Marie Anne Daywalker-Pelletier, Director	5	(6)
Darcy Bear, Director	5	(6)
Connie Big Eagle, Director	6	(6)
Ken Moccasin, Director	6	(6)
Nathan Pasap, Director	5	(6)
Bobby Cameron	1	(1)

* For the purposes of this report, members who attended meetings in part were considered to be present. Figures in brackets represent the maximum number for the period in which the individual was a Board member.

Board Mandate**NP 58-201, Section 3.4**

3.4 The Board should adopt a written mandate which explicitly acknowledges responsibility for the stewardship of the corporation and responsibility for;

- (a) To the extent possible, satisfying itself as to the integrity of the CEO and executive and that they have created a culture of integrity throughout the organization;
- (b) Adopting a strategic planning process and approving at least annually a strategic plan which takes into account, among other things, the opportunities and risks of the business;
- (c) Identification of the principal risks of the corporation's business and ensuring the implementation of appropriate systems to manage these risks.

The Board has adopted a comprehensive written Board mandate, policy no. B03-001 that complies with the elements required in this policy. Specific policies B03-008 Board Member Responsibilities and B03-012 Board Chair - Terms of Reference outline the primary duties and responsibilities of the Board, including the responsibility to function as stewards of the corporation.

- (a) The corporation has a comprehensive Code of Conduct and Ethics policy in place for the Board and Senior Management.
- (b) SIGA has a strategic plan in place for the Authority. SIGA is using a highly regarded model of planning known as the Balanced Scorecard. This performance management tool helps us ensure that operational activities and initiatives are aligned with the objectives of the company in terms of vision and strategy. The Board approved the strategic measures and targets for the company in May 2018. The President reported on those measures on a quarterly basis. The results are also reported on in this annual report.
- (c) The corporation has established an integrated risk management function and the corporate 'infrastructure' for the identification and management of the risks that could prevent SIGA from achieving its strategic goals and priorities. The Board delegates this responsibility to the Audit and Finance Committee.

Yes

	SIGA'S GOVERNANCE PRACTICES	DOES SIGA ALIGN?
NP 58-201, Section 3.4 continued		
(d) Succession planning, including appointing, training and monitoring Senior Management;	(d) The Board approves succession plans for the President and CEO and Senior Executive on an annual basis.	
(e) Adopting a communications policy for the corporation;	(e) The Board has a Communications policy with processes in place to ensure effective communications with shareholders, stakeholders and the public. The annual general meeting of the Members was held in November 23, 2018.	
(f) The integrity of the corporation's internal control and management information systems; and	(f) A principal duty of the Board is to identify principal risks of the business in which the Corporation is engaged, to achieve a proper balance between risks incurred and potential returns, and to oversee the implementation of appropriate systems to manage the risks. SIGA manages information risks through continual evaluation of the internal controls over financial reporting for new and existing systems.	
(g) Developing the corporation's approach to corporate governance, including a set of principles and guidelines specific to the corporation.	(g) The SIGA Board has formally adopted a governance model with generally accepted governance practices, and a suite of corporate governance policies. The Governance Committee is mandated to oversee corporation's governance practices. An audit of the corporation's governance practices is completed every three years with latest one completed in April 2018.	
NP 58-201, Section 2		
2 Disclose the Board's written mandate.	The Board's written mandate, Policy B03-001, can be obtained from SIGA upon request.	Yes
Position Descriptions		
NP 58-201, Section 3.5		
3.5 The Board should: develop clear position descriptions for the Chair of the Board and the Chair of each committee; together with the CEO, develop a position description for the CEO delineating management's responsibilities; develop or approve corporate goals and objectives that the CEO is responsible to meet.	<p>The Board has adopted specific policies which outline the primary duties and responsibilities of the Board Chair, Committee Chairs and Board Members. The Board has adopted mandates for all standing committees, which outline their specific responsibilities. The Delegation of Authority Policy B05-018, applicable to monetary and non-monetary matters, sets out those matters that require Board approval and delegates other matters to management.</p> <p>The Board annually approves a strategic plan, which includes the corporate objectives and goals (Balanced Scorecard targets) for the upcoming year. The CEO is ultimately responsible to the Board for meeting these goals and objectives. The Board assesses the CEO against these performance targets.</p>	Yes
NI 58-101FI, Sections 3(a) and (b)		
3 (a) Disclose whether the Board has developed written position descriptions for the Chair of the Board and the Chair of each Board committee and, if not, describe how the Board delineates the role and responsibilities of each such position.	3 (a) The Board has policies in place that set out the roles and responsibilities for the Board Chair, Vice Chair and Committee Chairs. In addition to this, the committees all have written mandates adopted by the Board that delineate the roles and responsibilities of that committee.	Yes
(b) Disclose whether the Board and CEO have developed a written position description for the CEO.	(b) The Board has developed a comprehensive job description for the CEO.	

	SIGA'S GOVERNANCE PRACTICES	DOES SIGA ALIGN?
Orientation and Continuing Education		
NP 58-201, Sections 3.6 and 3.7		
3.6 The Board should ensure new Directors receive comprehensive orientation and fully understand the role of the Board and committees, the contribution individual Directors are expected to make and the nature and operation of the business.	3.6 The Governance Committee is responsible to ensure whether the proper orientation and continuing education training opportunities are made available to the Board. SIGA management has provided comprehensive orientation training for all the Directors about the business and the industry. SIGA also provides all Directors with online resource and reference materials.	Yes
3.7 The Board should provide continuing education opportunities for all Directors to enhance their skills and abilities and ensure their knowledge of the corporation's business is current.	3.7 The corporation has made available to the Directors the opportunity to participate in education programs such as: The Chartered Directors and the Johnson Shoyama & Brown Governance Director Education & Certification Program with four of the current Directors having completed the programs. These are comprehensive training program focusing on best governance practices. All the Directors have participated in an orientation program. On a regular basis, industry experts provide the Board with relevant information related to the gaming industry.	Yes
Code of Business Conduct and Ethics		
NP 58-201, Section 3.8		
3.8 The Board should adopt a written code of business conduct and ethics applicable to Directors, officers and employees of the corporation designed to promote integrity and deter wrongdoing. The code should address:	3.8 SIGA has developed a written Code of Conduct and Ethics Policy applicable to all Directors, a separate Code of Conduct and Ethics Policy that is applicable to Senior Management and a Code of Conduct and Ethics Policy applicable to the employees. The Directors Policy: Establishes guidelines for conduct required of all Directors of the Saskatchewan Indian Gaming Authority. In addition, each Director must complete a Conflict of Interest Declaration form and a Relationship Declaration form. The declaration forms shall be completed on an annual basis, or more often in the event a potential conflict of interest situation arises. The completed forms are forwarded to and retained on file in the Board Secretary's office. Copies are to be provided to the Governance Committee. Conflict of Interest declarations are completed at every Board and Committee meeting. The President and CEO and Senior Management Policies require that management observe the highest standards of ethical conduct, consistent with the values of integrity, impartiality and discretion, both within and outside the workplace, and to promote a corporate culture in which ethical conduct is recognized, valued and exemplified by everyone. The President and CEO and all senior managers sign a declaration form upon commencement of employment with SIGA, and sign a Conflict of Interest and a Relationship Declaration form. The declaration forms shall be completed on an annual basis, or more often in the event a potential conflict of interest situation arises. The completed forms are forwarded to and retained on file and are reviewed with the Governance Committee.	Yes
(a) Conflicts of interest, including transactions and agreements where a Director or officer has a material interest;		
(b) Protection and proper use of corporate assets and opportunities;		
(c) Confidentiality of corporate information;		
(d) Fair dealing with the corporation's security holders, customers, suppliers, competitors and employees;		
(e) Compliance with laws, rules and regulations; and		
(f) Reporting of illegal or unethical behaviour.		

	SIGA'S GOVERNANCE PRACTICES	DOES SIGA ALIGN?
NI 58-101FI, Section 5(a)		
5 (a) Disclose whether the Board has adopted a written code of ethical business conduct for the Directors, officers and employees of the corporation; how to obtain a copy of the code; how the Board monitors compliance with the code; and reference any material change report in the most recent financial year relating to any conduct of a Director or officer that constitutes a departure from the code.	<p>5 (a) A copy of the Directors, President and CEO Code of Conduct Policy can be obtained by contacting SIGA.</p> <p>The Board Chair and the Governance Committee monitor compliance with the Code of Conduct Policy for the Directors and the President and CEO. The President and CEO monitors compliance with the Code of Conduct Policy for Senior Management. The Audit and Finance Committee is responsible for: monitoring and reviewing the financial performance and internal controls of the Authority; monitoring, reviewing and ensuring the adequacy of the Authority's risk management policies and procedures; enhancing the credibility and objectivity of the Authority's financial reports; and acting as a communication link between the Board of Directors, the external and provincial auditors and the internal auditor. The mandate of the Audit and Finance Committee shall be tabled at the annual general meeting for review by the members. The Governance Committee shall review the Authority's overall compensation programs and recommend compensation for the President and CEO and Senior Executive, and ensure that the overall compensation structure provides appropriate incentives to management and employees at all levels.</p>	Yes
NP 58-201, Section 3.9		
3.9 The Board should monitor compliance with the code and any waivers granted for the benefit of Directors and executive officers should be granted by the Board or committee. Any waivers for a material departure from the code for any Directors or officers should disclose full details of the material change.	3.9 The Governance Committee is responsible to receive and consider Directors and Managers Conflict of Interest and Relationship Declaration Forms.	Yes
NI 58-101FI, Sections 5(b) and (c)		
<p>5 (b) Describe steps the Board takes to ensure Directors exercise independent judgement in considering transactions and agreements where a Director or officer has a material interest.</p> <p>(c) Describe other steps the Board takes to encourage and promote a culture of ethical business conduct.</p>	5 (b) SIGA has a written Code of Conduct Policy applicable to all Directors. The corporation has a Director's Conflict of Interest Policy meant to protect the Authority's interest by outlining guidelines for the Authority's Board which ensures that a conflict of interest does not exist or appear to exist. The corporation has a Disclosure of Wrongdoing Policy in place and, to further support that, the Board has implemented an employee hotline that is independently operated. The hotline provides a means for employees to report allegations of serious wrongdoing and identify situations where wrongdoing is or has occurred so it can be eliminated.	Yes
Nomination of Directors		
NP 58-201, Section 3.10		
3.10 The Board should appoint a nominating committee composed of entirely independent Directors.	<p>As identified in the by-laws of the corporation, the Board structure will be comprised of no more than 13 Directors. The Federation of Sovereign Indigenous Nations and the Tribal Councils appoint 12 of these Directors (one per Tribal Council) with the SIGA Board appointing one independent Director with financial expertise. All appointments are ratified by the Federation of Sovereign Indigenous Nations' Legislative Assembly.</p> <p>The SIGA Board has undertaken the responsibility of developing a skills profile for its Board Members. It is distributed to all shareholders for their use as criteria to base their nomination/selection of Directors.</p>	N/A
Compensation		
NP 58-201, Section 3.15		
3.15 The Board should appoint a compensation committee composed entirely of independent Directors.	3.15 The Board has appointed a Governance Committee of entirely independent Directors who are responsible for compensation matters.	Yes

	SIGA'S GOVERNANCE PRACTICES	DOES SIGA ALIGN?
NP 58-201, SECTION 3.16		
3.16 The compensation committee should have a written charter establishing the committee's purpose, responsibilities, member qualifications, member appointment and removal, structure, operations (including any authority to delegate to individual Directors or subcommittees) and manner of reporting to the Board. In addition, the compensation committee should be given authority to engage and compensate outside advisors necessary to permit it to carry out its work.	<p>3.16 The Governance Committee responsibilities include: Annually review and monitor Senior Executive contracts, compensation and benefits program and recommend changes where appropriate.</p> <p>Ensure there are ongoing Executive development programs that help promising individuals within the organization develop the critical skills identified in the succession plan.</p> <p>Annually review the administration of all management and staff benefits and compensation plans to ensure conformity with approved policies.</p> <p>Review on a regular basis the mechanisms that management has in place for employee recruitment and monitor the retention of employees with a process for monitoring risk.</p> <p>Based on the CEO evaluation results, the Governance Committee reviews and makes recommendations to the Board regarding the CEO's compensation.</p>	Yes
NP 58-201, Section 3.17		
3.17 The compensation committee should be responsible for: reviewing and approving corporate goals and objectives relevant to CEO compensation, evaluating the CEO's performance in light of those corporate goals and objectives, and determining the CEO's compensation level based on the evaluation; making recommendations to the Board respecting non-CEO officer and Director compensation, incentive-compensation plans and equity-based plans; and reviewing executive compensation prior to public disclosure.	<p>3.17 The Board evaluates the performance of the President and CEO annually. The Governance Committee oversees the evaluation of the President and CEO. The evaluation results are reported in writing to the Board. The President and CEO is evaluated based performance targets and measures laid out in the strategic plan, and for complying with management limitations policies prescribed by the Board. The results of the CEO's performance are approved by the full Board. The President and CEO evaluation is scheduled to be completed in July 2019.</p>	Yes
Board Assessments		
NP 58-201, Section 3.18		
<p>3.18 Each individual Director should be regularly assessed regarding his, her or its effectiveness and contribution. An assessment should consider:</p> <p>(a) In the case of the Board or a Board committee, its mandate or charter, and;</p> <p>(b) In the case of an individual Director, the applicable position description(s), as well as the competencies and skills each individual Director is expected to bring to the Board.</p>	<p>3.18 The Board, Committees, and the Chairman evaluation occur on a two-year cycle. The evaluations were conducted by Dr. Bob Kayseas, an external consultant, and were completed in February 2019.</p> <p>The Board and its Committees review their Terms of Reference annually. The Board have developed skills matrix that will be utilized for future planning.</p>	Yes
NI 58-101F1, Sections 7(a) and (b)		
<p>7 (a) Describe the process by which the Board determines compensation for the Directors and officers of the corporation.</p> <p>(b) Disclose whether the Board has a compensation committee composed entirely of independent Directors and, if not, describe the steps the Board takes to ensure an objective process for determining such compensation.</p>	<p>7 (a) The corporation has developed a number of policies to assist in determining rates for Director compensation. Directors will be compensated for serving on SIGA's Board through a combination of retainer fees and per diems. Directors will be reimbursed for travel and business expenses in accordance with Corporate Policy No. B03-017 Travel and Business Expenses (Board Members). The monitoring of compensation for Directors is the responsibility of the Governance Committee, who reviews this on a bi-annual basis. The Board determines compensation by retaining the services of an external consultant to complete a market survey utilizing industry standards.</p> <p>(b) Board Members receive the following retainer fees on an annual basis to be paid in quarterly installments: Board Chairperson \$20,000; Committee Chair \$16,000; Director \$12,500; with meeting fees at \$750.</p>	Yes

	SIGA'S GOVERNANCE PRACTICES	DOES SIGA ALIGN?
NI 58-101F1, Sections 7(c)		
7 (c) If the Board has a compensation committee, describe the responsibilities, powers and operation of the committee.	The Governance Committee serves as SIGA's compensation committee. This is a standing committee and serves as an advisory committee appointed by the Board. The committee's core responsibilities are identified above.	Yes
NI 58-101F1, Sections 7(d)		
7 (d) If a compensation consultant has been retained, at any time during the corporation's most recently completed fiscal year, to assist in determining compensation for any of the corporation's Directors and officers, disclose the identity of the consultant and briefly summarize their mandate. If retained to perform any other work, state that fact and briefly describe the nature of the work.	7 (d) The Board retained the services of Korn Ferry Hay Group an independent consulting firm to complete a Board compensation review in 2018-19. The Governance Committee is responsible for reviewing the level and nature of compensation every three years.	Yes
Other Board Committees		
NI 58-101F1, Section 8		
8 If the Board has standing Committees of the Board, other than audit, compensation and nominating committees, identify the committees and describe their function.	The SIGA Board has appointed the following standing committees to conduct the business of the corporation, Governance Committee, Audit & Finance Committee and the Strategic Affairs Committee. All committees have comprehensive mandates that meet the policy requirements. All committee mandates are available upon request from SIGA.	Yes
Director Term Limits and Other Mechanisms of Board Renewal		
NP 58-201, Section 10		
10 Disclose whether or not the issuer has adopted term limits for the directors on its Board or other mechanisms of Board renewal and, if so, include a description of those Director term limits or other mechanisms of Board renewal. If the issuer has not adopted Director term limits or other mechanisms of board renewal, disclose why it has not done so.	The SIGA Board is appointed by the members and ratified by the Federation of Sovereign Indigenous Nation Legislative Assembly. All Board members are registered with SLGA. Members may fill any vacancy that occurs on the Board as required.	Yes
Policies Regarding the Representation of Women on the Board		
NP 58-201, Section 11		
11 (a) Disclose whether the issuer has adopted a written policy relating to the identification and nomination of women directors. If the issuer has not adopted such a policy, disclose why it has not done so.	The Authority does not appoint the Directors of the Board, so no policy exists for identification and nomination of women directors. In 2017-2018 three of the current 12-member Board are women.	Yes
(b) If an issuer has adopted a policy referred to in (a), disclose the following in respect of the policy:	No policy	N/A
(i) A short summary of its objectives and key provisions;		
(ii) The measures taken to ensure that the policy has been effectively implemented;		
(iii) Annual and cumulative progress by the issuer in achieving the objectives of the policy; and	No policy	N/A
(iv) Whether and, if so, how the Board or its nominating committee measures the effectiveness of the policy.		

96

SIGA Casino Locations



BEAR CLAW CASINO & HOTEL

White Bear First Nation
Near Carlyle
306.577.4577

LIVING SKY CASINO

Nekaneet First Nation
Swift Current
306.778.5759

DAKOTA DUNES CASINO

Whitecap Dakota First Nation
Near Saskatoon
306.667.6400

NORTHERN LIGHTS CASINO

Peter Ballantyne Cree Nation
Prince Albert
306.764.4777

GOLD EAGLE CASINO

Mosquito First Nation
North Battleford
306.446.3833

PAINTED HAND CASINO

Kahkewistahaw First Nation
Yorkton
306.786.6777

GOLD HORSE CASINO

Little Pine First Nation
Lloydminster
306.825.3777