

FINANCE

PAGC was able to improve its financial position during the past decade in going from a period of Net Debt to Net Assets despite losing core funding of \$1,343,314 during each of the past 12 years. Capital facilities have also been acquired during the last three years for Sprucelodge (former Days Inn), Urban Service (Margot Founier Building) and our youth in the Land-Based (Ponderosa Lodge) and YES programs (Parkland Hall). curtailed program activities and minimal travel during this period. An accumulated surplus is available to prioritize new programs and services for our member First Nations.

During the past fiscal year PAGC's revenue was \$94.0 million and expenditures was \$5.3 million resulting in an annual deficit of \$1.387 million after amortization of \$1.4 million. The pre-audit accumulated surplus is \$16.8 million, compared to \$18.2 million at the end of March 2024. PAGC is still recovering funding for Sprucelodge and Emergency Management Services for reimbursement of expenditures over the past several years. With the high amounts of ISC receivables there is corollary deferred revenue and payables to our member First Nations which have to be resolved before next March

Our Program managers have been working constantly with Sherri Soules to complete our audits and the outstanding reports. Her knowledge of ISC requirements has been instrumental in getting the reports done and she has answered all the audit inquiries from our auditors MNP. PAGC's finance staff have been training weekly to improve audit preparation process so that we will be on time for next year's audit.

Once again I apologize for only presenting our preliminary consolidated financial statements instead of having the 2025 audit completed on time for the Annual Assembly. Our auditor Keith

Fonstad from MNP has been diligently working multiple years audits of our small incorporated entities as well as the consolidated audits for 2024 and 2025 which are expected to be completed by March of 2026. The audit for the current year should be completed in time for the next Annual Assembly,

Throughout the years since 1993 I have been motivated and inspired by the prayers and wisdom of our Elders and Senators. Their support and the ongoing encouragement of our Chief and Executive has resulted in a much better financial position with sustain programs for the benefit of our member First Nations. I also thank the Councilors and Administration staff for their support and co-operation during these decades of First Nations achievement.

Gene Der,

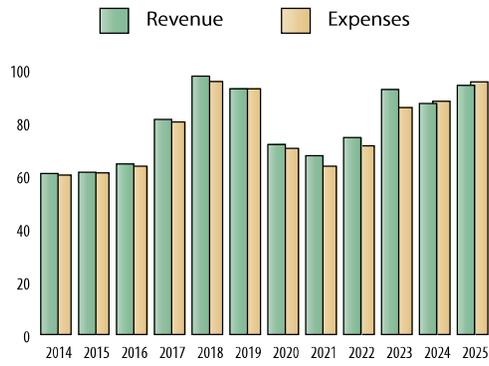
Director of Finance

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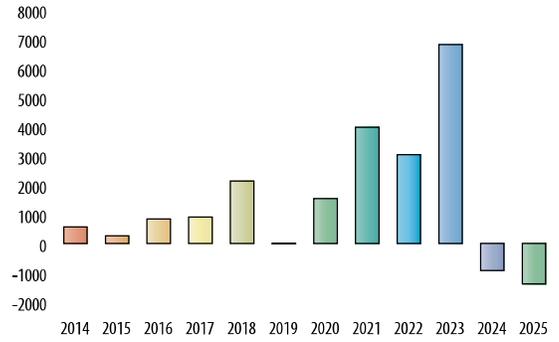
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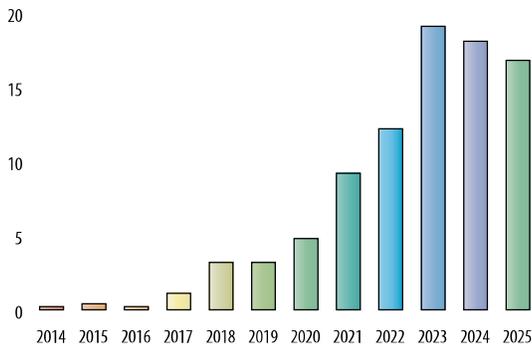
REVENUES AND EXPENSES (\$ MILLIONS)



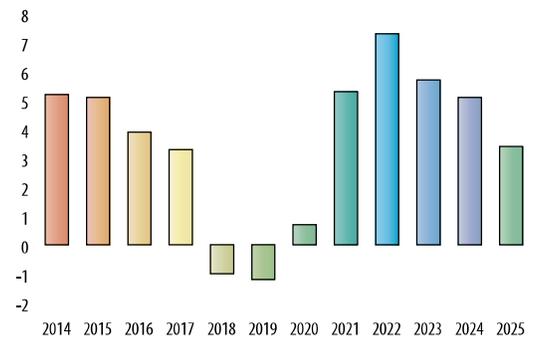
ANNUAL SURPLUS (DEFICIT) (\$ THOUSANDS)



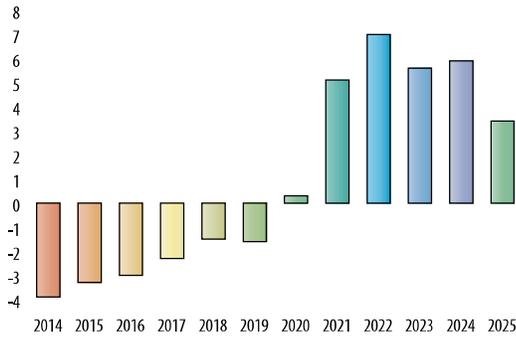
ACCUMULATED SURPLUS (DEFICIT) (\$ MILLIONS)



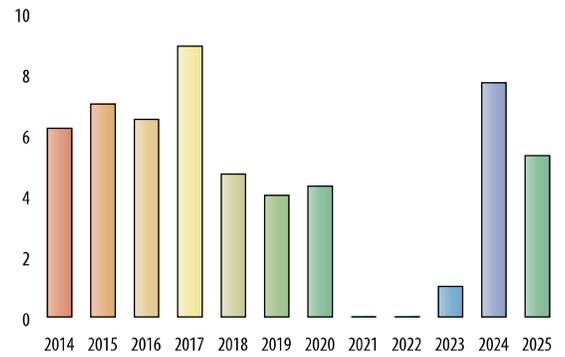
UNRESTRICTED SURPLUS (\$ MILLIONS)



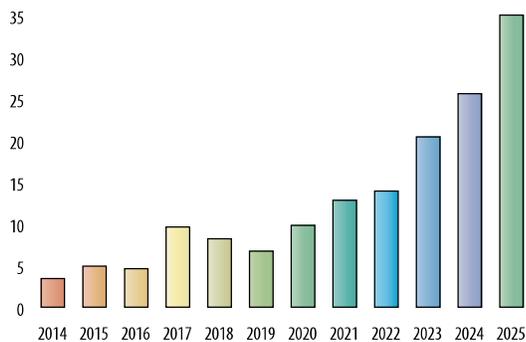
NET ASSETS (DEBT) (\$ MILLIONS)



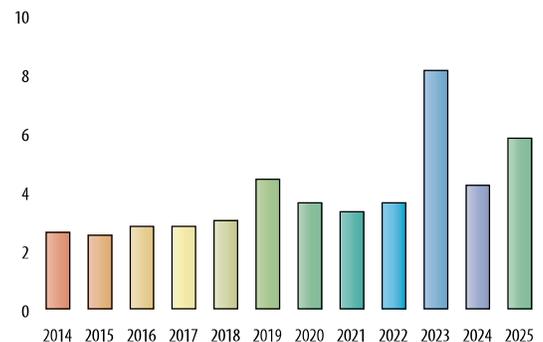
BANK INDEBTEDNESS (\$ MILLIONS)



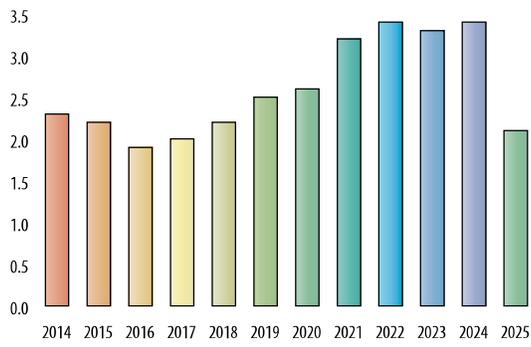
ACCOUNTS RECEIVABLE (\$ MILLIONS)



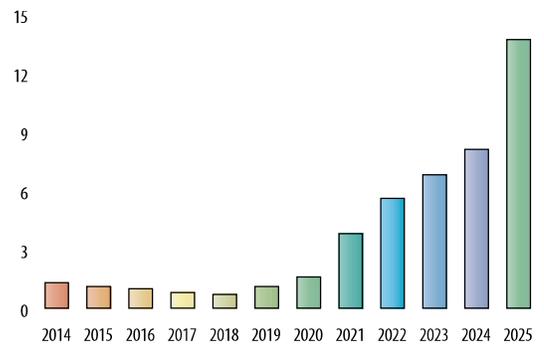
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES (\$ MILLIONS)



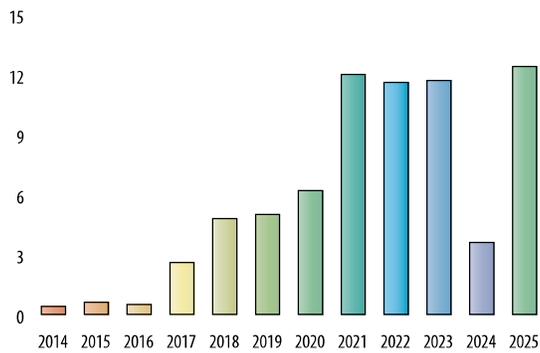
DUE FROM MEMBER FIRST NATIONS (\$ MILLIONS)



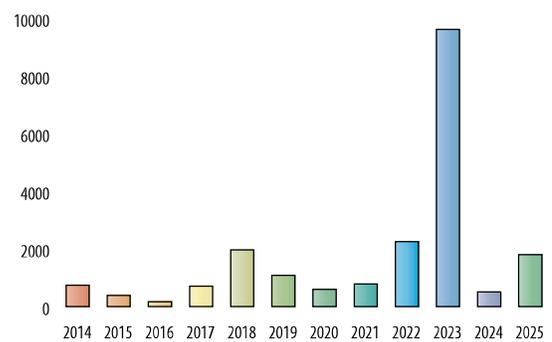
DUE TO MEMBER FIRST NATIONS (\$ MILLIONS)



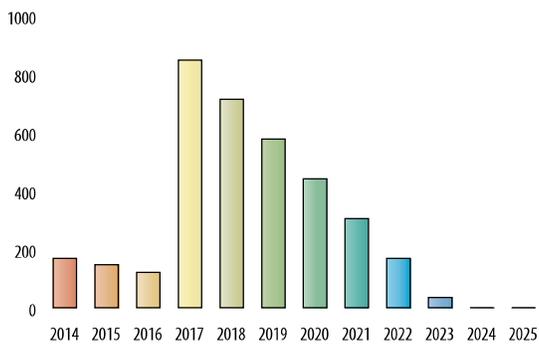
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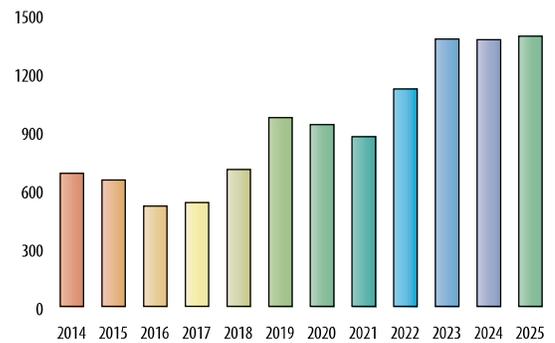
PURCHASE OF TANGIBLE CAPITAL ASSETS (\$ THOUSANDS)



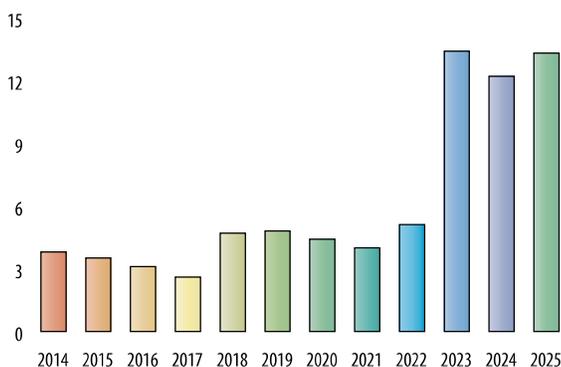
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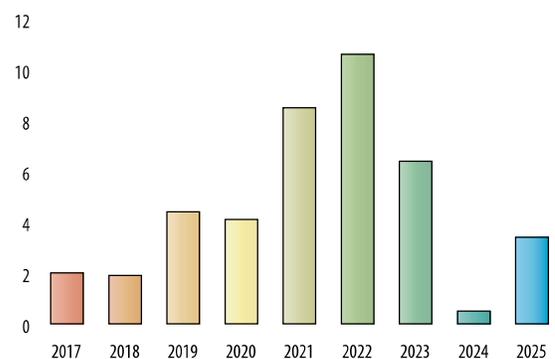
AMORTIZATION OF TANGIBLE CAPITAL ASSETS (\$ THOUSANDS)



TANGIBLE CAPITAL ASSETS (\$ MILLIONS)



CASH AND CASH EQUIVALENTS (\$ MILLIONS)



PADC Management Company Ltd.
Consolidated Statement of Financial Position
As at March 31, 2025

	2025	2024
Financial assets		
Cash resources (Note 3)	3,418,404	519,022
Accounts receivable (Note 4)	34,938,540	25,546,623
Due from member First Nations (Note 5)	2,183,470	6,407,521
Note receivable (Note 6)	68,750	70,279
Total financial assets	40,609,164	32,543,445
 Liabilities		
Current		
Bank indebtedness (Note 7)	5,346,855	7,730,903
Accounts payable and accrued liabilities (Note 8)	5,751,212	4,163,335
Deferred revenue (Note 9)	12,381,868	6,618,698
Due to member First Nations (Note 10)	13,693,221	8,134,044
Refundable for funding agencies	12,509	6,376
Total current liabilities	37,185,665	26,653,355
 Net assets (debt)	3,423,500	5,890,090
 Non-financial assets		
Prepaid expenses	90,741	88,876
Tangible capital assets (Note 12)	13,284,655	12,207,033
Total non-financial assets	13,375,396	12,295,909
 Accumulated surplus (deficit) (Note 19)	16,798,896	18,185,999
 Contractual obligations (Note 13)		
Contingent liabilities (Note 14)		

Director

Director

PADC Management Company Ltd.
Consolidated Statement of Operations

For the year ended March 31, 2025

	2025	2025	2024
Schedule	Budget (Note 21)		
Revenue			
Federal Government: (Note 15)			
Indigenous Services Canada	9,967,047	10,093,187	11,702,563
ISC - First Nations and Inuit Health	55,557,132	47,903,146	49,214,729
Public Health Agency Canada	36,058	36,058	86,963
Justice Canada	715,262	595,252	801,835
Correctional Services Canada	1,827,146	1,875,411	1,897,694
Canada Mortgage and Housing Corporation	4,700,000	2,619,007	-
Service Canada	3,030,670	3,030,670	2,209,410
Crown Indigenous Relations	762,000	762,000	-
Public Safety Canada	696,384	696,384	58,933
Natural Resources Canada	850,000	857,583	-
Heritage Canada	357,132	357,132	-
Provincial Government:			
Sask Ministry of Justice	897,655	754,711	814,019
Sask Ministry of Education	670,000	577,212	599,445
Sask Ministry of Public Safety	4,050,000	4,067,438	3,912,963
Sask Ministry of Social Services	5,568,000	5,581,516	5,695,170
Saskatchewan Indian Institute of Technologies	2,930,000	3,131,133	2,907,286
First Nations Trust	1,400,000	1,408,857	34,250
Federation of Sovereign Indigenous Nations	507,490	507,490	380,507
Northern Lights Community Development Corporation	670,776	718,076	688,898
Administration Fees and Services (Note 17)	2,567,148	2,419,629	2,406,291
First Nations Funding	580,000	592,989	274,758
Other Sources	6,023,435	5,354,828	3,420,510
Total Revenue	104,363,335	93,939,706	87,106,223
Program Expenses			
First Nations Government and Administration	3 13,596,279	11,876,498	8,754,690
Community Services	4 8,153,215	8,254,473	7,563,687
Economic Development	5 1,219,912	1,262,452	1,266,339
Education	6 4,029,633	4,218,868	3,350,769
Health	7 60,313,521	52,466,191	49,692,334
Infrastructure Services	8 13,124,032	13,437,174	14,311,535
Justice	9 4,006,658	3,811,154	3,094,974
Total Expenses	104,443,251	95,326,810	88,034,329
Annual surplus	(79,916)	(1,387,104)	(928,106)
Accumulated surplus, beginning of year	18,185,999	18,185,999	19,114,105
Accumulated surplus, end of year	18,106,083	16,798,896	18,185,999

PADC Management Company Ltd.
Consolidated Statement of Changes in Net Debt
For the year ended March 31, 2025

	<u>Budget</u> <i>(Note 21)</i>	<u>2025</u>	<u>2024</u>
Annual surplus	(79,916)	(1,387,104)	(928,106)
Acquisition of tangible capital assets	-	(2,466,659)	(222,063)
Amortization of tangible capital assets	1,307,340	1,389,038	1,370,993
	<u>1,227,424</u>	<u>(2,464,725)</u>	<u>220,824</u>
Prepaid expenses	-	(1,865)	45,771
Decrease in net debt	1,227,424	(2,466,590)	266,595
Net assets, beginning of year	3,423,500	5,890,090	5,623,495
Net assets, end of year	<u>4,650,924</u>	<u>3,423,500</u>	<u>5,890,090</u>

PADC Management Company Ltd.
Consolidated Statement of Cash Flows

For the year ended March 31, 2025

	2025	2024
Cash provided by (used for) the following activities:		
Operating		
Annual surplus	(1,387,104)	(928,106)
Items not affecting cash		
Amortization of tangible capital assets	1,389,038	1,370,993
Changes in working capital accounts		
Accounts receivable	(9,391,917)	(5,158,150)
Due from member First Nations	4,224,051	(60,007)
Note receivable	1,529	38,996
Prepaid expenses	(1,865)	45,771
Accounts payable and accrued liabilities	1,587,877	(3,971,833)
Due to member First Nations	5,763,169	(5,073,581)
Deferred revenue	5,559,178	1,376,242
	7,743,956	(12,359,676)
Capital activities		
Investment in business assets	-	-
Purchase of tangible capital assets	(76,478)	(6,907,850)
	(76,478)	(6,907,850)
Financing activities		
Increase in long-term debt	-	-
Repayment of long-term debt	-	(33,928)
Increase (decrease) in bank indebtedness	(2,384,048)	6,692,163
	(2,384,048)	6,658,235
Increase (decrease) in cash resources	5,283,430	(12,609,291)
Cash resources, beginning of year	(7,211,881)	5,397,410
Cash resources, end of year	(1,928,451)	(7,211,881)

PADC Management Company Ltd.
First Nations Government and Administration
Schedule 3 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2025

	2025 Budget (Note 21)	2025	2024
Revenue			
Federal Government: (Note 16)			
Indigenous and Northern Affairs Canada	1,159,694	1,169,106	1,521,168
Justice Canada	60,000	60,000	183,500
Canada Mortgage and Housing Corporation	4,500,000	2,389,135	-
First Nations Trust	1,400,000	1,408,857	34,250
Northern Lights Community Development Corporation	515,776	561,976	576,290
Administration Fees and Services	2,467,148	2,323,758	2,327,883
Other Sources	3,618,672	2,880,168	1,917,949
Total Revenue	13,721,290	10,792,999	6,561,040
Expenses			
Salaries and benefits	4,333,994	4,307,869	4,194,975
First Nations Casino funds distribution	1,400,000	1,408,065	-
Travel and vehicle operations	481,100	499,875	593,871
Community consultations	936,384	660,999	718,338
Boards, commissions and coordinator meetings	1,006,900	1,475,324	1,043,149
Advertising, promotions and sponsorships	398,500	728,189	704,024
Sports and recreation activities	36,000	19,916	94,242
Stationary, materials, tools and supplies	138,269	410,012	501,321
Consulting fees	622,960	510,684	541,996
Amortization of tangible capital assets	393,633	1,007,331	838,497
Facilities, rent, utilities and land use (Note 18)	1,199,499	1,199,878	1,037,529
Annual Assembly/AFN/FSIN Assemblies	590,000	771,518	811,677
Professional fees	28,000	21,700	15,540
Bank charges and interest	72,000	85,680	142,514
Community development activities	276,000	198,038	453,877
Recruitment & Relocation	600	384	10,961
Other costs	5,803,100	2,590,882	1,240,377
Insurance	262,100	271,819	140,814
Repairs and maintenance	157,000	160,458	144,035
Elders and cultural activities	103,932	135,224	190,679
Staff development and functions	12,000	22,869	5,698
Telephone and internet service	72,000	83,339	115,595
Information technology services (Note 18)	27,360	56,418	94,350
Administration fees and services (Note 18)	(4,755,052)	(4,749,972)	(4,879,368)
Total Expenses	13,596,279	11,876,498	8,754,690
Annual Surplus (Deficit)	125,011	(1,083,499)	(2,193,650)

Schedule 4 - Consolidated Schedule of Revenue and Expenses

For the year ended March 31, 2025

	2025 Budget (Note 21)	2025	2024
Revenue			
Provincial Government:			
Saskatchewan Ministry of Education	670,000	577,212	599,445
Saskatchewan Ministry of Social Services	5,568,000	5,581,516	5,695,170
Administration Fees and Services	100,000	95,871	78,408
First Nations Funding	580,000	592,989	274,758
Northern Lights Community Development Corporation	155,000	156,100	112,608
Other Sources	833,200	775,302	550,916
Total Revenue	7,906,200	7,778,990	7,311,305
Expenses			
Salaries and benefits	4,882,900	4,922,859	4,831,139
Travel and vehicle operations	210,800	278,593	271,550
Student allowances, tuition and other expenses	140,000	140,606	137,693
Sports and recreation activities	1,102,000	1,168,863	525,125
Stationary, materials, tools and supplies	101,909	156,013	130,832
Amortization of tangible capital assets	21,095	23,637	29,607
Facilities, rent, utilities and land use (Note 14)	509,800	544,877	567,566
Laundry and Janitorial	7,200	7,452	28,293
Professional fees	36,150	30,548	34,397
Bank charges and interest	2,900	2,857	3,631
Information technology services (Note 14)	50,520	51,720	13,920
Recruitment and relocation	3,300	3,076	2,370
Other costs	-	3,780	6,113
Insurance	39,805	8,147	40,236
Repairs and Maintenance	37,910	46,583	54,748
Elders and cultural activities	12,000	9,211	12,470
Staff development and functions	49,000	43,228	15,275
Food and kitchen supplies	247,000	245,840	238,488
Telephone and internet service	81,726	81,815	17,215
Client activities and supplies	4,200	4,587	6,200
Administration (Note 18)	613,000	480,182	596,819
Total Expenses	8,153,215	8,254,473	7,563,687
Annual Surplus (Deficit)	(247,015)	(475,483)	(252,382)

PADC Management Company Ltd.
Economic Development
Schedule 5 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2025

	2025 Budget (Note 21)	2025	2024
Revenue			
Federal Government: (Note 16)			
Indigenous and Northern Affairs Canada	1,219,912	1,219,912	1,219,912
Other sources	-	-	200
Total Revenue	1,219,912	1,219,912	1,220,112
Expenses			
Salaries and benefits	75,000	75,042	79,235
CEDO flow-through funds	998,576	998,576	994,076
Travel and vehicle operations	48,540	66,294	64,061
Boards, commissions and coordinator meetings	2,236	2,994	2,513
Stationary, materials, tools and supplies	1,200	12,420	15,255
Information technology services (Note ??)	1,200	1,200	2,160
Telephone	1,200	2,267	1,104
Agricultural development projects	80,500	92,198	96,475
Administration	11,460	11,460	11,460
Total Expenses	1,219,912	1,262,452	1,266,339
Annual Surplus (Deficit)	-	(42,540)	(46,227)

PADC Management Company Ltd.
Education

Schedule 6 - Consolidated Schedule of Revenue and Expenses

For the year ended March 31, 2025

	2025	2025	2024
	Budget		
	<i>(Note 21)</i>		
Revenue			
Federal Government: (Note 16)			
Indigenous and Northern Affairs Canada	-	-	-
Correctional Services Canada	97,146	134,687	101,066
Canadian Heritage	357,132	357,132	-
Sask Indian Institute of Technology	2,930,000	3,131,133	2,907,286
Other Sources	651,275	603,785	347,002
Total Revenue	4,035,553	4,226,737	3,355,354
Expenses			
Salaries and benefits	1,443,832	1,510,376	599,652
Travel and vehicle operations	135,800	242,998	199,435
Student allowances, tuition and other expenses	1,876,000	1,828,769	1,856,667
Stationary, materials, tools and supplies	178,527	309,440	176,705
Facilities, rent, utilities and land use (Note 14)	153,724	159,836	200,529
Professional fees	10,500	10,500	8,400
Information technology services (Note ??)	17,160	6,655	5,520
Recruitment and relocation	1,100	653	1,498
Insurance	26,000	27,078	21,508
Repairs and Maintenance	16,200	117	1,283
Advertising, promotions and donations	1,200	4,888	632
Staff development and functions	11,061	1,474	11,250
Food and kitchen supplies	75,000	71,941	145,558
Telephone and internet service	24,600	13,173	8,512
Administration and program management costs (Note 18)	58,929	30,970	113,620
Total Expenses	4,029,633	4,218,868	3,350,769
Annual Surplus (Deficit)	5,920	7,869	4,585

PADC Management Company Ltd.
Health and Social Development Contributions
Schedule 7 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2025

	2025 Budget <i>(Note 21)</i>	2025	2024
Revenue			
Federal Government: (Note 17)			
Health Canada - First Nations and Inuit Health	55,557,132	47,903,146	49,214,729
Public Health Agency Canada	36,058	36,058	86,963
Social Services Canada	3,030,670	3,030,670	2,209,410
Crown and Indigenous Relations	762,000	762,000	-
Federation of Sovereign Indigenous Nations	507,490	507,490	380,507
Other Sources	232,288	240,812	291,852
Total Revenue	60,125,638	52,480,176	52,183,461
Expenses			
Salaries and benefits	13,080,113	10,691,819	10,923,064
First Nations flow-through funding:	-	-	
Health transfer funds	2,935,918	2,700,797	2,756,266
Child care initiatives	1,255,040	1,255,040	1,423,027
Health Set contribution funds	15,684,665	15,515,181	11,931,104
Travel and vehicle operations	2,251,245	1,988,191	2,134,785
Community consultations	342,000	238,226	181,009
Boards, commissions and coordinator meetings	212,562	235,063	376,178
Stationary, materials, tools and supplies	1,862,356	1,243,857	1,448,574
Covid Nursing and Infrastructure	15,000	17,802	3,285
Consultant fees	1,379,370	713,578	1,217,574
Amortization of tangible capital assets	237,748	267,348	421,365
Facilities, rent, utilities and land use (Note 14)	1,406,184	1,439,066	613,747
Professional fees	1,252,987	1,238,301	1,066,745
Bank charges and interest	39,417	39,203	47,457
Information technology services (Note ??)	121,440	115,440	115,440
Recruitment and relocation	22,900	15,603	14,408
Other costs	113,600	39,489	132,950
Insurance	349,520	259,538	155,337
Repairs and Maintenance	806,439	99,499	747,425
Elders and cultural activities	200,502	157,534	214,709
Advertising, promotions and donations	18,000	13,339	7,152
Staff development and functions	221,250	121,078	95,134
Medical transportation, accommodations and supplies	4,395,500	2,642,724	4,609,804
Facility Construction	-	-	2,893,703
Program Equipment, Materials and Supplies	21,000	10,295	4,725
Food and kitchen supplies	554,600	509,287	57,692
Telephone and internet service	127,966	122,772	111,838
Client Services	7,862,387	7,470,697	1,727,520
Bad Debt Loss	-	-	6,979
Administration and program management costs (Note 18)	3,543,813	3,305,424	4,253,337
Total Expenses	60,313,521	52,466,191	49,692,334
Annual Surplus (Deficit)	(187,883)	13,985	2,491,127

PADC Management Company Ltd.

Infrastructure Services

Schedule 8 - Consolidated Schedule of Revenue and Expenses

For the year ended March 31, 2025

	2025 Budget (Note 21)	2025	2024
Revenue			
Federal Government: (Note 16)			
Indigenous and Northern Affairs Canada	7,587,441	7,704,169	8,961,483
Canada Mortgage and Housing Corporation	200,000	229,872	-
Natural Resources Canada	850,000	857,583	-
Provincial Government:			-
Sask Ministry of Environment	4,050,000	4,067,438	3,912,963
Other Sources	560,000	716,240	282,529
Total Revenue	13,247,441	13,575,302	13,156,975
Expenses			
First Nations flow-through funding:			
Forest Fire Suppression	4,125,440	4,417,895	3,654,722
Fire Smart - Fuel Management	-	-	614,374
Maintenance Management Systems	59,000	59,000	59,000
First Nations housing initiative	15,000	11,070	-
Salaries and benefits	2,617,853	2,553,576	2,383,504
Travel and vehicle operations	940,151	964,916	973,620
Boards, commissions and coordinator meetings	80,000	60,525	53,043
Stationary, materials, tools and supplies	140,344	149,328	209,154
Community workshops and training	406,000	390,912	645,451
Consultant fees	832,500	871,441	125,872
Facilities, rent, utilities and land use (Note 14)	199,780	164,776	148,356
Equipment & Furniture purchase/lease	2,000	12,889	4,023
Wildfire/Search and Rescue	2,025,000	1,774,733	3,471,172
Information technology services (Note ??)	40,320	29,520	29,696
Environmental remediation projects	700,000	833,724	1,367,696
Forest Fire Fighter / Guardians Training	200,000	435,212	-
Insurance	7,800	8,334	15,618
Advertising, promotions and donations	62,400	110,497	108,482
Recruitment and relocation	500	1,510	1,417
Staff development and functions	32,295	47,948	67,722
Telephone and internet service	28,071	42,190	36,828
Administration and program management costs (Note 18)	609,578	497,180	341,787
Total Expenses	13,124,032	13,437,174	14,311,535
Annual Surplus (Deficit)	123,409	138,128	(1,154,560)

PADC Management Company Ltd.
Justice
Schedule 9 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2025

	2025 Budget (Note 21)	2025	2024
Revenue			
Federal Government: (Note 16)			
Justice Canada	655,262	535,252	618,335
Corrections Services Canada	1,730,000	1,740,724	1,796,628
Public Safety Canada	696,384	696,384	58,933
Provincial Government:			
Sask Ministry of Justice	897,655	754,711	814,019
Other Sources	128,000	138,520	30,061
Total Revenue	4,107,301	3,865,591	3,317,976
Expenses			
Salaries and benefits	2,421,732	2,078,149	1,876,439
Travel and vehicle operations	300,082	256,227	272,755
Stationary, materials, tools and supplies	67,746	106,907	86,438
Community workshops and training	77,000	87,196	53,066
Consultant fees	260,000	256,412	12,000
Amortization of tangible capital assets	90,721	90,721	81,524
Facilities, rent, utilities and land use (Note 14)	122,760	152,662	151,527
Professional fees	19,950	19,950	26,388
Bank charges and interest	2,700	2,625	2,464
Information technology services (Note 18)	42,240	41,040	41,160
Recruitment and relocation	3,000	2,039	2,102
Other costs	12,000	35,988	30,009
Insurance	10,500	10,581	9,575
Repairs and Maintenance	48,000	49,465	23,930
Elders and cultural activities	89,000	75,373	47,561
Advertising, promotions and donations	25,000	25,292	-
Staff development and functions	14,400	7,843	18,454
Food and kitchen supplies	72,000	52,357	46,913
Telephone and internet service	45,440	43,686	21,875
Client activities and supplies	72,000	228,948	102,017
Administration and program management costs (Note 18)	210,387	187,692	188,777
Total Expenses	4,006,658	3,811,154	3,094,974
Annual Surplus (Deficit)	100,643	54,437	223,002

PADC MANAGEMENT COMPANY LTD. - SCHEDULE OF FINANCIAL ACTIVITIES AND SURPLUS Schedule 1

For the year ended March 31, 2025	Courtworkers	Community Justice	Urban Alt. Measures	Sandy Bay Alternative Meas.	Family Violence Coordinator	Spiritual Healing Lodge
Revenue						
Saskatchewan Justice	198,316	409,503	145,821	-	67,094	-
Justice Canada	-	527,549	66,628	55,550	-	-
Corrections Services Canada	-	-	-	-	-	1,740,724
Other Sources	-	-	-	-	-	65,542
Total Revenue	198,316	937,052	212,449	55,550	67,094	1,806,266
Expenses						
Elders Services and Supplies	-	-	-	-	-	59,219
Salaries and Benefits	98,020	641,465	226,750	51,784	56,248	896,304
Travel	8,071	98,538	210	756	-	19,434
Staff Development and Workshops	1,275	537	-	-	-	4,315
Recruitment and Relocation	-	667	-	-	-	1,196
Materials, Supplies and Equipment	475	47,081	1,492	-	4,473	35,121
Telephone	5,044	-	8,050	-	-	28,651
Recreation and Cultural Activities	-	-	-	-	-	3,011
Food and Kitchen Supplies	-	-	-	-	-	55,311
Laundry, Linen and Janitorial	-	-	-	-	-	9,279
Insurance	-	-	-	-	-	-
Office Rent and Utilities	-	33,385	-	-	4,260	45,738
Relatives Allowance and Supplies	-	-	-	-	-	129,955
Bank Charges and Interest	-	-	-	-	-	975
Vehicle Operations	-	-	-	-	-	35,211
Maintenance, Repairs and Renovations	-	-	-	-	-	49,465
Water, Sewer and Land Use	-	-	-	-	-	60,000
Intranet/IT Services	-	15,600	6,000	1,200	1,440	16,800
Administration	4,684	55,020	10,608	6,068	-	69,536
Total Expenses	117,570	892,292	253,110	59,808	66,421	1,519,522
Annual Surplus(Deficit)	80,746	44,760	(40,661)	(4,258)	673	286,744

PADC MANAGEMENT COMPANY LTD. - SCHEDULE OF FINANCIAL ACTIVITIES AND SURPLUS Schedule 2

For the year ended March 31, 2025	Forestry	Forest Fire Fire Smart	Women's Comm. Daycare	Sports, Culture & Recreation	Youth Engagement Strategy	Special Projects
Revenue						
Indigenous Services Canada	1,438,466	-	-	-	-	-
Saskatchewan Public Safety	4,067,438	-	-	-	-	-
Saskatchewan Education	-	-	577,212	-	-	-
Saskatchewan Social Services	-	-	2,194	-	-	-
Sask. Lotteries/Sports Council	-	-	-	74,100	-	-
Fees and Other Sources	941,878	-	96,602	325,420	-	2,008,908
Transfer from Administration	-	-	-	-	-	-
Total Revenue	6,447,782	-	676,008	399,520	-	2,008,908
Expenses						
First Nations Fire Crews	3,384,055	-	-	-	-	-
Equipment, Tools and Supplies	-	-	-	-	-	-
Community Training and Workshops	399,446	-	-	-	-	209,736
Sports Development, Cultural Activities and Tournament:	-	-	3,195	444,582	-	-
Sask FN Summer/Winter Games	-	-	-	728,061	-	-
Salaries and Benefits	351,154	-	756,447	120,565	-	-
Travel	46,924	-	2,076	81,192	-	-
Fuel Management Supplies and Flow thru	1,956,818	-	-	-	-	1,011,065
Staff Development and Functions	-	-	3,844	-	-	-
Materials and Supplies	60,998	-	14,258	28,870	-	-
Telephone	6,912	-	5,728	2,162	-	-
Professional Fees	-	-	8,948	-	-	-
Insurance	-	-	-	823	-	-
Food and Kitchen Supplies	-	-	26,748	-	-	-
Renovations, Repairs and Maintenance	-	-	38,672	-	-	-
Laundry and Janitorial	-	-	7,452	-	-	-
Office/Facility Rental and Utilities	40,766	-	51,096	13,534	-	-
Intranet/IT Services	2,880	-	2,400	4,320	-	-
Administration	46,023	-	-	-	-	-
Total Expenses	6,295,976	-	920,863	1,424,109	-	1,220,800
Annual Surplus(Deficit)	151,806	-	(244,854)	(1,024,589)	-	788,108

PADC MANAGEMENT COMPANY LTD. - SCHEDULE OF FINANCIAL ACTIVITIES AND SURPLUS

Schedule 3

For the year ended March 31, 2025	Urban Services	Urban CAPC	Gambling Addictions	Athabasca Labour Force	Summer Student Employment	Economic Development
Revenue						
Indigenous Services Canada	-	-	-	-	-	-
Public Health Agency Canada	-	36,058	-	-	-	-
Correctional Services Canada	134,687	-	-	-	-	-
Saskatchewan Indian Institute of Technology	2,285,560	-	-	495,573	-	-
Federation of Sovereign Indigenous Nations	-	-	-	-	-	-
Other Sources	486,973	-	-	4,366	-	-
Total Revenue	2,907,220	36,058	-	499,939	-	-

Expenses	Urban Services	Urban CAPC	Gambling Addictions	Athabasca Labour Force	Summer Student Employment	Economic Development
Ec Dev CEDO Flow-Through Funds	-	-	-	-	-	1,043,789
Coordinator Meetings	986	-	-	-	-	2,994
Salaries and Benefits	973,817	16,618	86,873	133,964	58,046	75,042
Travel	158,906	1,127	5,066	25,581	-	66,294
Materials and Supplies	321,995	1,020	14,966	29,077	-	12,420
Telephone	8,696	609	440	2,242	-	2,267
Insurance	-	-	-	-	-	-
Office/Facility Rental and Utilities	145,674	5,531	88,060	13,307	-	-
Student Allowances	-	-	-	491,374	-	-
Tuition and Training Costs	659,032	-	-	-	-	-
Student Materials	667,168	-	-	-	-	-
Student Travel	2,902	-	-	1,900	-	-
Other Costs	6,394	686	6,400	-	-	127,198
Pandemic Food and Shelter	-	-	-	-	-	-
Reintegration Worker	-	-	-	-	-	-
Traffic Safety Coordinators	-	-	-	-	-	-
Intranet/IT Services	5,455	1,200	1,440	1,200	-	2,160
Administration	8,350	3,504	6,175	22,620	-	34,303
Total Expenses	2,959,376	30,295	209,419	721,265	58,046	1,366,468

Annual Surplus(Deficit)	(52,156)	5,763	(209,419)	(221,326)	(58,046)	(1,366,468)
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PADC MANAGEMENT COMPANY LTD. - SCHEDULE OF FINANCIAL ACTIVITIES AND SURPLUS Schedule 4

For the year ended March 31, 2025	Child Care & Education Centre	Sprucelodge Boarding Home	Engineering & Tech Services	Emergency Mgmt Assistance Plan	Pandemic Support	Band Employee Benefits
Revenue						
Indigenous Services Canada/FNIH	-	8,200,080	4,068,548	2,197,155	-	389,138
First Nations Child and Family Services Agencies	592,629	-	-	-	-	-
Saskatchewan Social Services	4,209,194	-	-	-	-	-
Other Sources/Deferred Funding	31,511	7,922	631,458	215,207	-	-
Total Revenue	4,833,335	8,208,002	4,700,006	2,412,362	-	389,138
Expenses						
Medical Transportation	-	1,921,443	-	-	-	-
Patient Accomodations and Meals	-	1,713,907	-	-	-	-
Salaries and Benefits	3,933,628	833,699	1,680,944	521,477	12,580	498,479
Travel and Vehicle Operations	243,696	26,142	721,405	165,678	-	-
Community Training and Consultations	-	-	537	213,446	-	-
Materials and Supplies	259,625	76,006	144,541	86,708	2,837	-
Covid Supplies	-	-	-	-	-	-
Wildfire/Flood Support	-	-	-	1,774,739	-	-
Flow Through Funds	-	-	23,000	-	-	-
Telephone	73,926	17,208	19,476	15,801	-	-
Professional Service / Contractor Payments	21,600	22,527	942,553	-	-	-
Board Meetings	-	-	115,562	37,370	-	-
Bank Charges	1,414	985	-	-	-	-
Insurance	1,200	-	-	-	-	-
Food and Kitchen Supplies	219,091	410,842	-	-	640,320	-
Renovations, Repairs and Maintenance	16,482	5,286	-	1,125	-	-
Laundry and Janitorial	-	204,976	-	-	-	-
Office/Facility Rental and Utilities	471,676	75,463	77,700	17,970	4,500	-
Intranet/IT Services	45,000	17,280	26,640	-	-	-
Administration	480,182	337,398	256,415	-	-	-
Total Expenses	5,767,521	5,663,162	4,008,775	2,834,314	660,237	498,479
Annual Surplus(Deficit)	(934,186)	2,544,839	691,231	(421,951)	(660,237)	(109,341)