

FINANCE

After the pandemic period PAGC had a large amount of unexpended funds and receivables in Health programs which have to spend by the end of this fiscal year. During the past 2025-26 fiscal year, PAGC had gross revenue of \$101.3 million and expenditures of \$102.4 million, resulting in an Annual Deficit of (\$1.1 million). Deferred revenue was \$17.0 million and the amount Due To Member First Nations was \$9.7 million as we are waiting for the the ISC receivables to paid out.

Once again I apologize for not have the 2025-26 fiscal year audit completed for the Annual Assembly. Completing the consolidated and small entity audits has been the Finance departments main priority for the last couple years as our a staff works diligently after Covid-19 to catch up with our auditor, Keith Fonstad from MNP. We expect be caught up on all our audits by the end of the March so that the current fiscal year audit will be done on time next year.

Our staff has been in weekly training to improve and maintain our accounting processes and monthly cycle. The finance department will be implementing payments by direct deposit so every funds will be received securely and expeditiously before the end of the calendar year.

I want to thank our Chiefs, Councilors, Elders and their Administrative staff for their continued and co-operation with our financial administration. I also want to thank our Executive for their prayers and encouragement while we catch up on our audits. I am especially thankful for the prayers and traditional guidance offered by Senator James Burns.

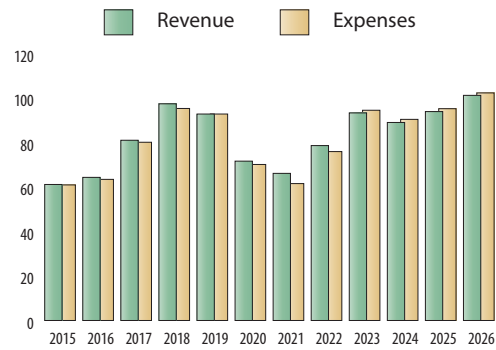
Gene Der

Director of Finance

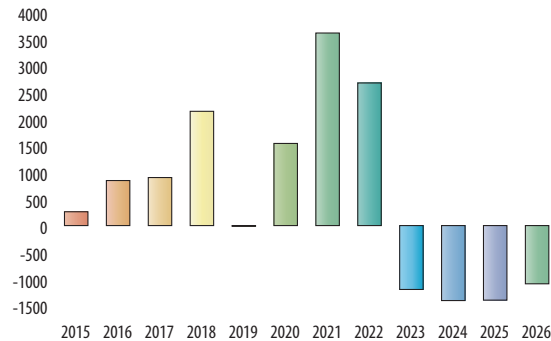
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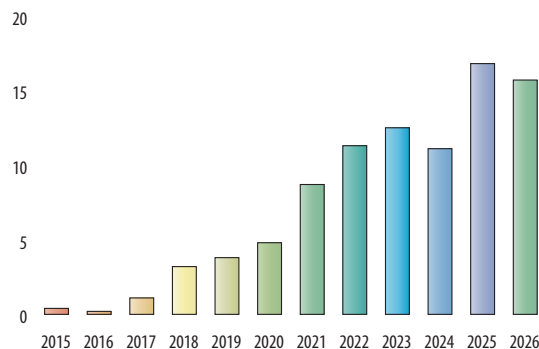
REVENUES AND EXPENSES (\$ MILLIONS)



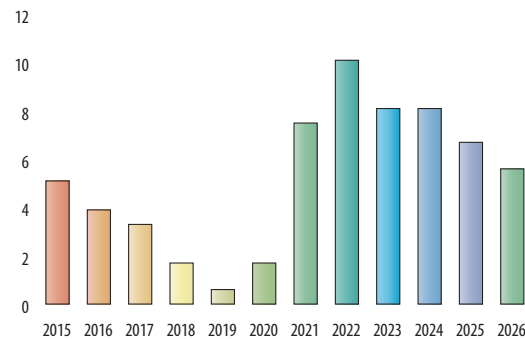
ANNUAL SURPLUS (DEFICIT) (\$ THOUSANDS)



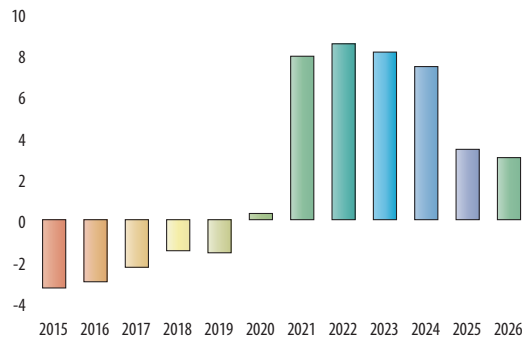
ACCUMULATED SURPLUS (DEFICIT) (\$ MILLIONS)



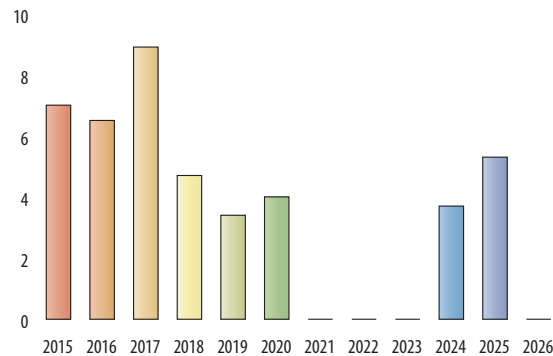
UNRESTRICTED SURPLUS (\$ MILLIONS)



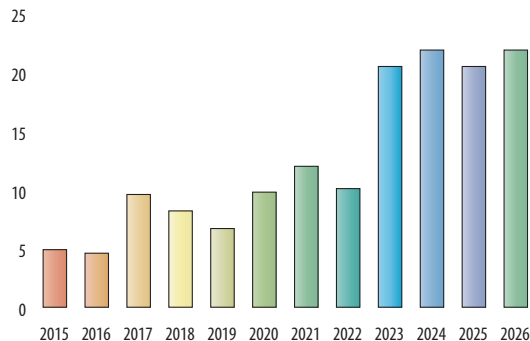
NET ASSETS (DEBT) (\$ MILLIONS)



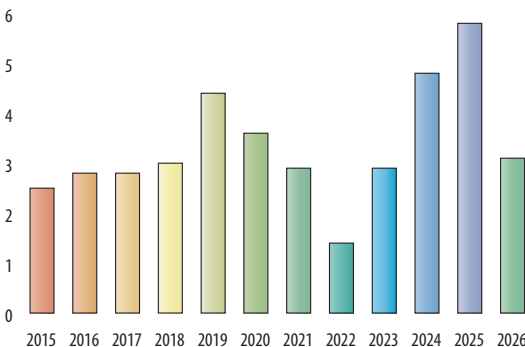
BANK INDEBTEDNESS (\$ MILLIONS)



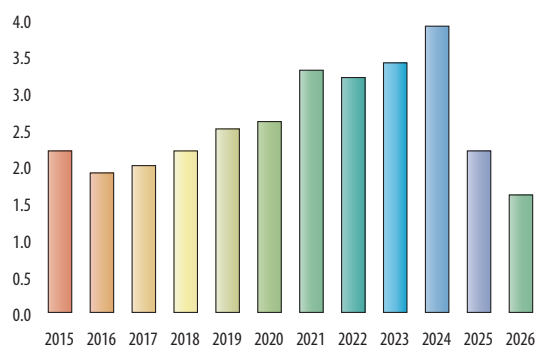
ACCOUNTS RECEIVABLE (\$ MILLIONS)



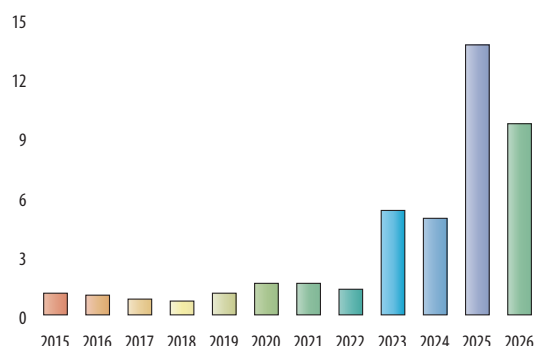
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES (\$ MILLIONS)



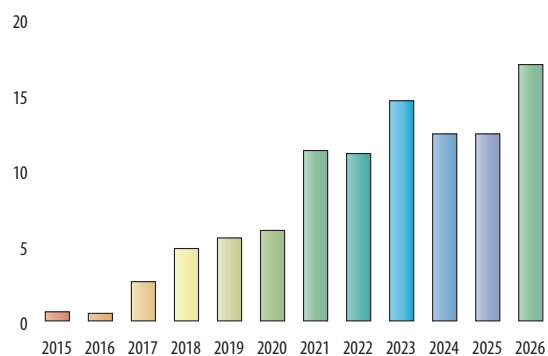
DUE FROM MEMBER FIRST NATIONS (\$ MILLIONS)



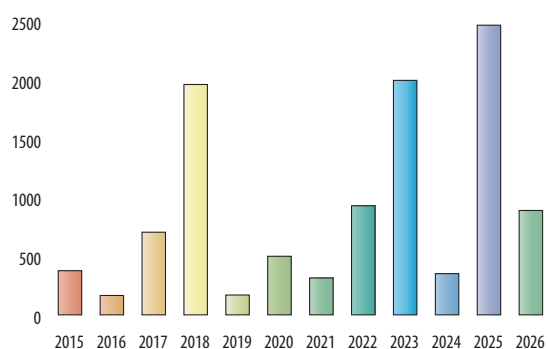
DUE TO MEMBER FIRST NATIONS (\$ MILLIONS)



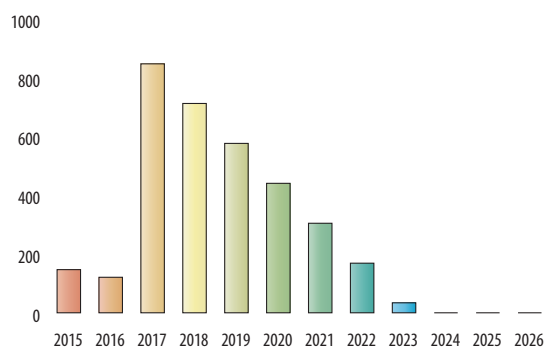
DEFERRED REVENUE (\$ MILLIONS)



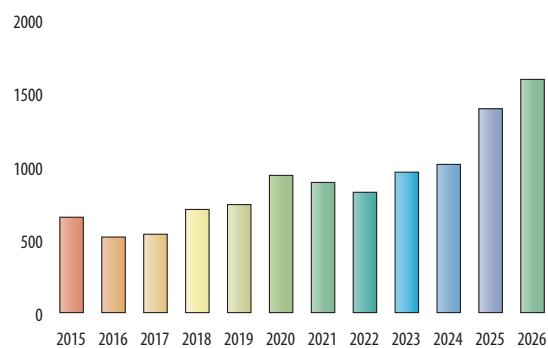
PURCHASE OF TANGIBLE CAPITAL ASSETS (\$ THOUSANDS)



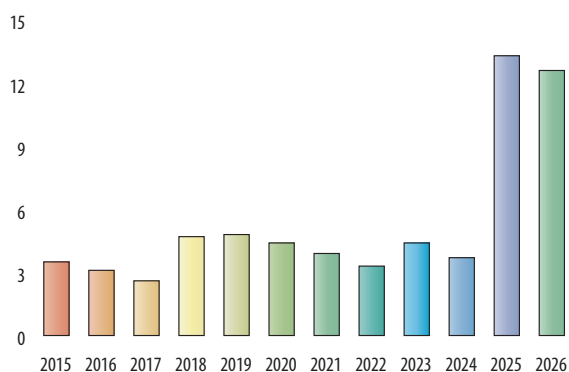
LONG TERM DEBT (\$ THOUSANDS)



AMORTIZATION OF TANGIBLE CAPITAL ASSETS (\$ THOUSANDS)



TANGIBLE CAPITAL ASSETS (\$ MILLIONS)



PADC Management Company Ltd.
Consolidated Statement of Financial Position
As at March 31, 2026

	2026	2025
Financial assets		
Cash resources (Note 3)	166,287	3,418,404
Accounts receivable (Note 4)	30,908,353	34,938,540
Due from member First Nations (Note 5)	1,635,516	2,183,470
Note receivable (Note 6)	142,213	68,750
Total financial assets	32,852,369	40,609,164
Liabilities		
Current		
Bank indebtedness (Note 7)	-	5,346,855
Accounts payable and accrued liabilities (Note 8)	3,081,813	5,751,212
Deferred revenue (Note 9)	16,979,477	12,381,868
Due to member First Nations (Note 10)	9,658,335	13,693,221
Refundable to funding Agencies	135,714	12,509
Total current liabilities	29,855,340	37,185,665
Long-term debt (Note 11)	-	-
Total liabilities	29,855,340	37,185,665
Net assets (debt)	2,997,029	3,423,500
Non-financial assets		
Prepaid expenses	126,081	90,741
Tangible capital assets (Note 12)	12,584,711	13,284,655
Total non-financial assets	12,710,792	13,375,396
Accumulated surplus (deficit) (Note 19)	15,707,821	16,798,896

PADC Management Company Ltd.
Consolidated Statement of Operations

For the year ended March 31, 2026

		2026 Budget (Note 20)	2026	2025
	Schedule			
Revenue				
Federal Government: (Note 15)				
Indigenous and Northern Affairs Canada		13,524,882	12,235,846	10,093,187
Health Canada - First Nations and Inuit Branch		54,417,230	54,001,827	47,903,146
Public Health Agency Canada		-	-	36,058
Justice Canada		618,240	589,929	595,252
Correctional Services Canada		2,018,000	2,049,498	1,875,411
Canada Mortgage and Housing Corporation		590,000	501,104	2,619,007
Social Development Canada		2,124,000	2,056,773	3,030,670
CIRNAC		762,000	762,000	762,000
Public Safety Canada		696,384	706,183	696,384
Natural Resources Canada		738,000	737,044	857,583
Heritage Canada		5,850,000	5,871,439	357,132
Provincial Government:		-	-	
Sask Ministry of Justice		822,687	722,167	754,711
Sask Ministry of Education		630,000	557,675	577,212
Sask Ministry of Public Safety		4,850,000	4,888,937	4,067,438
Sask Ministry of Social Services		5,850,000	5,871,439	5,581,516
Saskatchewan Indian Institute of Technologies		3,750,000	3,648,316	3,131,133
First Nations Trust		1,800,000	1,833,487	1,408,857
Federation of Sovereign Indigenous Nations		20,000	22,548	507,490
Northern Lights Community Development Corporation		750,000	735,651	718,076
Administration Fees and Services (Note 17)		-	-	2,419,629
First Nations Funding		360,000	346,250	592,989
Other Sources		2,868,823	3,196,697	5,354,828
Total Revenue		103,040,246	101,334,810	93,939,706
Program Expenses				
First Nations Government and Administration	3	9,977,806	10,586,875	11,876,498
Community Services	4	7,837,000	7,866,772	8,254,473
Economic Development	5	1,181,212	1,219,540	1,262,452
Education	6	4,298,000	4,247,368	4,218,868
Health	7	59,438,668	58,619,624	52,466,191
Infrastructure Services	8	16,334,040	16,261,698	13,437,174
Justice	9	3,973,520	3,624,006	3,811,154
Total Expenses		103,040,246	102,425,884	95,326,810
Annual surplus		-	(1,091,074)	(1,387,104)
Accumulated surplus (deficit), beginning of year		16,798,895	16,798,895	18,185,999
Accumulated surplus, end of year		16,798,895	15,707,821	16,798,895

PADC Management Company Ltd.
Consolidated Statement of Changes in Net Debt
For the year ended March 31, 2026

	<u>Budget</u> <i>(Note 20)</i>	<u>2026</u>	<u>2025</u>
Annual surplus	-	(1,091,074)	(1,387,104)
Acquisition of tangible capital assets	-	(888,829)	(2,466,659)
Amortization of tangible capital assets	<u>1,649,282</u>	<u>1,588,772</u>	<u>1,389,038</u>
	1,649,282	(391,131)	(2,464,725)
Prepaid expenses	-	(35,340)	(1,865)
Decrease in net debt	1,649,282	(426,471)	(2,466,590)
Net assets, beginning of year	3,423,500	3,423,500	5,890,090
Net assets, end of year	<u>5,072,782</u>	<u>2,997,029</u>	<u>3,423,500</u>

PADC Management Company Ltd.
Consolidated Statement of Cash Flows
For the year ended March 31, 2026

	<u>2024</u>	<u>2025</u>
Cash provided by (used for) the following activities:		
Operating		
Annual surplus	(1,091,074)	(1,387,104)
Items not affecting cash		
Amortization of tangible capital assets	819,860	1,389,038
Changes in working capital accounts		
Accounts receivable	4,127,359	(15,194,369)
Due from member First Nations	547,954	4,224,051
Note receivable	(73,463)	1,529
Prepaid expenses	(35,340)	(1,865)
Accounts payable and accrued liabilities	2,669,399	1,587,877
Due to member First Nations	(4,597,610)	5,763,169
Deferred revenue	4,034,886	5,559,178
	<u>6,401,970</u>	<u>1,941,504</u>
Capital activities		-
Purchase of tangible capital assets	(888,829)	(76,478)
	<u>(888,829)</u>	<u>(76,478)</u>
Financing activities		
Increase in long-term debt		
Repayment of long-term debt		
Increase (decrease) in bank indebtedness	-	-
	<u>-</u>	<u>-</u>
Increase (decrease) in cash resources	5,513,142	1,865,026
Cash resources, beginning of year	(5,346,855)	(7,211,881)
Cash resources, end of year	<u>166,287</u>	<u>(5,346,855)</u>

PADC Management Company Ltd.
First Nations Government and Administration
Schedule 3 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2026

	2026 Budget (Note 21)	2026	2025
Revenue			
Federal Government: (Note 16)			
Indigenous and Northern Affairs Canada	1,469,460	1,462,135	1,169,106
Natural Resources Canada	738,000	737,044	60,000
CMHC	460,000	458,725	2,389,135
First Nations Trust	1,800,000	1,833,487	1,408,857
Northern Lights Community Development Corporation	750,000	735,651	561,976
Administration Fees and Services	2,500,000	2,542,536	2,323,758
Other Sources	2,000,000	1,768,163	2,880,168
Total Revenue	9,717,460	9,537,741	10,792,999
Expenses			
Salaries and benefits	4,699,187	4,442,023	4,307,869
First Nations Casino funds distribution	1,833,487	1,833,487	1,408,065
Travel and vehicle operations	720,000	701,678	499,875
Community consultations	-	-	660,999
Boards, commissions and coordinator meetings	-	-	1,475,324
Advertising, promotions and sponsorships	900,000	1,134,668	728,189
Sports and recreation activities	-	-	19,916
Stationary, materials, tools and supplies	1,500,000	1,594,121	410,012
Consulting fees	750,000	811,058	510,684
Amortization of tangible capital assets	354,700	354,754	1,007,331
Facilities, rent, utilities and land use (Note 18)	200,000	197,684	1,199,878
Annual Assembly/AFN/FSIN Assemblies	1,717,601	1,963,671	771,518
Professional fees	200,000	212,656	21,700
Bank charges and interest	90,000	93,051	85,680
Community development activities	-	-	198,038
Recruitment & Relocation	-	-	384
Other costs	300,000	284,836	2,590,882
Insurance	4,831	306,540	271,819
Repairs and maintenance	300,000	312,718	160,458
Elders and cultural activities	240,000	234,509	135,224
Staff development and functions	36,000	35,527	22,869
Telephone and internet service	132,000	129,469	83,339
Information technology services (Note 18)	-	-	56,418
Administration fees and services (Note 18)	(4,000,000)	(4,055,575)	(4,749,972)
Total Expenses	9,977,806	10,586,875	11,876,498
Annual Surplus (Deficit)	(260,346)	(1,049,135)	(1,083,499)

Schedule 4 - Consolidated Schedule of Revenue and Expenses

For the year ended March 31, 2026

	2026		
	Budget	2026	2025
	(Note 21)		
Revenue			
Provincial Government:			
Saskatchewan Ministry of Education	630,000	557,675	577,212
Saskatchewan Ministry of Social Services	5,850,000	5,871,439	5,581,516
Administration Fees and Services	-	-	95,871
First Nations Funding	360,000	346,250	592,989
Northern Lights Community Development Corporation	-	-	156,100
Other Sources	1,000,000	992,486	775,302
Total Revenue	7,840,000	7,767,850	7,778,990
Expenses			
Salaries and benefits	4,680,000	4,657,669	4,922,859
Travel and vehicle operations	150,000	138,642	278,593
Student allowances, tuition and other expenses	150,000	150,113	140,606
Sports and recreation activities	1,200,000	1,198,932	1,168,863
Stationary, materials, tools and supplies	330,000	352,243	156,013
Amortization of tangible capital assets	-	-	23,637
Facilities, rent, utilities and land use (Note 14)	424,000	423,000	544,877
Laundry and Janitorial	-	-	7,452
Professional fees	33,000	30,977	30,548
Bank charges and interest	-	-	2,857
Information technology services (Note 14)	-	-	51,720
Recruitment and relocation	-	-	3,076
Other costs	-	-	3,780
Insurance	36,000	37,045	8,147
Repairs and Maintenance	120,000	143,316	46,583
Elders and cultural activities	-	-	9,211
Staff development and functions	54,000	55,211	43,228
Food and kitchen supplies	-	-	245,840
Telephone and internet service	60,000	60,088	81,815
Client activities and supplies	-	-	4,587
Administration and program management costs (Note 18)	600,000	619,538	480,182
Total Expenses	7,837,000	7,866,772	8,254,473
Annual Surplus (Deficit)	3,000	(98,923)	(475,483)

Schedule 5 - Consolidated Schedule of Revenue and Expenses

For the year ended March 31, 2026

	2026 Budget (Note 21)	2026	2025
Revenue			
Federal Government: (Note 16)			
Indigenous and Northern Affairs Canada	1,177,212	1,177,212	1,219,912
Other sources	4,000	24,100	-
Total Revenue	1,181,212	1,201,312	1,219,912
Expenses			
Salaries and benefits	76,000	74,973	75,042
CEDO flow-through funds	945,876	945,876	998,576
Travel and vehicle operations	57,000	67,820	66,294
Boards, commissions and coordinator meetings	-	-	2,994
Stationary, materials, tools and supplies	12,276	20,949	12,420
Information technology services (Note ??)	1,200	1,200	1,200
Telephone	2,400	2,960	2,267
Agricultural development projects	75,000	94,303	92,198
Administration and program management costs (Note 18)	11,460	11,460	11,460
Total Expenses	1,181,212	1,219,540	1,262,452
Annual Surplus (Deficit)	-	(18,228)	(42,540)

Schedule 6 - Consolidated Schedule of Revenue and Expenses

For the year ended March 31, 2026

	2026 Budget (Note 21)	2026	2025
Revenue			
Federal Government: (Note 16)			
Correctional Services Canada	218,000	218,338	134,687
Canadian Heritage	-	-	357,132
SIIT	3,750,000	3,648,316	3,131,133
Other Sources	330,000	339,813	603,785
Total Revenue	4,298,000	4,206,467	4,226,737
Expenses			
Salaries and benefits	1,200,000	1,123,790	1,510,376
Travel and vehicle operations	180,000	181,799	242,998
Student allowances, tuition and other expenses	2,400,000	2,386,260	1,828,769
Stationary, materials, tools and supplies	309,300	339,825	309,440
Facilities, rent, utilities and land use (Note 14)	150,000	149,900	159,836
Professional fees	-	-	10,500
Information technology services (Note ??)	-	-	6,655
Recruitment and relocation	-	-	653
Insurance	-	-	27,078
Repairs and Maintenance	7,200	7,861	117
Advertising, promotions and donations	2,000	6,307	4,888
Staff development and functions	4,500	4,560	1,474
Food and kitchen supplies	-	-	71,941
Telephone and internet service	12,000	13,508	13,173
Administration and program management costs (Note 18)	33,000	33,558	30,970
Total Expenses	4,298,000	4,247,368	4,218,868
Annual Surplus (Deficit)	-	(40,901)	7,869

PADC Management Company Ltd.
Health and Social Development Contributions
Schedule 7 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2026

	2026 Budget (Note 21)	2026	2025
Revenue			
Federal Government: (Note 17)			
Health Canada - First Nations and Inuit Health	56,417,230	56,001,827	47,903,146
Public Health Agency Canada	-	-	36,058
Social Development Canada	2,124,000	2,056,773	3,030,670
CIRNAC	762,000	762,000	762,000
Federation of Sovereign Indigenous Nations	20,000	22,548	507,490
Other Sources	250,000	248,217	240,812
Total Revenue	59,573,230	59,091,365	52,480,176
Expenses			
Salaries and benefits	11,450,000	11,237,042	10,691,819
First Nations flow-through funding:			
Health transfer funds	2,900,000	2,902,731	2,700,797
Child care initiatives	1,980,000	2,035,470	1,255,040
Health Set contribution funds	23,000,000	22,757,205	15,515,181
Travel and vehicle operations	2,020,000	2,157,882	1,988,191
Community consultations	300,000	214,839	238,226
Boards, commissions and coordinator meetings	240,000	205,097	235,063
Stationary, materials, tools and supplies	1,100,000	1,256,928	1,243,857
Covid Nursing and Infrastructure	-	-	17,802
Consultant fees	750,000	728,190	713,578
Amortization of tangible capital assets	348,248	357,214	267,348
Facilities, rent, utilities and land use (Note 14)	1,450,000	1,438,917	1,439,066
Professional fees	1,250,000	1,357,182	1,238,301
Bank charges and interest	36,000	31,251	39,203
Information technology services (Note ??)	125,000	127,429	115,440
Recruitment and relocation	18,000	16,871	15,603
Other costs	60,000	38,740	39,489
Insurance	280,000	276,438	259,538
Repairs and Maintenance	120,000	75,674	99,499
Elders and cultural activities	180,000	162,847	157,534
Advertising, promotions and donations	15,000	12,931	13,339
Staff development and functions	120,000	122,096	121,078
Medical transportation, accommodations and supplies	5,672,420	5,615,852	2,642,724
Program Equipment, Materials and Supplies	24,000	18,248	10,295
Food and kitchen supplies	520,000	482,447	509,287
Telephone and internet service	130,000	128,704	122,772
Client Services	2,450,000	2,015,570	7,470,697
Administration and program management costs (Note 18)	2,900,000	2,845,829	3,305,424
Total Expenses	59,438,668	58,619,624	52,466,191
Annual Surplus (Deficit)	134,562	471,741	13,985

Schedule 8 - Consolidated Schedule of Revenue and Expenses

For the year ended March 31, 2026

	2026		
	Budget	2025	2025
	(Note 21)		
Revenue			
Federal Government: (Note 16)			
Indigenous Services Canada	11,258,210	11,096,498	7,704,169
Canada Mortgage and Housing Corporation	130,000	42,379	229,872
Provincial Government:			857,583
Sask Ministry of Public Safety	4,850,000	4,888,937	4,067,438
First Nations Funding	-	-	
Other Sources	230,000	363,645	716,240
Total Revenue	16,468,210	16,391,460	13,575,302
Expenses			
First Nations flow-through funding:			
Forest Fire Suppression	6,100,000	5,393,310	4,417,895
Firesmart		-	-
Maintenance Management Systems	59,000	59,000	59,000
FN Housing Initiative		-	11,070
Salaries and benefits	2,740,000	2,722,595	2,553,576
Travel and vehicle operations	723,000	659,848	964,916
Boards, commissions and coordinator meetings	48,000	48,319	60,525
Stationary, materials, tools and supplies	190,000	183,842	149,328
Community workshops and training	540,000	521,203	390,912
Consultant fees	360,000	308,198	871,441
Facilities, rent, utilities and land use (Note 14)	160,000	156,960	164,776
Equipment & Furniture purchase/lease	15,000	15,729	12,889
Wildfire, Search and Rescue	3,300,000	4,084,101	1,774,733
Information technology services (Note ??)	30,240	28,480	29,520
Environmental remediation projects	900,000	925,827	833,724
Firefighter Training	450,000	465,531	435,212
Insurance	9,500	9,456	8,334
Advertising, promotions and donations	60,000	1,989	110,497
Recruitment and relocation	3,000	4,581	1,510
Staff development and functions	90,000	115,607	47,948
Telephone and internet service	42,000	41,082	42,190
Administration and program management costs (Note 18)	514,300	516,040	497,180
Total Expenses	16,334,040	16,261,698	13,437,174
Annual Surplus (Deficit)	134,170	129,762	138,128

Schedule 9 - Consolidated Schedule of Revenue and Expenses

For the year ended March 31, 2026

	2026		
	Budget	2026	2025
	(Note 21)		
Revenue			
Federal Government: (Note 16)			
Justice Canada	618,240	589,929	535,252
Corrections Services Canada	1,800,000	1,831,160	1,740,724
Public Safety Canada	696,384	706,183	696,384
Provincial Government:			
Sask Ministry of Justice	822,687	722,167	754,711
Other Sources	60,000	60,273	138,520
Refundable to funding agency	-	-	-
Total Revenue	3,997,311	3,909,711	3,865,591
			2078149.31
Expenses			256,227
Salaries and benefits	2,805,210	2,365,352	106,907
Travel and vehicle operations	130,000	146,194	87,196
Materials, tools and supplies	150,000	144,051	308,770
Community workshops and training	23,000	34,597	90,721
Amortization of tangible capital assets	5,710	4,837	152,662
Facilities, rent, utilities and land use (Note 14)	120,000	120,418	19,950
Professional fees	280,000	273,553	2,625
Bank charges and interest	900	751	41,040
Staff development, recruitment and relocation	7,200	6,377	43,831
Other costs	-	-	10,581
Insurance	1,500	12,980	49,465
Repairs, Maintenance and vehicle operations	72,000	73,814	75,373
Elders and cultural activities	72,000	78,760	25,292
Telephone and internet service	60,000	60,792	45,725
Client activities and supplies	40,000	98,440	228,948
Administration and program management costs (Note 18)	206,000	203,092	187,692
Total Expenses	3,973,520	3,624,006	3,811,153
Annual Surplus (Deficit)	23,791	285,705	54,438

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

Schedule 1

For the year ended March 31, 2026	First Nations Government	Women's Commission	Tribal Council Funding	Treaty Defence	IT Services	NL Community Dev Corp
Revenue						
Indigenous Services Canada	-	-	500,000	-	-	-
NLCDC	164,303	24,872	-	-	-	474,976
Other Sources	5,361,664	198,387	-	159,777	733,652	-
Total Revenue	5,525,967	223,259	500,000	159,777	733,652	474,976
Expenses						
Salaries and Benefits	1,491,447	-	500,230	-	380,013	384,077
Travel and Vehicles	522,651	41,868	-	-	13,564	433
Boards, Committees and Assemblies	1,760,458	29,813	-	102,670	-	-
Materials, Supplies and Equipment	599,644	9,740	-	-	230,732	1,710
Insurance	805,540	10,683	-	-	-	-
Elders Services and Supplies	188,973	-	-	-	-	-
Facilities/Office Rent	128,744	-	-	-	40,320	41,494
Utilities	242,900	34,001	-	-	70	-
Property Taxes	258,968	10,555	-	-	-	-
Telephone and Internet	55,998	-	-	-	35,197	4,320
Staff Development, Training and Recruitment	23,019	-	-	-	2,762	-
Professional and Consultant Fees	127,156	-	-	49,998	-	-
Repairs, Maintenance and Vehicle Operations	276,645	7,457	-	-	-	-
Community Events, Donations and Sponsorships	681,345	53,323	-	-	-	-
Administration	97,841	-	-	-	30,194	46,738
Total Expenses	7,261,329	197,440	500,230	152,668	732,852	478,771
Annual Surplus(Deficit)	(1,735,362)	25,820	(230)	7,109	800	(3,795)

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

For the year ended March 31, 2026	Courtworkers	Community Justice	Urban Alt. Measures	Sandy Bay Alternative Meas.	Family Violence Coordinator	Other Justice Projects
Revenue						
Saskatchewan Justice	100,337	384,452	218,555	12,512	69,109	-
Justice Canada	-	467,751	36,628	55,550	-	-
Other Sources	-	-	-	-	-	33,601
Total Revenue	100,337	852,203	255,183	68,062	69,109	33,601
Expenses						
Salaries and Benefits	69,037	600,876	227,084	59,526	59,132	-
Travel and Vehicles	13,305	89,532	289	-	240	-
Program Expense	-	-	-	-	-	-
Materials, Supplies and Equipment	3,426	20,380	55	1,268	4,030	14,033
Insurance	-	-	-	-	-	-
Elders Services and Supplies	-	-	600	-	-	-
Facilities/Office Rent	-	36,658	-	-	4,260	19,500
Utilities	-	-	-	-	-	-
Property Taxes	-	-	-	-	-	-
Telephone and Internet	4,886	15,600	15,547	1,200	1,440	-
Staff Development, Training and Recruitment	-	540	-	-	-	-
Community Training and Workshops	-	33,597	1,000	-	-	-
Professional Fees	-	-	-	-	-	-
Bank Charges and Interest	-	-	-	-	-	-
Repairs, Maintenance and Vehicle Operations	-	-	-	-	-	-
Water, Sewer and Land Use	-	-	-	-	-	-
Administration	9,684	55,020	10,608	6,068	-	-
Total Expenses	100,337	852,203	255,183	68,062	69,102	33,533
Annual Surplus(Deficit)	-	-	-	-	7	68

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

For the year ended March 31, 2026	Forestry	Forest Fire Fire Smart	Firefighter Training	Women's Comm. Daycare	Sports, Culture & Recreation	Education
Revenue						
Indigenous Services Canada	1,800,625	350,000	345,000	-	-	-
Saskatchewan Public Safety	4,938,937	-	-	-	-	-
Saskatchewan Education	-	-	-	577,675	-	-
Saskatchewan Social Services	-	-	-	42,701	-	-
NLCDC	-	-	-	-	346,250	-
First Nations Funds	-	-	-	-	12,643	-
Other Sources	80,248	-	-	101,126	1,028,420	411,370
Total Revenue	6,819,810	350,000	345,000	721,502	1,387,313	411,370
Expenses						
Flow-Through Funds	6,198,218	269,693	-	-	-	-
Salaries and Benefits	215,091	-	-	661,883	104,805	263,020
Travel and Vehicles	57,272	512	5,989	2,133	35,638	65,450
Boards, Committees and Assemblies	21,765	-	-	-	14,691	10,624
Materials, Supplies and Equipment	56,865	6,031	145	58,161	30,658	27,676
Insurance	1,989	-	-	-	-	-
Facilities/Office Rent	46,320	-	-	19,800	-	-
Utilities	3,822	-	-	16,673	8,388	-
Property Taxes	-	-	-	-	-	-
Telephone and Internet	11,749	-	-	5,497	6,544	4,734
Staff Development, Training and Recruitment	42,099	-	-	27,370	2,528	3,122
Community Training and Workshops	38,917	38,703	304,344	-	-	-
Professional and Consultant Fees	107	-	-	5,100	-	2,280
Repairs, Maintenance and Vehicle Operations	-	-	-	8,428	-	-
Community Events, Donations and Sponsorships	65,315	-	-	-	3,718	10,632
Sports and Recreation Activities	-	-	-	-	1,198,932	-
Administration	54,002	35,000	34,500	1,426	-	23,324
Total Expenses	6,813,531	349,939	344,977	806,471	1,405,902	410,862
Annual Surplus(Deficit)	6,279	61	23	(84,969)	(18,589)	509

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

Schedule 4

For the year ended March 31, 2026	Urban Services	Economic Development	Gambling Addictions	Athabasca Labour Force	UN Declaration of Indigenous	Climate Change
Revenue						
Indigenous Services Canada	-	1,177,212	-	-	-	257,000
Correctional Services Canada	218,338	-	-	-	-	-
Justice Canada	-	-	-	-	75,000	-
Saskatchewan Indian Institute of Technology	2,336,103	-	-	562,213	-	-
Federation of Sovereign Indigenous Nations	322,943	-	837,115	-	-	-
First Nations Funds	-	-	-	-	-	-
Other Sources	320,292	104,100	-	19,520	-	-
Total Revenue	3,197,677	1,281,312	837,115	581,733	75,000	257,000
Expenses						
Flow-Through Funds	-	671,081	-	-	-	-
Salaries and Benefits	1,004,269	74,973	168,402	113,803	-	-
Travel and Vehicles	135,971	67,820	60	45,829	-	7,961
Boards, Committees and Assemblies	-	-	245	-	7,807	-
Materials, Supplies and Equipment	315,665	20,949	8,652	23,161	-	-
Insurance	-	-	-	-	-	-
Elders Services and Supplies	-	-	-	-	-	-
Facilities/Office Rent	125,900	-	80,640	117,248	-	-
Utilities	37,171	-	3,424	8,487	-	-
Property Taxes	-	-	-	-	-	-
Telephone and Internet	26,009	2,960	1,924	3,344	-	-
Staff Development, Training and Recruitment	3,003	-	500	1,054	-	-
Community Training and Workshops	-	-	-	-	-	3,000
Professional and Consultant Fees	-	-	6,000	-	-	90,075
Repairs, Maintenance and Vehicle Operations	7,861	-	-	-	-	-
Community Events, Donations and Sponsorships	6,307	-	-	-	-	-
Student Allowance, Tuition, supplies and Travel	1,540,972	-	-	1,068,077	-	-
Sports and Recreation Activities	-	-	-	-	-	-
Administration	7,300	34,303	6,175	22,754	-	-
Total Expenses	3,210,429	872,085	276,023	1,403,756	7,807	101,036
Annual Surplus(Deficit)	(12,751)	409,227	561,093	(822,023)	67,193	155,964

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

Schedule 5

For the year ended March 31, 2026	Child Care & Education Centre	Spruce Lodge Boarding Home	Engineering & Tech Services	Emergency Mgmt Assistance Plan	Special Projects	Band Employee Benefits
Revenue						
Indigenous Services Canada	-	-	2,912,116	6,186,441	-	389,138
Correctional Services Canada	-	7,253,636	-	-	-	-
Justice Canada	5,828,738	-	-	-	-	-
NLDC	-	-	-	-	102,500	-
First Nations Trust	-	-	-	-	1,833,487	-
First Nations Funds	381,105	-	-	-	-	-
Other Sources	15,415	397,645	189,549	93,848	124,541	-
Total Revenue	6,225,257	7,651,281	3,101,665	6,280,289	2,060,528	389,138
Expenses						
Flow-Through Funds	-	-	-	-	1,833,487	-
Salaries and Benefits	3,870,848	1,031,008	1,668,116	514,106	-	384,891
Travel and Vehicles	103,003	12,440	494,857	101,218	-	-
Boards, Committees and Assemblies	-	-	26,310	243	66,371	-
Materials, Supplies and Equipment	306,851	11,992	79,736	41,065	-	-
Insurance	37,045	-	-	-	-	-
Elders Services and Supplies	-	-	-	-	24,095	-
Facilities/Office Rent	403,200	-	80,640	-	-	-
Utilities	64,100	-	6,700	6,667	-	-
Wildfire Evacuations	-	-	-	5,057,222	-	-
Search and Rescue	-	-	-	305,982	-	-
Telephone and Internet	53,544	32,374	38,737	7,205	-	-
Staff Development, Training and Recruitment	52,682	2,543	64,854	9,822	-	-
Community Training and Workshops	-	-	-	166,439	126,551	-
Professional and Consultant Fees	30,977	-	308,091	-	5,657	-
Repairs, Maintenance and Vehicle Operations	142,154	-	7,303	32,605	-	-
Community Events, Donations and Sponsorships	1,500	-	41,915	8,377	-	-
Student Allowance, Tuition, supplies and Travel	150,113	-	-	-	-	-
Patient Medical Travel and Accommodations	-	6,433,731	-	-	-	-
Bank Charges and Interest	1,501	850	-	-	-	-
Administration	619,538	125,172	273,998	3,540	-	-
Total Expenses	5,837,055	7,650,110	3,091,258	6,254,493	2,056,161	384,891
Annual Surplus(Deficit)	388,202	1,171	10,406	25,797	4,367	4,247

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

Schedule 6

For the year ended March 31, 2026	Health Transfer	Health & Social Development	Women's Shelter	Spiritual Healing Lodge	Community Policing	Homeless Shelter
Revenue						
Indigenous Services Canada	-	-	282,997	-	-	-
Indigenous Services Canada - Health	22,519,826	18,492,925	-	-	-	-
Corrections Services Canada	-	-	-	1,830,911	-	-
CMHC	-	-	1,590,473	-	-	-
Sask Public Safety	-	-	-	-	696,094	-
Sask Housing	-	-	-	-	-	1,268,960
NLCDC	-	-	-	-	10,000	-
Other Sources	66,121	99,929	75,860	18,922	5,750	-
Total Revenue	22,585,947	18,592,855	1,949,330	1,849,833	711,844	1,268,960
Expenses						
Flow-Through Funds	8,575,853	11,075,619	-	-	-	-
Salaries and Benefits	8,022,515	2,442,441	(14,881)	972,096	197,171	1,091,966
Travel and Vehicles	1,106,184	730,745	880	13,192	42,941	1,508
Boards, Committees and Assemblies	223,619	59,346	6,552	-	154,409	-
Materials, Supplies and Equipment	882,427	277,744	-	92,424	15,360	123,896
Insurance	215,482	-	-	12,841	-	1,000
Elders Services and Supplies	57,502	68,755	-	69,830	8,331	1,650
Facilities/Office Rent	333,322	37,970	-	-	-	28,620
Utilities	188,531	-	3,379	48,474	-	14,606
Facility Construction	260,916	1,594,849	1,905,191	-	-	-
Search and Rescue	-	-	-	48,433	-	-
Telephone and Internet	291,176	40,882	3,207	25,405	1,600	1,067
Staff Development, Training and Recruitment	90,417	34,083	1,191	5,399	438	8,555
Community Training and Workshops	-	291,940	-	-	-	-
Professional and Consultant Fees	261,122	296,359	-	18,076	271,227	-
Repairs, Maintenance and Vehicle Operations	176,383	86,168	-	73,586	228	27,564
Community Events, Donations and Sponsorships	19,543	-	-	-	9,678	-
Client/Student Allowance, Tuition, supplies and Trave	-	530,558	-	98,440	-	-
Bank Charges and Interest	20,549	-	-	751	-	-
Administration	1,626,948	904,822	42,542	90,896	40,000	160
Total Expenses	22,352,487	18,472,281	1,948,059	1,569,842	741,384	1,300,592
Annual Surplus(Deficit)	233,460	120,574	1,271	279,990	(29,540)	(31,632)

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

For the year ended March 31, 2026	Natural Resources				Nutrition	Spruce	
Revenue	Gaurdians	Trad. Knowledge	North	Lodgings			
Indigenous Services Canada	-	-	33,000	-	-	-	-
Natural Resources Canada	627,356	109,688	-	-	-	-	-
Other Sources	-	-	-	3,176,272	-	-	-
Total Revenue	627,356	109,688	33,000	3,176,272	-	-	-
Expenses							
Salaries and Benefits	363,946	55,306	-	1,195,716	-	-	-
Travel and Vehicles	45,110	4,307	-	-	-	-	-
Boards, Committees and Assemblies	-	-	32,953	9,050	-	-	-
Materials, Supplies and Equipment	167,850	-	-	560,910	-	-	-
Insurance	-	-	-	162,325	-	-	-
Facilities/Office Rent	-	-	-	1,080,000	-	-	-
Utilities	-	-	-	134,010	-	-	-
Property Taxes	-	-	-	21,151	-	-	-
Telephone and Internet	-	-	-	939	-	-	-
Community Training and Workshops	35,439	51,212	-	-	-	-	-
Repairs, Maintenance and Vehicle Operations	-	-	-	42,961	-	-	-
Administration	23,953	-	-	-	-	-	-
Total Expenses	636,298	110,825	32,953	3,207,062	-	-	-
Annual Surplus(Deficit)	(8,942)	(1,137)	47	(30,790)	-	-	-