2025 Economic Impact
British Columbia Lottery Corporation's Operations

Final Report
March 2026

HLT ADVISORY

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1. The Results

HLT Advisory Inc. ("HLT") has been retained by the British Columbia Lottery Corporation ("BCLC") to identify and assess the economic contributions of its operations to the provincial economy based on 2025 industry data. BCLC's operations are its lottery, eGaming and casino line of businesses, including the operations of its Private Sector casino operators (collectively BCLC 's total operations).

1.1 The British Columbia Gaming Industry

The British Columbia gaming industry is a large diverse entertainment industry. The industry consists of multiple activities available in two delivery channels (i.e., land-based and eGaming). Land-based casinos account for the largest portion of win (wagering less prizes and certain promotional expenses).

- In 2025, the total industry generated $2.9 billion in win with land-based casinos accounting $1.8 billion (or 62%) of this total.

1.2 The Role of the British Columbia Lottery Corporation

BCLC is the provincial crown corporation that manages the provincial gaming market on behalf of the province and the province's profit stakeholders.

BCLC's gaming operations have historically accounted for approximately 95% of total provincial industry win (all activities except for charity lotteries and pari-mutuel).

The key operating characteristic of BCLC has been the consistent generation of government profit. Since 2000, BCLC has generated $50.8 billion in revenues and delivered $28.2 billion in profit to the government.

- In 2025, BCLC generated $2.8 billion in revenue and $1.4 billion in government profit.

This profit is spent by the province or designated provincial profit stakeholders including host local government, First Nations and local non-profit groups.

1.3 2025 Economic Benefits Generated by BCLC (total Operations)

BCLC's total operations generated significant direct, indirect and induced economic benefits to the province in 2025.

- **Direct Impacts** – Impacts related to the initial change in the economy. In terms of the operation of gaming activities, direct impacts are produced by the purchase of/spending on goods and services, and labour needed to offer gaming activity to customers.
- **Indirect Impacts** – These impacts represent the "backwards linkages in the economy" – i.e., the production of a particular commodity or the offering of a particular service requires the purchase of other commodities or services produced by other industries (or second, third and so on rounds of impacts). For example, the purchase of playing cards by casino operators represents a direct impact. The

production of those playing cards as well as the production of paper, ink and plastic needed to make the playing cards represent indirect impacts.

- **Induced Impacts –** These impacts are the result of spending of labour income that is generated from both direct and indirect impacts.

Exhibit 1

2025 Economic Benefits of BCLC's Total Operations						
Impacts	Gross Output ($000)	Purchase of Goods & Services ($000)	Value Addedd GDP (at basic prices) ($000)	Labour Income ($000)	Employment	Average Employment Income Per FTE
Direct Impact	$1,709,019	$646,162	$1,062,858	$591,646	7,874	$75,142
Indirect Impact	$1,170,481	$268,721	$901,760	$327,898	3,858	$84,989
Induced Impact	$1,011,990	$120,384	$891,606	$207,259	2,756	$75,208
Total Impact	**$3,891,490**	**$1,035,266**	**$2,856,224**	**$1,126,804**	**14,488**	**$77,777**

Source: HLT Advisory Inc. estimates based on BCLC data and Statistics Canada IO Model.

BCLC's total operations in 2025 generated total Gross Output impacts of $3.9 billion. This total impact is made up of Purchases of Goods and Services of $1.0 billion and Value Added GDP of $2.9 billion. Of the Value Added GDP generated, $1.1 billion was spent on employees. This labour income supported over 14,400 employees (FTE).

The total impact is made up of direct, indirect and induced impacts. The direct Gross Output impact of BCLC's total operations is $1.7 billion. Gross Output is made up of Purchases of Goods and Services and Value Added GDP:

- $646 million of Purchases of Goods and Services need to offer gaming activity to customers were expended.
- $1.1 billion of Value Added GDP (gross domestic product) was generated. Of this Value Added GDP generated, $591 million was spent on employees needed to run operations. Labour income supported almost 7,900 jobs (FTE).

These direct Purchases of Goods and Services and Value Added GDP generated indirect benefit impacts throughout the British Columbia economy:

- $1.2 billion of Gross Output
- $269 million of Purchases of Goods and Services
- $902 million of Value Added GDP. Of this Value Added GDP generated, $328 million was spent on employees needed to produce goods and services needed to operate gaming activity. Labour income supported over 3,800 jobs (FTE).

The spending of direct and indirect labour income of $920 million generated induced benefits throughout the British Columbia economy:

- $1.0 billion of Gross Output
- $120 million of Purchases of Goods and Services
- $892 million of Value Added GDP. Of this Value Added GDP generated, $207 million was spent on employees. Labour income supported over 2,700 jobs (FTE).

1.4 SPOTLIGHT ON LAND-BASED CASINO OPERATIONS (2025)

BCLC's land-based casino operations is the largest component of British Columbia's gaming industry (and BCLC operations) and it generates the largest amount of BCLC's profit to government.

- In 2025, British Columbia's 36 casinos generated $1.8 billion in gaming win and $852 million in profit to the government. These casinos are located throughout the province in all major regions:
  - 14 in the Lower Mainland/Fraser Valley region.
  - 9 in the Okanagan/Kootenay region.
  - 7 in the Central Interior/North region.
  - 6 in the Vancouver Island region.

The location of these casino facilities ensures that benefits arising from the development and operating of these facilities are generated throughout the province.

BCLC's land-based casino operating model includes the use of private sector casino operators (Service Providers) to provide facilities and direct customer operating services (i.e., build and operate casinos).

- As of 2025, HLT estimates that Service Provider capital investment in facilities totals approximately $2.8 billion. To support this private sector investment, BCLC has spent approximately $700 million in gaming equipment and related operational assets. Both Service Providers and BCLC spend annual capital (investment) to maintain and enhance gaming win.

In 2025, BCLC's land-based casino operations generated total gaming revenue of $1.8 billion and non-gaming revenue (i.e., mainly food & beverage and hotel revenue) of approximately $400 million. **These operations generated total Gross Output impacts of $3.0 billion.** This total impact is made up of Purchases of Goods and Services of $660 million and Value Added GDP of $2.4 billion. Of the Value Added GDP generated, $969 million was spent on employees. This labour income supported over 13,000 employees (FTE).

Exhibit 2

2025 Economic Benefits of BCLC's Land-Based Casino Operations

Impacts	Gross Output ($000)	Purchase of Goods & Services ($000)	Value Addedd GDP (at basic prices) ($000)	Labour Income ($000)	Employment	Average Employment Income Per FTE
Direct Impact	$1,329,903	$448,715	$881,189	$509,017	7,360	$69,156
Indirect Impact	$910,830	$163,203	$747,627	$282,104	3,319	$84,989
Induced Impact	$787,498	$48,290	$739,208	$178,313	2,371	$75,208
Total Impact	**$3,028,232**	**$660,207**	**$2,368,024**	**$969,435**	**13,051**	**$74,282**

Source: HLT Advisory Inc. estimates based on BCLC data and Statistics Canada IO Model.

The total impact is made up of direct, indirect and induced impacts. The direct Gross Output impact of BCLC's land-based casino operations is $1.3 billion. Gross Output is made up of Purchases of Goods and Services and Value Added GDP:

- $449 million of Purchases of Goods and Services needed to offer gaming activity to customers were expended.
- $881 million of Value Added GDP (gross domestic product) was generated. Of this Value Added GDP generated, $509 million was spent on employees needed to run operations. Labour income supported over 7,300 (FTE).

These direct Purchases of Goods and Services and Value Added GDP generated indirect benefits impacts throughout the British Columbia economy:

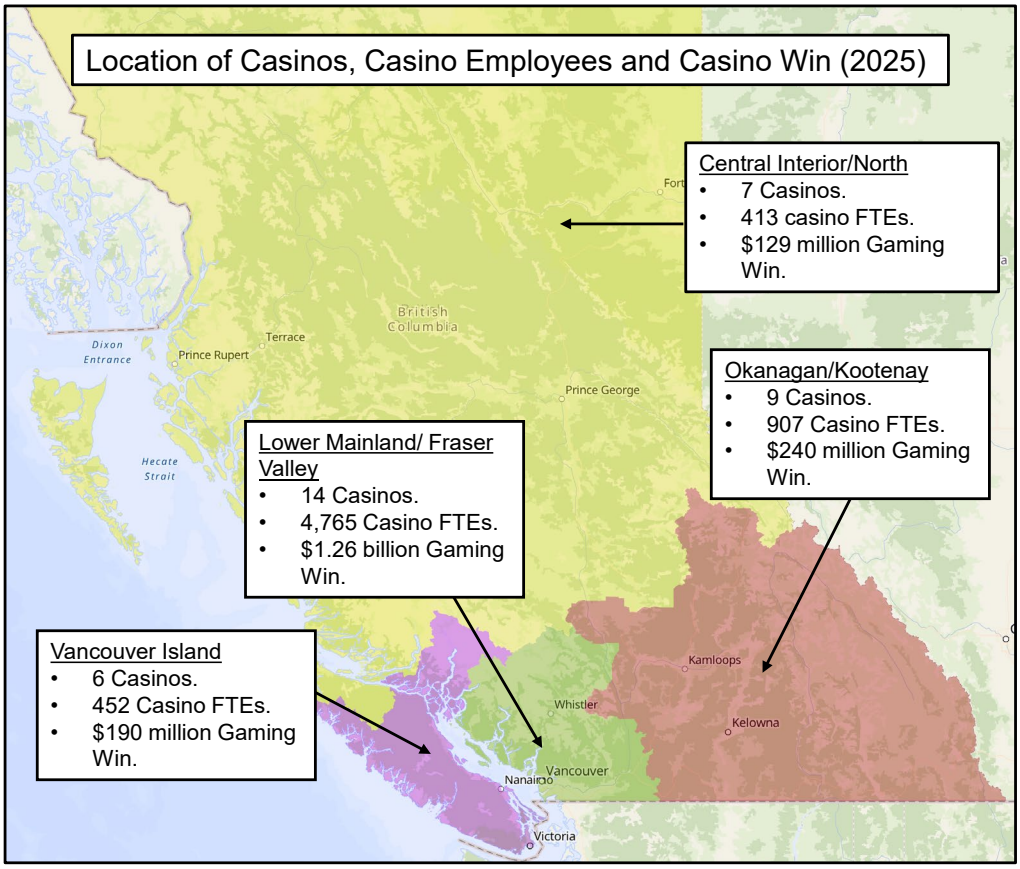
- $911 million of Gross Output
- $163 million of Purchases of Goods and Services
- $747 million of Value Added GDP. Of this Value Added GDP generated, $282 million was spent on employees needed to produce goods and service needed to operate gaming activity. Labour income supported over 3,300 jobs (FTE).

The spending of direct and indirect labour income of $791 million generated induced benefits throughout the British Columbia economy:

- $787 million of Gross Output
- $48 million of Purchases of Goods and Services
- $739 million of Value Added GDP. Of this Value Added GDP generated, $178 million was spent on employees. Labour income supported almost 2,400 jobs (FTE).

These direct, indirect and induced benefits are experienced in all regions of the province.

Exhibit 3



1.5 SPOTLIGHT ON CASINO HOST LOCAL GOVERNMENTS

British Columbia's 36 casinos are located in 33 Host Local Governments, located in all regions of the province. These local governments received a share of net revenue generated by the casino located in their jurisdiction. In 2025, these Host Local Governments received $86.6 million in total payments. Each local government determines how these payments are spent in their jurisdiction.

1.6 SPOTLIGHT ON FIRST NATION INVOLVEMENT IN LAND-BASED CASINO GAMING

First Nations participate in BC's gaming industry through a "government to government" revenue sharing agreement (2020) whereby 7% of BCLC's net income is shared with First Nations. In 2025, this revenue sharing totaled $97.6 million.

First Nations have long participated in casino gaming as host local governments and casino owners. The four First Nation Host Local Governments, along with their 2025 payments, are:

- Ktunaxa Nation/Shuswap Indian Band (Casinos of the Rockies) - $2.03 million (2024)
- Cowichan Tribes (Chance Cowichan) - $0.87 million
- Adams Lake Indian Ban (Chances Salmon Arm) - $0.57 million

- Squamish Nation (Chances Squamish) - $0.24 million

In addition, First Nations own or are in the process of acquiring 11 casinos (or 31% of total the number of casinos in the province). In 2025, these 11 casinos generated $711 million of casino win or 39% of the total provincial casino win of $1.8 billion.

Exhibit 4

First Nation Casinos* 2025 Win ($000)				
Casino	Slots	Tables	Bingo	Total
Casino of the Rockies	$12,397			$12,397
Chances Prince Rupert	$11,370		$134	$11,504
Chances Cowichan	$17,270		$381	$17,651
Casino Nanaimo	$40,998	$2,616		$43,614
Casino Victoria	$73,030	$7,822		$80,852
River Rock Casino	$161,992	$89,982		$251,974
Vancouver Casino	$110,598	$29,908		$140,506
Casino Chilliwack	$44,564	$1,220	$866	$46,650
Chances Maple Ridge	$29,372		$477	$29,849
Elelments Surrey	$49,183	$9,055		$58,238
Hastings	$17,446			$17,446
Total FN Casinos	**$568,220**	**$140,603**	**$1,858**	**$710,681**
Total Province	**$1,433,881**	**$375,294**	**$9,952**	**$1,819,127**
FN Share of Total	39.6%	37.5%	18.7%	39.1%

Source: HLT Advisory Inc. based on BCLC data and HLT estimates.

** Includes casinos currently opwned by First Nations and are currently being acquired by First Nation*

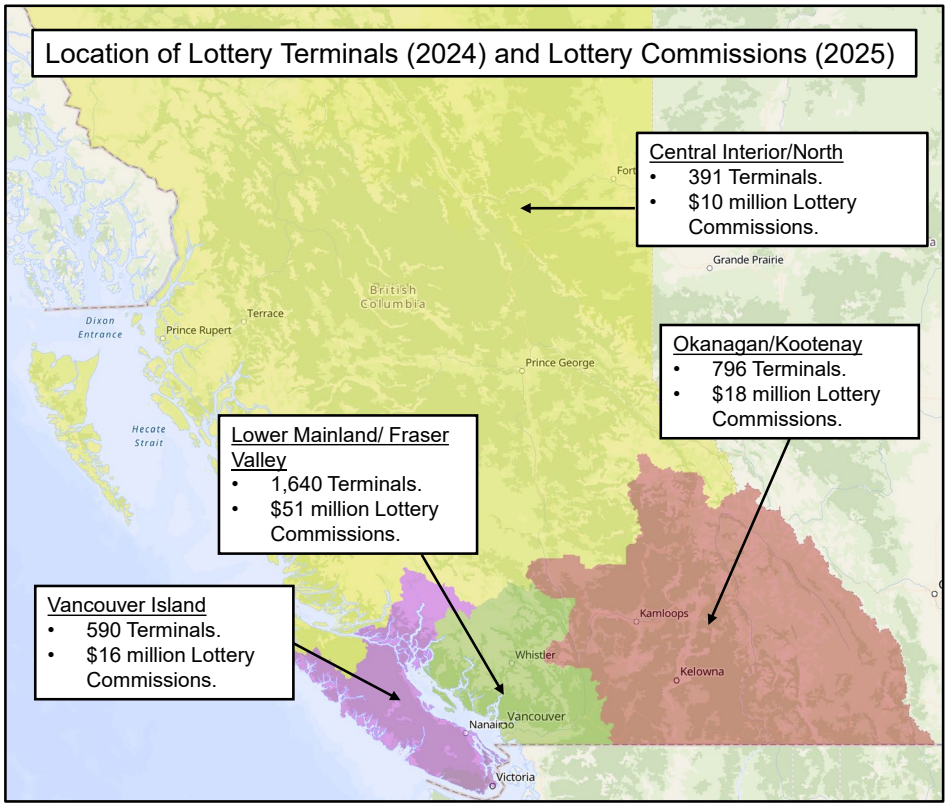
Once these casino transactions are completed, British Columbia will have the greatest number of First Nation owned casinos in Canada at 11, followed by Saskatchewan (7), Alberta (6) and Manitoba (3). British Columbia is one of only two provinces (the other being Ontario) whereby all First Nations share in all revenue generated by the respective provincial gaming/lottery corporation(s).

1.7 SPOTLIGHT ON LOTTERY RETAILERS

BCLC generated $526 million in land-based lottery win in 2025. This win was generated from approximately 3,400 lottery terminals located in 290 local municipalities, including 35 First Nation local communities throughout the province in all regions. These terminals are mainly located in retail establishments such as convenience stores, gas stations and grocery stores.

In 2025, lottery retailers received total commissions of $94 million based on terminal sales volume. These commissions help to support employment and establishment financial viability. For the purposes of this report, these commissions are treated as profit (gross operating surplus) to these retail establishments.

Exhibit 5


Location of Lottery Terminals (2024) and Lottery Commissions (2025)
Central Interior/North
• 391 Terminals.
• $10 million Lottery Commissions.
Okanagan/Kootenay
• 796 Terminals.
• $18 million Lottery Commissions.
Lower Mainland/ Fraser Valley
• 1,640 Terminals.
• $51 million Lottery Commissions.
Vancouver Island
• 590 Terminals.
• $16 million Lottery Commissions.
Grande Prairie
British Columbia
Terrace
Dixon Entrance
Prince Rupert
Prince George
Hecate Strait
Kamloops
Whistler
Kelowna
Vancouver
Nanaimo
Victoria

2. Introduction

HLT Advisory Inc. ("HLT") has been retained by the British Columbia Lottery Corporation ("BCLC") to identify and assess the economic contributions of its operations to the provincial economy based on 2025 industry data.

BCLC is the provincial crown corporation that manages the provincial gaming market on behalf of the province and the province's profit stakeholders. These stakeholders include local host governments, First Nations and non-profit community groups.

2.1 Focus of Assessment

The impact assessment summarized in this report focuses on measuring BCLC's operations (i.e. the purchase of goods and services, and labour needed to offer the gaming activity). BCLC's operations also include the operations of its casino Service Providers.

While BCLC and its Service Providers have and continue to invest considerable amounts of capital in facilities and equipment, impacts associated with this investment are not measured. This investment base is however identified and discussed.

A key characteristic of BCLC's operation is the generation of significant profit for the provincial government and its profit stakeholders. While economic contributions of the spending of this profit are significant, they are not measured in this report. These benefits are however identified and discussed.

Finally, the assessment does not attempt to quantify social related impacts.

2.2 Organization of the Report

Following the Introduction, this key finding report is organized into two additional sections.

- **Section 3** summarizes the methodology and approach used to estimate the economic impacts of BCLC's gaming operations.
- **Section 4** presents the results of the assessment.

3. Methodology and Approach

This section of the report defines economic measurements used, and HLT's methodology and approach used to complete the assessment.

3.1 Economic Measurements Used and Types of Impacts Measured

All economic impact assessments employ the use of common economic measures and classifications of different impact types. Typically, these measures are:

- **Gross Output** - The sum of sales generated in the economy, including the value of "purchases of goods and services" needed to sustain gaming activity and "Value Added GDP".
- **Purchases of Goods and Services** – The cost of the various goods and services needed to sustain the operation of gaming activity. In economic modeling terms, these purchases can be referred to as "intermediate inputs".
- **Value Added GDP** – Refers to the contribution of primary factors of production. Primary factors of production include labour income, indirect taxes and subsidies, and operating surplus (or profit).
- **Labour Income** – The sum of money paid to employees (wages and salaries plus supplementary income and mixed income).
- **Employment** - The number equivalent to "full-time" jobs (can also be expressed in terms of person years of employment) that are supported by the amount of labour income paid.

All economic impact assessments also incorporate the concept of different types of impacts. In simple terms, any type of consumer spending or industry production creates economic impacts within an economy. For example, the purchase of a commodity generates an impact in the industry that produces that commodity. In turn, the industry that produced that commodity had to purchase other commodities that were in turn produced by yet other industries. This process creates a chain reaction in the economy. From a measurement perspective, this chain reaction creates a total "impact" that is greater than the initial spending on (purchase of) the commodity. Throughout this chain reaction, labour income is generated. The spending of labour income generates additional impacts. Within this economic process, it is common to distinguish or isolate three types of impacts.

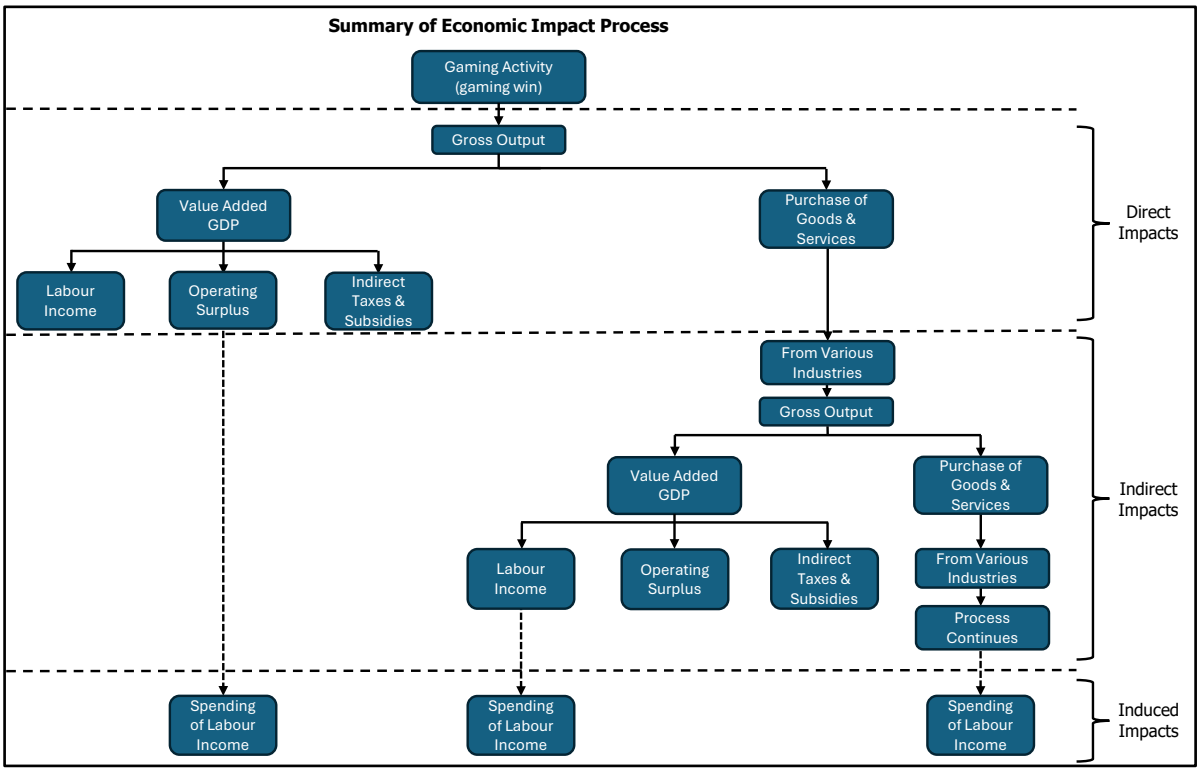
- **Direct Impacts** – Impacts related to the initial change in the economy. In terms of the operation of gaming activities, direct impacts are produced by the purchase of/spending on goods and services, and labour needed to offer gaming activity to customers.
- **Indirect Impacts** – These impacts represent the "backwards linkages in the economy" – i.e., the production of a particular commodity or the offering of a particular service requires the purchase of other commodities or services produced by other industries (or second, third and so on rounds of impacts). For example, the purchase of playing cards by casino operators represents a direct impact. The

production of those playing cards as well as the production of the paper, ink and plastic needed to make the playing cards represent indirect impacts.

- **Induced Impacts –** These impacts are the result of spending of labour income that is generated from both direct and indirect impacts.

As illustrated in Exhibit 6, the operation of gaming activity generates direct, indirect and induced impacts in terms of Gross Output, Purchase of Goods and Services, Value Added GDP, Labour Income and Employment.

Exhibit 6



3.2 HLT Methodology and Approach

As with any economic impact assessment, it is key for readers of the report to fully understand what is being measured. This report focuses on measuring BCLC's operation of gaming activity (i.e. the purchase of goods and services, and labour needed to offer the gaming activity). As stated in Section 2.1, it does not include the measurement of benefit generated by the spending of gaming profit by the government and the government's profit stakeholders.

To complete the assessment, HLT identified, assembled and assessed input data required to undertake the assessment, and assessed this input data against the base data framework of the chosen input-output model.

Input data used:

- BCLC's historical (since 2000) total revenue and operating expenses by line of business from BCLC's annual reports were assembled and assessed (i.e., profit and profit trends).
    - For the years 2019, 2024 and 2025 BCLC's detailed operating expenses by line of business sourced from BCLC were assessed.
- HLT reviewed the results of BCLC's casino Service Provider commission reviews completed in 2015 and 2025. These two reviews cover the periods 2012 to 2014, and 2019, 2023 to 2024. HLT completed these reviews for BCLC. The data used to complete these reviews (from both BCLC and SPs) allowed for the identification of casino operating expenses, employment and investment. HLT estimated Service Provider operating expenses and employment for 2025.
- The above data allowed HLT to estimate the direct impacts of BCLC's gaming operations (i.e., Gross Output, Purchase of Goods and Services, Value Added GDP, Labour Income and Employment).

Input-Output Model employed:

- HLT used Statistics Canada's Interprovincial Input-Output Model ("Model") to estimate total impact. The Model is a comprehensive model that measures economic impacts at both the national and provincial level. The Model is constructed based on the Canadian Provincial Input-Output Tables. The current base tables used by the model is 2022. The Input-Output Tables describe the actual flow of goods and services between industries and final demand sectors. They are created annually and at the most detailed level, show the relationship between industries, final demand sectors and commodities.
    - HLT has used this Model to assess the Canadian Gaming Industry (by province) in 2006, 2010 and 2017 (base year data assessed, not report date). These assessments focussed on both operations and government spending of gaming profit. The resultant impact assessment reports were publicly released by the Canadian Gaming Association. The methodology, data input and impact results of these previous assessments were reviewed as part of this report.
    - HLT reviewed Statistics Canada's "Supply and Use Tables" for the Canadian and British Columbia "Gambling Industries" for the years 2014, 2019 and 2022 and compared the inherent operational structure of the British Columbia gambling industry to the structure based on BCLC's and casino Service Provider operating expenses. Supply and Use Tables trace the production of commodities by domestic industries, combined with imports, through their uses by industries or as final consumption, investment or exports. The system provides measures of value added by industry and total GDP. The Supply and Use Tables provide the basic information for the derivation of industry-by-industry input-output tables. The Model is based on these resultant input-output tables.
    - The review of the Supply and Use Tables lead HLT to run various model scenarios to highlight the impacts of classifying certain expenses to commodities. The two commodities isolated in these scenarios were Retail

Trade Commissions and Business Support Services. These two commodities represent the two largest Gambling Industries expenditure areas in BC's Supply Use Tables in 2019 and 2022. The definition of these commodities are as follows:

- Retail Trade Commissions are revenue and fees earned by an establishment for selling or renting merchandise on behalf of others at the final step in the distribution process. In the context of BCLC's gaming operations, lottery retail commissions would be classified as Retail Trade Commissions.
- Business Support Services are establishments primarily engaged in providing business support services, such as preparing documents, operating telephone call centres, operating business service centres, collecting unpaid claims, and providing credit information.

The results of these model scenarios led HLT to exclude these two commodities in the model (i.e., expenditures in these two commodities were redistributed to other commodities in the Model and lottery commissions were treated as (gross operating) profit to lottery retailers.

- The industry definition of "Gambling Industries" includes establishments primarily engaged in operating gambling facilities, such as casinos, bingo halls and video gaming terminals; or providing gambling services, such as lotteries and off-track betting. Online or internet gambling is also included. Charity gaming events (or charity lotteries) and horse racing (or pari-mutuel) at a physical venue are not included. All casino, lottery and non-charity bingo activity revenue (both from land-based and internet operations) in BC flows through BCLC. Only casino Service Provider non-gaming revenue does not flow through BCLC.
- It should be noted that the Supply and Use Tables treat BCLC operations as a "fiscal monopoly" (i.e., government gaming profit is not included in the Supply and Use Tables). The treatment of BCLC as a fiscal monopoly impacts the definition of typical economic measures that can be estimated from the Model. Gaming industry Gross Output does not include sales but rather is equal to the purchases of goods and services and Value Added GDP excluding government profit (or operating surplus). Value Added GDP does not include government profit.

- The results of the Interprovincial Input-Output Model provide an estimate of the impacts that are generated in British Columbia as well as in other provinces. These latter impacts represent outflows from British Columbia. British Columbia however also receives benefits from the operation of gaming activity in other provinces. These benefits represent inflow to British Columbia. HLT's past gaming industry economic impact modelling for all provinces, shows outflows from British Columbia generally equal inflows to British Columbia. For this reason, model results contained in this report represent total benefits generated from BCLC's operations in Canada as a proxy for total benefits that occur in the province.

4. BCLC's Gaming Operations

This section of the report presents an overview of the gaming industry in British Columbia and the results of the economic impact assessment.

Readers should note that the pandemic impacted BCLC's operations, specifically land-based operations from the last month of BCLC's FY2020 to mid FY2022. Land-based casinos were closed for the entirety of FY2021. The pandemic impact distorts certain views of trend lines contained in various charts in this Section.

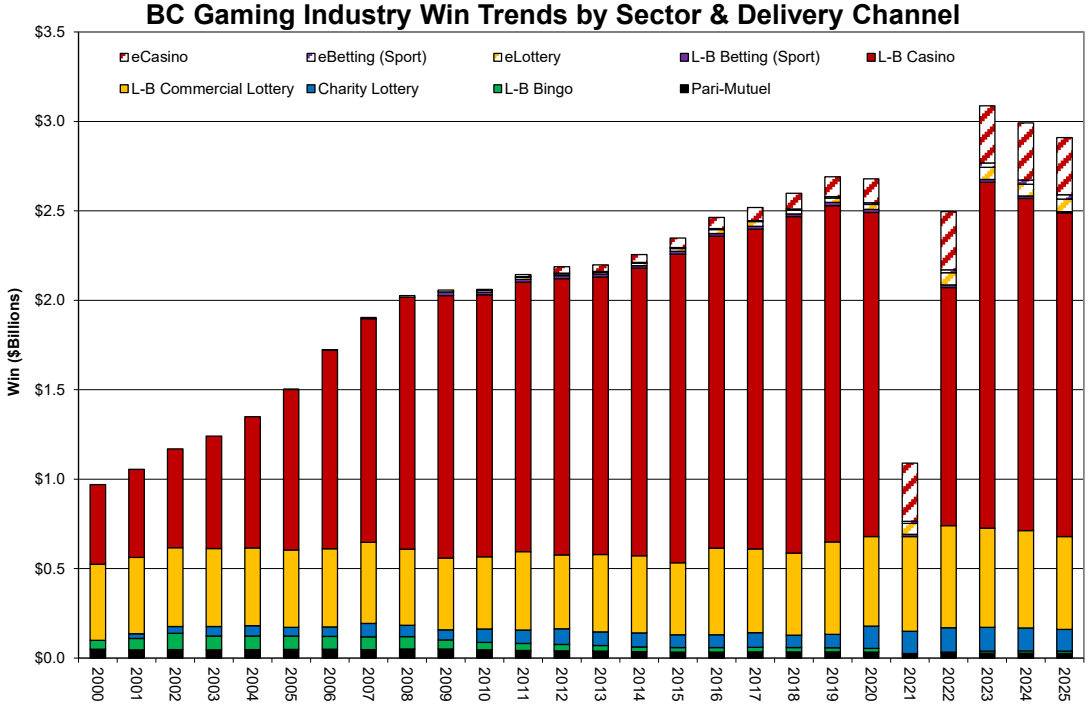
Also, all charts and tables presented in this section do not include data source for ease of reading. All data used is from BCLC public reports or internal data (March 31 Fiscal Year end) and HLT internal data based on past work experience in all gaming activities and in all provinces. Where adjustments were required, HLT used this past work experience to make these adjustments. As detailed in Section 3.2, Model results are best characterized as HLT estimates based on Statistics Canada Input-Output Model (2022) results.

4.1 The British Columbia Gaming Industry

The British Columbia gaming industry is a large diverse entertainment industry. As shown in Exhibit 7, the industry consists of multiple activities and two delivery channels (i.e., land-based and internet or eGaming). Land-based casinos account for the largest portion of win. In 2025, the total industry generated $2.9 billion in win with land-based casinos accounting $1.8 billion (or 62%) of this total.

Exhibit 7

BC Gaming Industry Win Trends by Sector & Delivery Channel



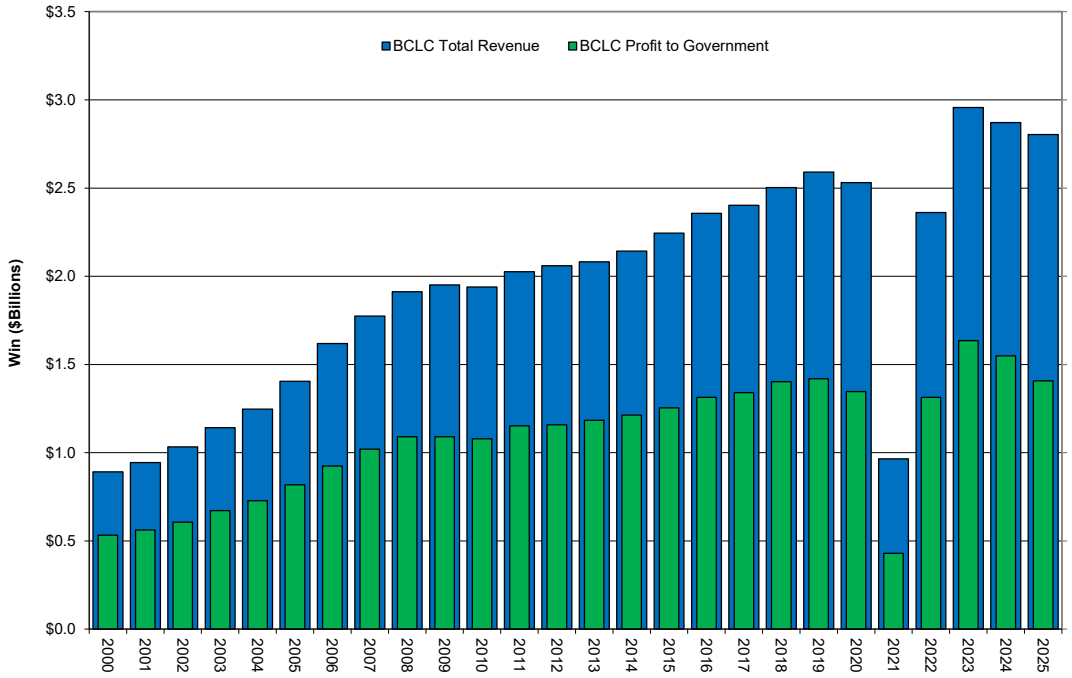
Recently, the industry was disrupted by the pandemic and its associated facility closures (from end of FY2020 to mid FY2022). While the industry rebounded strongly in 2023, it has since declined slightly. The 2025 results represent the 3rd highest win total achieved in the province.

4.2 BCLC's Gaming Operations

BCLC gaming operations have historically accounted for approximately 95% of total provincial industry win (all activities except for charity lotteries and pari-mutuel (horse racing). As shown in Exhibit 8, a key characteristic of BCLC's operations in the consistent generation of government profit. In 2025, BCLC generated $2.8 billion in revenue and $1.4 billion in government profit. Since 2000, BCLC generated $50.8 billion in revenues and $28.2 billion in government profit.

Exhibit 8

BCLC Total Revenue & Profit to Government Trends



This profit is spent by the province or provincial profit stakeholders. For example, in 2025, government profit of $1.4 billion was spent and/or allocated to and subsequently spent:

- $912 million to provincial general revenue (health, education and social services are three of the largest provincial expenditure areas).
- $147 million allocated to provincial Health Special Account.
- $140 million allocated to Community Gaming Grants (local non-profit groups).
- $98 million to First Nations (via Gaming revenue Sharing agreement).
- $87 million Host Local Government that host a gaming facility.

- $8 million to support horse racing and $4 million to Joint Illegal Gaming Investigation Team (JIGIT).

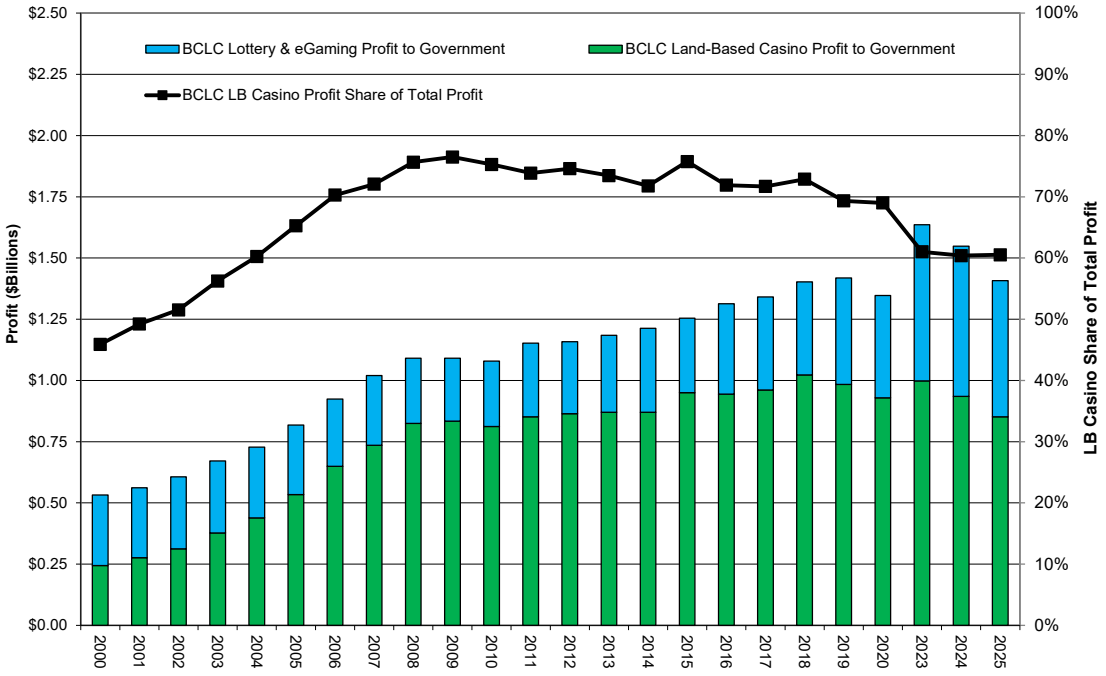
The majority of current and historic revenue and profit has been generated by land-based casino activity.

As shown in Exhibit 9, while land-based casino's share of total BCLC profit has declined since the pandemic, in 2025 it still accounted for 60% of total profit. In 2025, BCLC's land-based casino operations generated $852 million in profit

The decline in land-based casino share of profit coincides with the growth in eCasino activity. For most of the pandemic, BCLC's eCasino activity was the only legal casino activity available in the province. *Note: 2021 is excluded in Exhibit 4 as land-based casinos were closed for the entire year due to the pandemic. 2022 is excluded as land-based casinos were closed for a significant portion of the year.*

Exhibit 9

BCLC Profit & LB Casino Share of Total



Since 2000, BCLC's land-based casino activity generated $35.5 billion in gaming win and $18.6 billion in government profit or 66% of BCLC's total profit to government.

4.3 ECONOMIC BENEFITS OF BCLC'S TOTAL GAMING OPERATIONS

Since 2000, BCLC has generated $50.8 billion in revenues and $28.2 billion in government profit. To generate this profit, BCLC expended $22.5 billion on the purchase of goods and service to support operations. These expenditures generated significant benefits to the province. Exhibit 10 summarize benefits of BCLC's gaming operations generated in 2025.

Exhibit 10

2025 Economic Benefits of BCLC's Total Operations

Impacts	Gross Output ($000)	Purchase of Goods & Services ($000)	Value Addedd GDP (at basic prices) ($000)	Labour Income ($000)	Employment	Average Employment Income Per FTE
Direct Impact	$1,709,019	$646,162	$1,062,858	$591,646	7,874	$75,142
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Total Impact	**$3,891,490**	**$1,035,266**	**$2,856,224**	**$1,126,804**	**14,488**	**$77,777**

Source: HLT Advisory Inc. estimates based on BCLC data and Statistics Canada IO Model.

BCLC's total operations in 2025 generated total Gross Output impacts of $3.9 billion. This total impact is made up of Purchases of Goods and Services of $1.0 billion and Value Added GDP of $2.9 billion. Of the Value Added GDP generated, $1.1 billion was spent on employees. This labour income supported over 14,400 employees (FTE).

The total impact is made up of direct, indirect and induced impacts. The direct Gross Output impact of BCLC's total operations is $1.7 billion. Gross Output is made up of Purchases of Goods and Services and Value Added GDP:

- $646 million of Purchases of Goods and Services need to offer gaming activity to customers were expended.
- $1.1 billion of Value Added GDP (gross domestic product) was generated. Of this Value Added GDP generated, $591 million was spent on employees needed to run operations. Labour income supported almost 7,900 jobs (FTE).

These direct Purchases of Goods and Services and Value Added GDP generated indirect benefit impacts throughout the British Columbia economy:

- $1.2 billion of Gross Output
- $269 million of Purchases of Goods and Services
- $902 million of Value Added GDP. Of this Value Added GDP generated, $328 million was spent on employees needed to produce goods and services needed to operate gaming activity. Labour income supported over 3,800 jobs (FTE).

The spending of direct and indirect labour income of $920 million generated induced benefits throughout the British Columbia economy:

- $1.0 billion of Gross Output
- $120 million of Purchases of Goods and Services
- $892 million of Value Added GDP. Of this Value Added GDP generated, $207 million was spent on employees. Labour income supported over 2,700 jobs (FTE).

4.4 Economic Benefits of Land-Based Casino Operations

BCLC's land-based casino operations is the largest component of British Columbia's gaming industry (and BCLC operations) and it generates the largest amount of BCLC's profit to government. Exhibit 11 shows historic supply and demand trends for land-based casino gaming in British Columbia.

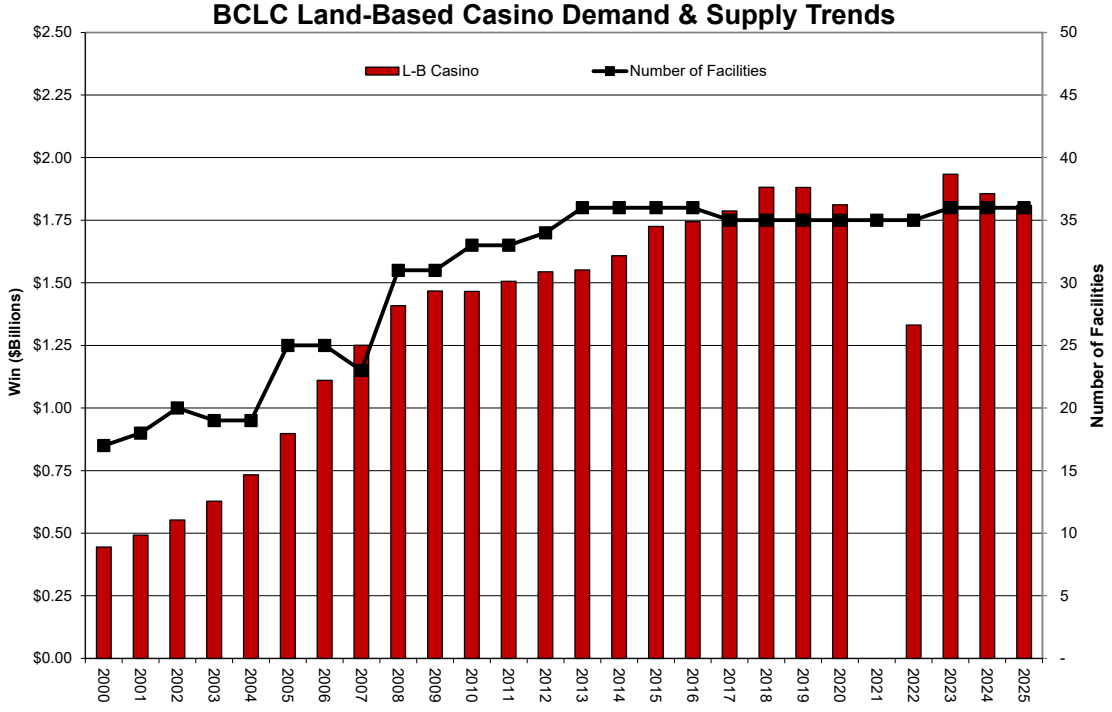
In 2025, British Columbia's 36 casinos generated $1.8 billion in gaming win. These casinos are located throughout the province in all major regions:

- 14 in the Lower Mainland/Fraser Valley region.
- 9 in the Okanagan/Kootenay region.
- 7 in the Central Interior/North region.
- 6 in the Vancouver Island region.

The location of these casino facilities ensures that benefits arising from the development and operation of these facilities are generated throughout the province.

Exhibit 11

BCLC Land-Based Casino Demand & Supply Trends



BCLC's land-based casino operating model includes the use of private sector casino operators (Service Providers) to provide facilities and direct customer operating services. In return for providing facilities and operating services, BCLC pays these Service Providers a defined commission.

Since 2000, $35.5 billion in land-based casino win has been generated (see Exhibit 12). Of this amount, Service Providers received $12.2 billion (or 34.5%) to build and operate casino facilities. As of 2025, HLT estimates that the capital investment in these facilities is approximately $2.8 billion. To support this private sector investment, BCLC has spent approximately $700 million in gaming equipment and related operational assets. Both Service Providers and BCLC spend annual capital (investment) to maintain and enhance gaming win.

Exhibit 12

BC LB Casino Win & SP Commission Trends

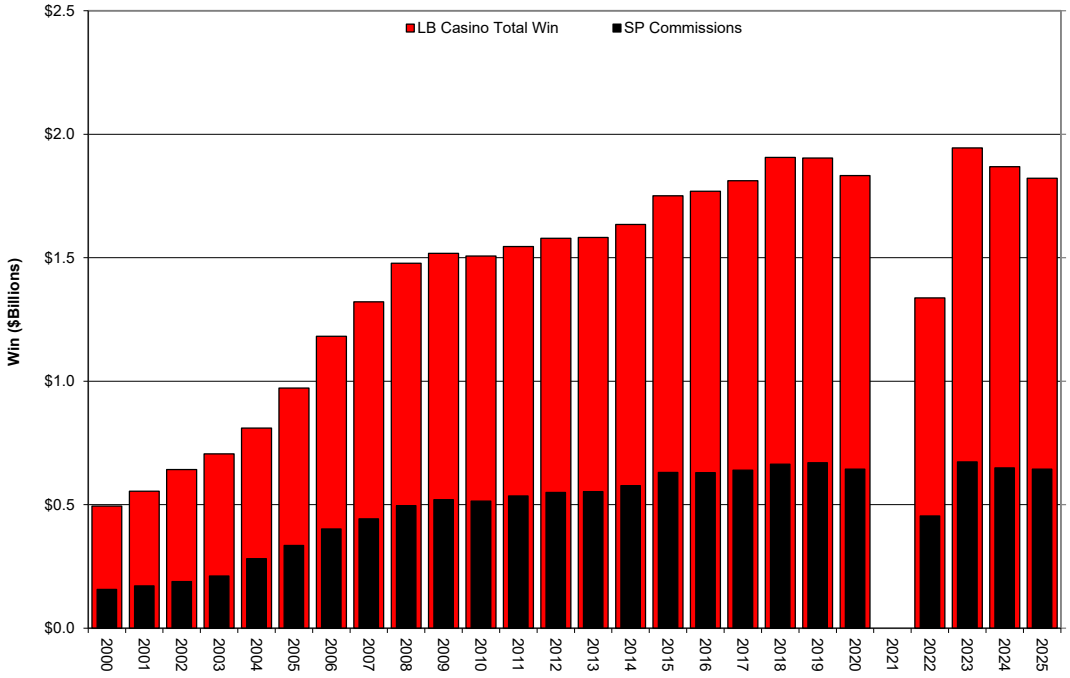


Exhibit 13 following summarize benefits generated by BCLC's land-based casino business in 2025.

Exhibit 13

2025 Economic Benefits of BCLC's Land-Based Casino Operations						
Impacts	Gross Output ($000)	Purchase of Goods & Services ($000)	Value Addedd GDP (at basic prices) ($000)	Labour Income ($000)	Employment	Average Employment Income Per FTE
Direct Impact	$1,329,903	$448,715	$881,189	$509,017	7,360	$69,156
Indirect Impact	$910,830	$163,203	$747,627	$282,104	3,319	$84,989
Induced Impact	$787,498	$48,290	$739,208	$178,313	2,371	$75,208
Total Impact	**$3,028,232**	**$660,207**	**$2,368,024**	**$969,435**	**13,051**	**$74,282**

Source: HLT Advisory Inc. estimates based on BCLC data and Statistics Canada IO Model.

BCLC's land-based casino operations generated total gaming revenue of $1.8 billion and non-gaming revenue (i.e., mainly food & beverage and hotel revenue) of approximately $400 million in 2025. These operations generated total Gross Output impacts of $3.0 billion. This total impact is made up of Purchases of Goods and Services of $660 million and Value Added GDP of $2.4 billion. Of the Value Added GDP generated, $969 million was spent on employees. This labour income supported over 13,000 employees (FTE).

The total impact is made up of direct, indirect and induced impacts. The direct Gross Output impact of BCLC's land-based casino operations is $1.3 billion. Gross Output is made up of Purchases of Goods and Services and Value Added GDP:

- $449 million of Purchases of Goods and Services needed to offer gaming activity to customers were expended.
- $881 million of Value Added GDP (gross domestic product) was generated. Of this Value Added GDP generated, $509 million was spent on employees needed to run operations. Labour income supported over 7,300 (FTE).

These direct Purchases of Goods and Services and Value Added GDP generated indirect benefits impacts throughout the British Columbia economy:

- $911 million of Gross Output
- $163 million of Purchases of Goods and Services
- $747 million of Value Added GDP. Of this Value Added GDP generated, $282 million was spent on employees needed to produce goods and service needed to operate gaming activity. Labour income supported over 3,300 jobs (FTE).

The spending of direct and indirect labour income of $791 million generated induced benefits throughout the British Columbia economy:

- $787 million of Gross Output
- $48 million of Purchases of Goods and Services
- $739 million of Value Added GDP. Of this Value Added GDP generated, $178 million was spent on employees. Labour income supported over 2,300 jobs (FTE).