



**CHEROKEE NATION™**  
**Businesses**

**Executive and Finance Report**  
**Consolidated Financial Information**  
**December 2015**

# Cherokee Nation Businesses

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## Executive and Finance Report

December 2015

### Budget Highlights

- December 2015 CNB consolidated net income of \$10.0 million was \$435,000 favorable to a budget of \$9.5 million and consistent to prior year. Consolidated revenue was \$82.0 million, \$3.1 million favorable to budget and exceeded the previous year by \$9.0 million.
- CNE EBITDA of \$17.4 million was favorable to budget by \$323,000. The favorable variance was primarily associated with higher gaming revenue. Total revenue for December 2015 was \$53.4 million and was \$268,000 favorable to budget and \$3.8 million ahead of last year.
- Engineering & Manufacturing Sector EBITDA was \$466,000 favorable to budget primarily due to lower than anticipated direct costs and operating expenses. Total revenue of \$3.9 million was \$222,000 favorable to budget and consistent with previous year.
- Logistics & Distribution Sector EBITDA was \$139,000 favorable to budget. The favorable variance in EBITDA was primarily due to increased deliveries on a project and lower operating expenses. December revenue was \$3.8 million compared to a budget of \$1.7 million.
- The CNB Parent Company EBITDA loss was \$97,000 unfavorable to budget, primarily due to lower than anticipated revenue from the partially owned investments.
- Combined, EBITDA at all other entities were \$410,000 below budget.

### Capital Expenditures

December YTD capital expenditures were \$26.2 million for all entities

- CNE: \$18.2 million
  - Expansion: \$14.9 million – Cataoosa Hotel Lobby and Front Desk Renovation, Roland property improvements, Cherokee Springs Business Park, WRID renovation, Grove Casino, Tahlequah OP1 Rebuild
  - Strategic: \$1.2 million – Cisco switches, Surveillance Infrastructure Upgrade, Egame Equipment Purchases, Cherokee Tower Renovation, Drop/Count Intelligent Cash Box
  - Maintenance - \$2.1 million – Casino 2 Improvements, Fleet Vehicles, Passenger Shuttle, IT Equipment, Signage, Bases and Drop Carts, Boraos, Art Procurement, Poker Tables and Fork Lift
- CPM: \$3.5 million – Health clinic construction & 4<sup>th</sup> Street Property
- CNCR: \$2.0 million – New Home Construction Program
- CNB: \$1.4 million – IT Maintenance & Upgrades, Smithsonian Institution – 5 Year Capital Grant, CN Veteran's Memorial

### Financing

- CNB has no outstanding borrowings as of December 31, 2015.

# Cherokee Nation Entertainment

## Executive and Finance Report

December 2015

### Budget Highlights

#### CNE

<i>thousands (000's)</i>	<u>Period</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• Revenue	Month -	\$53,431	\$53,162	\$268	1%
• Operating Expenses	Month -	\$36,052	\$36,106	\$55	0%
• EBITDA	Month -	\$17,379	\$17,056	\$323	2%

### Operating Highlights

- CNE EBITDA of \$17.4 million in December was \$323,000 favorable to budget.
- Total revenue of \$53.4 million was \$268,000 favorable to budget. This was driven primarily by a favorable variance in gaming revenue. Most CNE properties contributed to the favorable variance in gaming revenue to budget with the exception of the Roland and Ramona properties.
- Total operating expense of \$36.1 million was consistent with budget. A slightly favorable variance was primarily the result of lower than anticipated employee costs. Retail cost of goods sold were slightly favorable to budget primarily due to lower fuel sales associated with lower retail fuel prices as well as fewer snows at the Joint. The favorable variances were partially offset by higher than anticipated marketing related costs primarily associated with New Year's Eve.
- The South Coffeyville Casino opened February 16<sup>th</sup> 2015. The 17,000 square foot facility offers 300 games. The South Coffeyville casino opened ahead of the budgeted opening date of April 1<sup>st</sup>.
- CNB has agreed to lease property adjacent to the Hard Rock Casino to Woodmont Outlets, which plans to invest \$80 million into premium outlet shops to be called "The Cherokee Outlets." The Outlets, along with a new Entertainment area, called "The District," is expected to be completed in 2016.
- CNB also announced plans for the Cherokee Springs Plaza, which will include retail, restaurants, auto sales lots, office space, convention space, two hotels and a casino adjacent to the Cherokee Springs golf course in Tahlequah.
- The Roland casino opened May 19, 2015. As of December 15, 2015 all six floors of the hotel were open.
- The Creek Casino in Tulsa is planning a \$335 million expansion including a 500 room hotel tower, new casino and restaurant, pool bar, theater and event center, with an expected completion date of 2016.

### Capital Expenditure Highlights – Year to Date

- Expansion related costs for Roland, Cherokee Springs Business Park, and OP1 rebuild – \$14.1 million
- Cisco switches - \$208,000
- Hotel Lobby and Front Desk Renovation - \$566,000
- Egame purchases - \$131,000
- Surveillance Infrastructure Upgrade - \$566,000

# Diversified Businesses

## Executive and Finance Report

December 2015

### EBITDA Budget Highlights

#### Diversified Businesses EBITDA

<i>thousands (000's)</i>	<u>Period</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
• <b>Engineering &amp; Manufacturing</b>	Month -	(\$271)	(\$736)	\$466	63%
• <b>Logistics &amp; Distribution</b>	Month -	(\$11)	(\$149)	\$139	93%
• <b>Technology</b>	Month -	\$320	\$391	(\$71)	-18%
• <b>Consulting</b>	Month -	\$654	\$792	(\$138)	-17%
• <b>Construction</b>	Month -	(\$45)	\$276	(\$321)	-116%
• <b>Health Sciences</b>	Month -	\$209	\$88	\$121	137%
• <b>Aerospace Products Svc.</b>	Month -	(\$41)	\$46	(\$87)	-189%
• <b>CCRC</b>	Month -	\$21	\$129	(\$108)	-84%

\*APSE and CCRC are reported on net income instead of EBITDA as they are partially owned subsidiaries

### Operating Highlights

- Beginning in FY16, the former divisions were re-organized into the following six sectors.
- Engineering & Manufacturing** Sector EBITDA loss was \$271,000 and \$466,000 favorable to budget. Higher EBITDA for the month of December was primarily due to lower than anticipated direct costs and operating expenses. The gross profit margin was 22.7%, which was 10.1 points higher than budget and 5.6 points higher than the prior year.
- Logistics & Distribution** Sector EBITDA loss was \$11,000 and \$139,000 favorable to budget. The favorable EBITDA variance was primarily due to increased deliveries on the Telecom SE Project and lower operating expenses. Gross margins were 3.7%, which was 1.9 points higher than budget due to the increase in sales volume covering direct fixed costs.
- Technology** Sector EBITDA was \$320,000 compared to a budget of \$391,000, resulting in an unfavorable variance of \$71,000. The unfavorable EBITDA and gross margin for the month of December were primarily attributable to IRS contract delays in CNSD and CSG.
- Consulting** Sector EBITDA was \$654,000 compared to a budget of \$792,000, resulting in an unfavorable variance of \$138,000. The unfavorable EBITDA margin was due to CNMC's Ft. Bliss contract and cost overruns during December on CNTS's AFCEC project.
- Construction** Sector EBITDA loss was \$45,000 compared to a budget of \$276,000, resulting in an unfavorable variance of \$321,000. The unfavorable EBITDA for the month of December was primarily attributable to project cost overruns associated with the Central Commons and Parking project in CNCS and Adjunct Faculty Staffing and FAA Weather projects in CN3S.

# Diversified Businesses (con't)

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## Executive and Finance Report

December 2015

- Health Sciences Sector EBITDA was \$209,000 compared to a budget of \$88,000, resulting in a favorable variance of \$121,000. The favorable variance was primarily driven by profitability on CNA's DHA and CNHS's Ft. Carson projects.
- APSE net loss was \$-1,000 in December 2015 resulting in an unfavorable variance to budget of \$87,000. Revenue was \$342,000 unfavorable to budget due to kit orders that were anticipated to ship in December that will be shipped at a later date.
- CCRC net income of \$21,000 was \$108,000 unfavorable to a budget of \$129,000. The unfavorable net income variance was primarily due to lower than anticipated revenue at Picatinny and schedule overruns on the Sequoyah High School Stadium Phase I project.

COUNCIL OF THE CHEROKEE NATION  
EXECUTIVE & FINANCE COMMITTEE REPORT

**Group:** Financial Resources      **Month/Year of Report:** January 2016

**Treasurer:** Lacey Horn      **Phone:** 207-3902      **E-mail:** [lacey-horn@cherokee.org](mailto:lacey-horn@cherokee.org)

I. Budget Highlights – through December

- a.) Financial Resources – 25% spent
- b.) Treasurer – 17% spent
- c.) IIM – 31% spent
- d.) Acquisition Management – 28% spent
- e.) Records Management – 26% spent
- f.) Support Services – 31% spent
- g.) Grants Management - 35% spent
- h.) Grant Development – 19%
- i.) Fleet Management – 13%
- j.) Employee Performance Incentive – 54% spent

II. Program Highlights

a.) Balance Scorecard Measures

- 1. Complete FY15 Audit – 30% Complete
- 2. Obtain Unmodified Audit Opinion – 0% complete
- 3. No Material Weaknesses on Single Audit – 0% complete
- 4. Obtain GFOA Award for FY14 CAFR – 100% complete
- 5. Reports completed & submitted by due dates – 100% complete for reports due 01/31/2016

b.) Accomplishments

- 1. Staff attended Contract Support Costs Workgroup meetings in DC
- 2. Staff attended ANA Pre-application training to prepare for Language Preservation and Economic Development application opportunities for the Nation

c.) Upcoming Events

- 1. FY 2015 audit continues

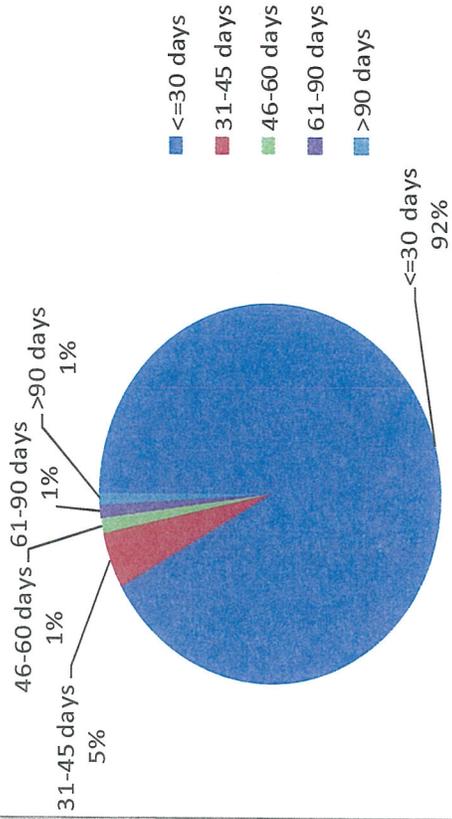
COUNCIL OF THE CHEROKEE NATION  
EXECUTIVE & FINANCE COMMITTEE REPORT

<b>Cherokee Nation Acquisition Management Year-To-Date Report Over \$5,000 Transactions October 1, 2015 through September 30, 2016</b>		<b>% of sub-total - TERO vendor submitted Bid</b>
Award to TERO Vendor	\$ 9,180,188.78	99.10%
Award to non-TERO Vendor	\$ 83,081.27	0.90%
<b>Sub-total bids with a TERO vendor participating</b>	<b>\$ 9,263,270.05</b>	<b>100.0%</b>
Bid - no bids submitted by TERO Vendors	\$ 2,349,662.80	
October 1, 2015 through December 31, 2015		

COUNCIL OF THE CHEROKEE NATION  
EXECUTIVE & FINANCE COMMITTEE REPORT

Row Labels	APP-INVOICE-2	APP-TRAN-PMT-AMT-6
<=30 days	44,450	57,047,997.68
31-45 days	2,300	6,825,710.65
46-60 days	621	2,071,648.23
61-90 days	542	1,067,582.37
>90 days	480	1,117,626.42
<b>Grand Total</b>	<b>48,393</b>	<b>68,130,565.35</b>

### Timeliness of Paid Invoices



Group: Career Services-Executive and Finance Month/Year of Report: January, 2016

Executive Director: Diane Kelley Phone: 453-5628 Email: Diane-kelley@cherokee.org

**I. Budget Highlights – Please refer to Monthly Financial Report**

None

**II. Program Highlights**

**a. Balanced Scorecard Measures**

<i>Activity</i>	<i>December</i>	<i>YTD</i>	<i>Goal</i>	<i>% of Goal</i>
<i>HSE Completions</i> – includes individuals completing and receiving a HSE or High School Diploma from Talking Leaves Job Corps and Career Literacy.	6	38	17	21.7%
<i>Training Completions</i> – includes individuals receiving a nationally-recognized certification, credential, or degree while enrolled in one of 11 different vocational training programs.	35	171	550	31.1%
<i>Employment Completions</i> – includes individuals who completed a Work Experience or TERO OJT assignment.	22	51	500	10.2%
<i>Unsubsidized Placement</i> – includes all individuals who entered unsubsidized employment (they got a job!) while enrolled in one of 15 different programs, both employment and vocational.	95	280	750	37.3%
<i>Retention</i> – includes individuals who were retained in their unsubsidized employment through assistance from a Career Services Program.	33	87	300	29.0%
<i>Career Skills Training</i> – includes individuals who completed the Life/Employment Skills Training.	36	98	400	24.5%
<i>WorkKey Credentialing</i> – includes individuals who received a bronze, silver, gold, or platinum WorkKeys credential.	0	15	250	6.0%
<i>Job Bank</i> – includes the number of new individuals entering the TERO Job Bank.	20	88	400	22.0%
<i>Indian Owned Businesses</i> – includes the number of	7	36	200	18.0%

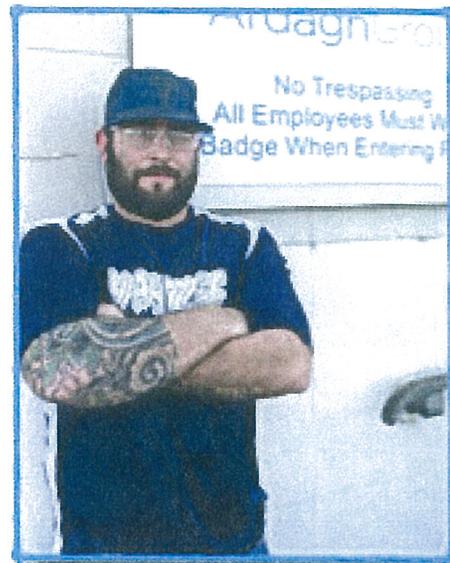
businesses newly certified as an Indian Owned Business.				
<i>Job Fairs</i> – includes the number of Job Fairs held by Career Services.	0	3	25	12.0%
<i>Community Service Projects</i> – this is the number of Community Service Projects completed by youth, both through the Summer Youth Employment Program and Talking Leaves Job Corps.	2	10	50	20.0%

**b. Accomplishments**

1. Twenty Day Training participants entered unsubsidized employment. Seven with Cherokee Nation, nine with CNB/CNI, and four externally.
2. The Roland Job is finally done. One Compliance Officer collected \$1.4 million in TERO/LABOR FEES on this project alone. The project started in June of 2014.

**Sector Partnership National Dislocated Worker Grant Participant Success:**

When Clint Wolfe was laid off from Dover Artificial Lift, a company that produced products for the oil and gas industry, it came as no surprise. “It wasn’t too many years ago the oil business in Oklahoma was booming,” said Wolfe. “But recently it’s tanked, which means the jobs go with it. What can you do? You just suck it up and go find another job.” Wolfe had worked for Dover for more than four years. Before that he had worked for two other companies that also closed due to what Wolfe described as an industry melt down. “The layoffs were not a surprise,” Wolfe said. “We saw oil prices falling, gas prices falling, so we knew it was coming. We also saw that other companies like ours were cutting back. We started to have our hours cut dramatically and then we had a large group of people that were laid off just before Christmas. They were just under me in the seniority list so I knew I would be next.” Although they knew their jobs were at risk Wolfe and his coworkers had hoped to be given at least a few weeks’ notice. “They didn’t give us any notice about the layoff,” Wolfe said. “We just showed up for work one day and they started pulling us in one by one and gave us our walking papers.”



Wolfe was on unemployment for three months before he was hired at The Ardagh Group based in Sapulpa, OK. Ardagh produces glass bottles for companies that sell soft drinks and beer and has been in the same location for 107 years. “We melt close to 700 tons of glass, using three furnaces and six lines,” said Human Resources Director, Katie Brown. “We can produce more

than four million bottles every day, seven days a week.” “This program has been a great help for Ardagh,” said Brown. We have been able to, not only take advantage of the wage reimbursement for training new employees, but we are able to help individuals who have been laid off from their jobs.”

Wolfe was hired as a PH2-Team Assembler in April 2015. “My first job training was to work on the line and make sure there is no stoppage and that there is a smooth flow on the assembly line,”

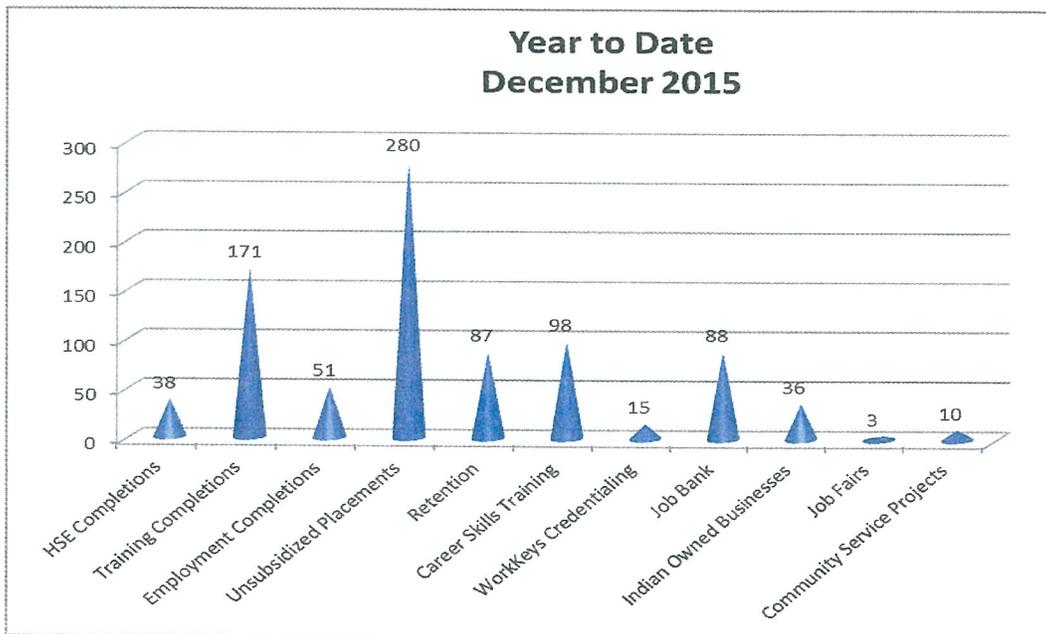


Wolfe said. “Although everyone that is hired by Ardagh starts in the same position, we are trained to be a cross-functional team member. “There are seven different “pockets” within that job. We are all trained to be able to cover any position within that group so we are covered in case there is a staffing shortage.”

Cherokee Nation Career Services is happy to be able to work with Mr. Wolfe and The Ardagh Group to make sure another individual has been assisted with permanent employment through the National Dislocated Worker Grant program.

**c. Initiatives**

1. Job Drive National Dislocated Worker Grant and Sector Partnership National Dislocated worker Grant staff will be working OJT Job Development with a local business to hire Heavy Equipment Operators completing training in February and Job Development/Job Placements for graduates of the HVAC, Electrical Assistant and Plumbing Assistant trainings.
2. We will be having a Diversified Job Fair at West Siloam Springs on Wednesday February 17<sup>th</sup> from 10am – 4pm.



# Commerce Group

Securing and enhancing the financial well-being of the Cherokee people, businesses and communities

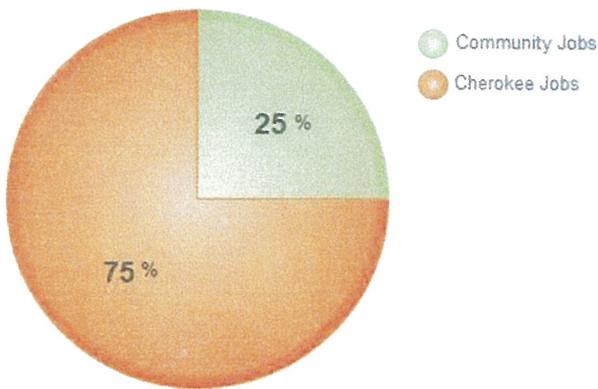
Anna Knight, Executive Director  
918-453-5532  
anna-knight@cherokee.org

## Economic Impact

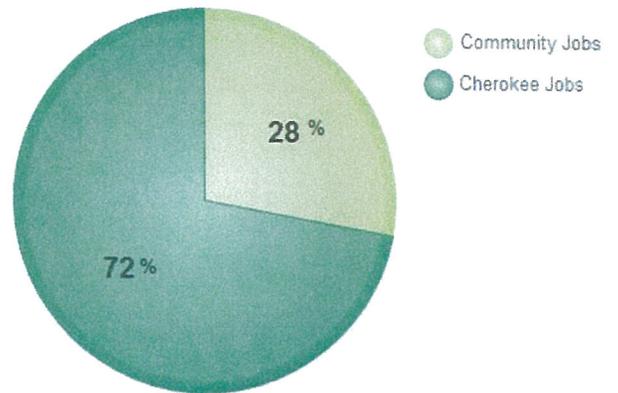
### Jobs Created or Retained in Local Communities

Private sector jobs created or retained through small business lending

**Community Jobs Created or Retained**  
Seven Year Fiscal Period 2010-2016 - 881 Total Jobs

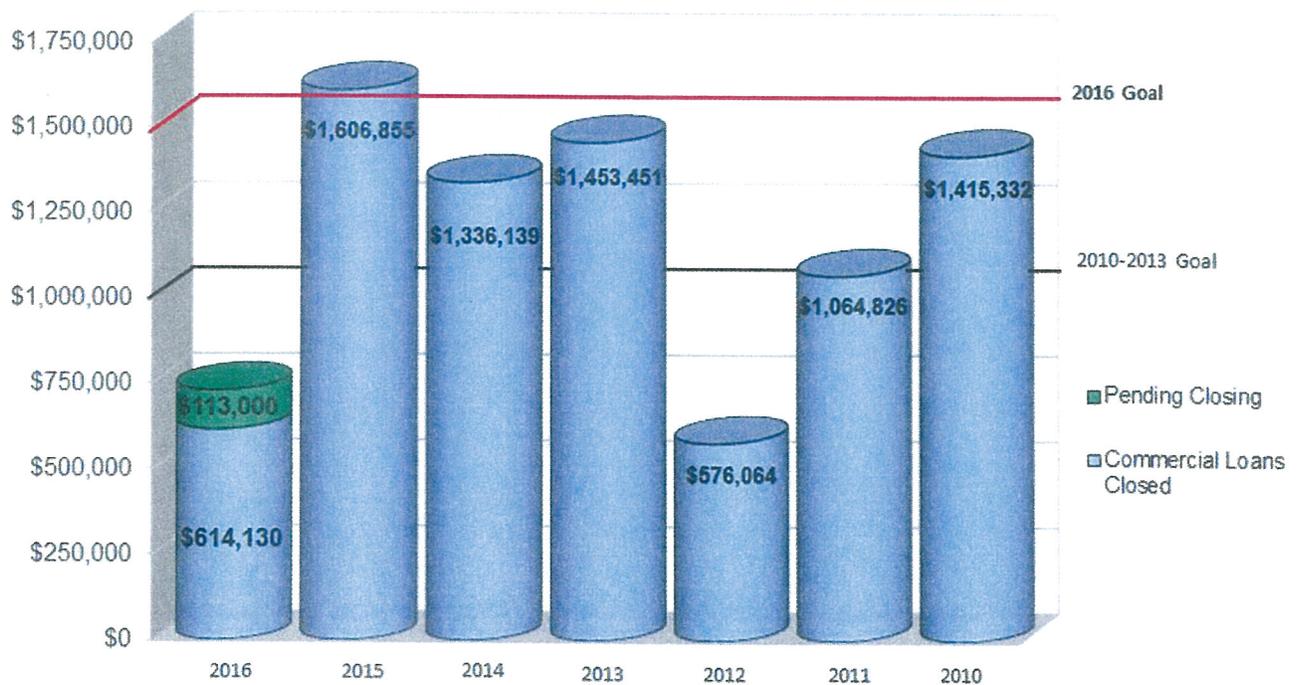


**Community Jobs Created or Retained**  
Current Year to Date - 53 Total Jobs

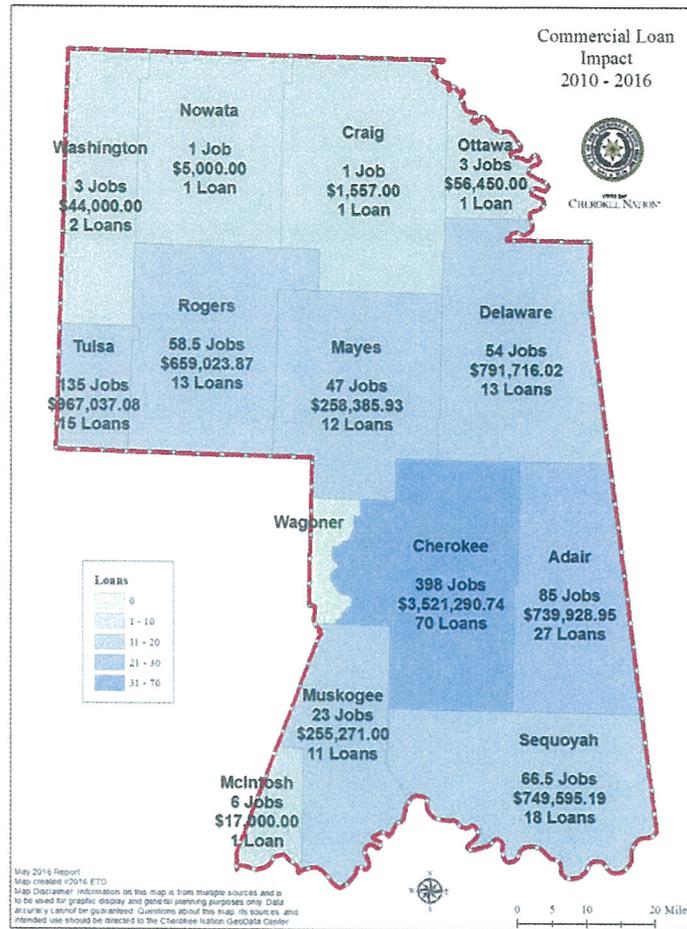


### Economic Investment in Local Communities

Business loans made for startup or expanding businesses



## Commercial Lending Impact, by County, 2010 through January 2016



## Commercial Loans Closed January 2016

Community	Loan Purpose	Project Costs	Loan Amount	Collateral Discounted Value	Owner Equity	Jobs
Tahlequah	Consolidation	\$632,632	\$210,719	2 <sup>nd</sup> Mortgage on Commercial Property, UCC on equipment and inventory=\$421,913	73%	16
Claremore	Purchase New Work Vehicle	\$54,016	\$44,000	Lien on Vehicles, UCC on Business Equipment and Inventory=\$40,216	19%	7
Eufaula	Purchase New Equipment	\$34,639	\$17,000	UCC on Equipment=\$17,320	51%	6
Pryor	Consolidation and New Vehicle	\$52,500	\$30,000	Lien on 3 Business Vehicles=\$38,750	43%	3

## Commercial Lending Pipeline

(Commercial requests submitted; varying stages completion and/or processing)

Community	County	Business Type	Startup or Expansion
Adair	Mayes	Service - Cleaning	Expansion
Broken Arrow	Wagoner	Retail - Book store	New Start-Up

### Available Lending Capital

▪ IRP:	\$568,891.51	▪ CDFI:	\$213,231.90
▪ Commercial:	\$373,312.61	▪ ICDBG:	\$383,100.78
▪ Consumer:	\$1,074,698.86		

\*Based on Cash Flow Statements ending January 31, 2016. We also have \$500,000 in commercial lending money due in from the 2015 CDFI grant application.

Entrepreneur Community Field Days		
Community	Address	Dates
Pryor	One American Way Building - 2945 Hwy 69A	1st Tuesday Each Month
Bartlesville	Rogers State University - 401 S Dewey - Room 808	2nd Thursday Each Month
Sallisaw	Cherokee Nation - 100 East Choctaw	3rd Tuesday Each Month
Collinsville	Cherokee Nation - 109 E Main Street	3rd Thursday Each Month
Claremore	HACN - 23205 S Hwy 66	4th Thursday Each Month

\*\*Brian Wagon is the Business Coach for field visits. He may be reached at [Brian-Wagon@Cherokee.org](mailto:Brian-Wagon@Cherokee.org) or 918-506-9168.

### NOTEWORTHY

*"Brian along with all of the other members of the Small Business Assistance Program have been a great help. They made a process that seems very tedious a whole lot easier, they were always courteous, knowledgeable and quick to answer. We could not have made it through the process without them and are very appreciative."*

*Nick Noble and Chris Scraper – Butcher Brothers Meats, LLC  
Tulsa, OK  
SBAC Loan Program Participant*

CNEDTA loan committee just approved a loan in Wagoner County, which now gives us at least **one active business loan in each of our fourteen counties!** In the last year we have closed commercial loans in Wagoner, Washington, Nowata and McIntosh Counties.

Year to date, **entrepreneurial development and business workshops** have been attended by **1,898 people**, 100 percent of whom found the training useful to building the capacity of their businesses.

**Seeking Cherokee business owners interested in one-on-one coaching** in the areas of inventory management, executive coaching, marketing and human resources. Please refer anyone interested to Stephen Highers at 918-207-3955 or [stephen-highers@cherokee.org](mailto:stephen-highers@cherokee.org).

**USDA Strengthening Economies Together regional planning meeting** will be held at ICTC's campus in Stilwell on February 4 from 10 am to 2 pm. Ninety-nine regional community members registered to participate in the event. The counties involved in this regional planning effort are **Adair, Cherokee, Delaware and Sequoyah.**

Helped the **Welling, Eldon, Briggs Community group** apply for a **\$30,000 grant** to build a greenhouse and aquaponics system that will incorporate fresh, local produce and fish into their community meal program. This will serve as a community model for other community organizations.

### Kawi Café Entrepreneur Program

<b>Total Participants</b>	<b>48</b>
Food Industry Careers	11
Business Start Up	4
Regular Employment	10
Recent Graduates, not yet tracked	9

Commerce is working with NORA regarding a **14 county regional plan**, focusing on the healthcare, hospitality and manufacturing industries; estimated completion date June 2017. NORA recently hired Darla Heller, formerly Oklahoma Department of Commerce, as its new Executive Director.

**NORA Education Summit will be March 9 in Pryor** at the MidAmerica Industrial Park Expo Building from 11:00 am to 2:30 pm. Guest speakers will include CN Secretary of State and Jonathan Catherman with Franklin Covey. Registration will open online in the next couple of weeks.

**Artists and Community Tourism – Economic Development**

*Increasing the business capacity of our Artists and tourism capacity of our communities*

<b>Cherokee Arts Center</b>		
Registration is necessary and all classes are fee based, paid directly to artists		
<b>Date</b>	<b>Time</b>	<b>Class</b>
Every Thursday	6:30 pm	Silversmithing Class
Every Wednesday	6:00 pm	Loom Weaving
Every Saturday	1:00 pm	Loom Weaving
Every Saturday	10:00 am to 1:00 pm	Watercolor Workshop
Every Friday	6:30 pm	Life Drawing

**NOTEWORTHY**

The Cherokee Arts Center provides teaching space and specialized equipment for artists to increase their revenues. Year to date, **380 people have attended 77 artist taught classes** and the equipment has been used 334 times by 348 artists.

Year to date, **1,813 people** have taken advantage of the **Cherokee Arts Center** this includes **949 visitors to the Spider Gallery**.

The **Spider Gallery** currently represents **103 artists**. Year to date sales for the Spider Gallery are \$17,456.46.

**Artists have earned \$39,880.10** through Cherokee Arts Center and Spider Gallery activities. Tourism related small business and artist loans total \$49,500 year to date.

Plans are underway for the **2016 Cherokee National Holiday!**

**Group: Certified Indian Owned Businesses (Career and Commerce Services)**

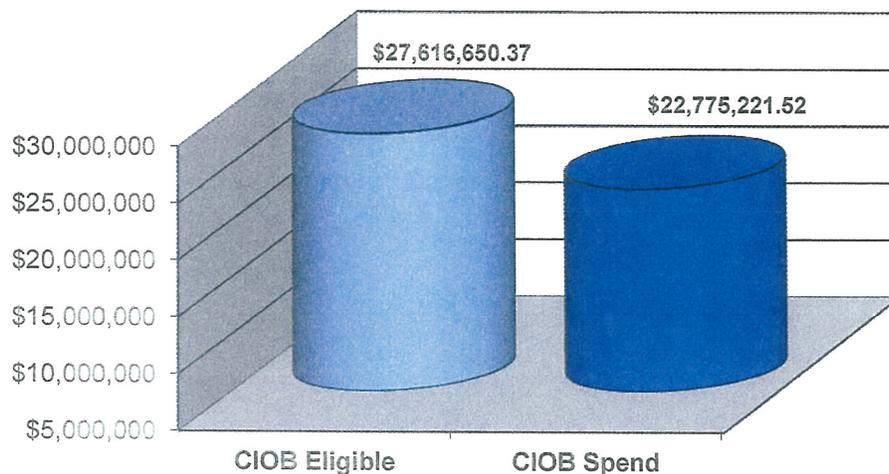
**Month/Year of Report: February 2016 (Month Ending December – FY 2016)**

**Program Highlights**

**a. Balanced Scorecard Measures**

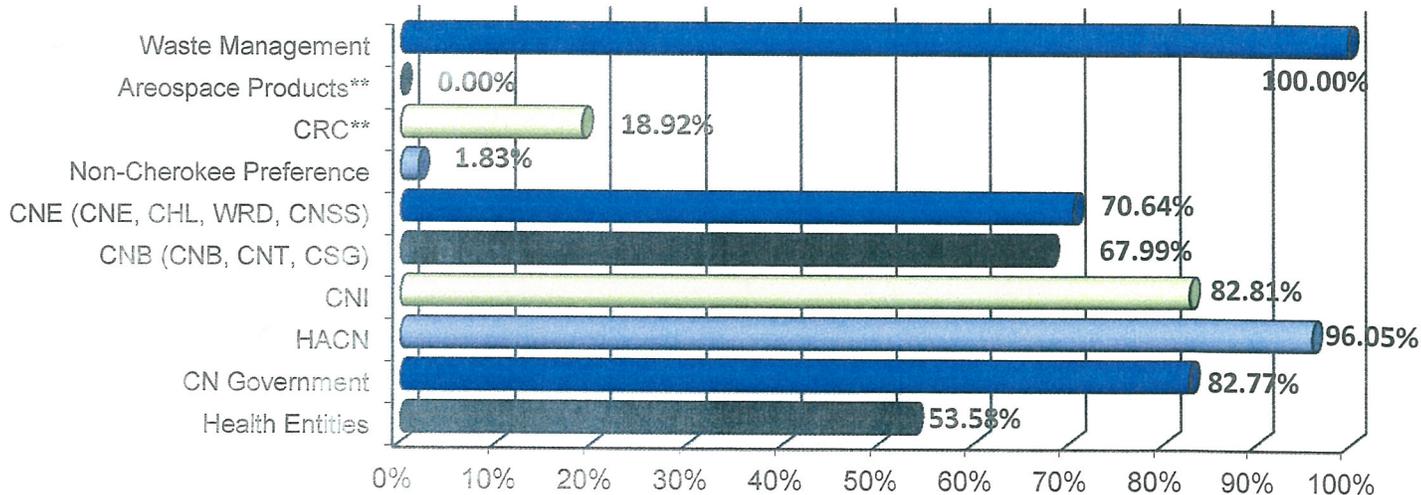
Objective	Metric	2016 Goal	Year to Date Achievement Notes/Comments
Effective Business Workshop Training	# Certified Indian-Owned Business Attendees and % indicating usefulness	300/100%	0 /100% 1,290 attending events – TERO Vendor Fair 350
Increase Certified Indian-Owned Business Procurement Awards	% Certified Indian-Owned Business Procurement Awards	80%	82.47% Business Entities eligible procurement \$'s awarded to Certified Indian Owned vendors <ul style="list-style-type: none"> <li>• CNE – 75.15%</li> <li>• CN Government - 99.10%</li> <li>• Health Entities – 100%</li> <li>• CNI –48.54%</li> <li>• Waste Management - 0%</li> </ul>
Increase Cherokee Citizens employed	% Cherokee Citizens (verified)	Entity CNE – CNB - CN – 82.9% Health - CNI – CRC – Aerospace -	Business Entities - 63.26% <ul style="list-style-type: none"> <li>• CNE (CNE, CHL, WRD, CNSS) 70.64%</li> <li>• CNB (CNB, CNT, CSG) 67.99% (does not include service contract employees)</li> <li>• CNI 82.81% (does not include service contract employees)</li> <li>• Non-Cherokee Preference 1.83% (CNB entities)</li> <li>• HACN 96.05%</li> <li>• CN Government 82.77% (does not include IPA/MOA)</li> <li>• Health Entities 53.58%</li> <li>• CRC 18.92% (not wholly owned by CN)</li> <li>• Aerospace 0% (not wholly owned by CN)</li> <li>• Waste Management 100%</li> </ul>
Increase Indian-Owned Business Certifications	# Newly Certified Indian-Owned Businesses	150	36
Effective One on One Training for Certified Indian Owned-Businesses	# of businesses receiving assistance/% finding useful	200/95%	1 /100%
Certified Indian-Owned Business Receiving Financial Assistance	% Certified Indian-Owned Business Loans in Portfolio	85%	51.82% - based on \$'s loaned 30.77%- based on number of loans made
Effective Usage of Fees Collected	# Trained	100	Information not available
Effective Monitor of Work Sites – Construction and Housing	# Monitoring Visits	90%	100% 422 sites monitored
Effective Monitor of Bid Openings	# and % Bid Openings Attended	100%	100% - 14 out 14
Effective Resolution of Complaints – TERO and EEOC	% Complaints Resolved	100%	TERO: 0 complaints filed; 0 resolved, 2 pending  EEOC: 0 complaint filed; 0 resolved, 0 pending

### 82.47% of CIOB Eligible Procurement Opportunities were awarded to CIOBs



\*\*Includes CN Government, CNE, CNI, and Health Entities

### 63.26% of Employees are registered Cherokee Nation Citizens



\*\*Companies majority, not wholly, owned