

**2026-27
CROWN CORPORATION
BUSINESS PLAN**

January 2026

Nova Scotia Gaming
Corporation
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Message from the Minister

I am pleased to present the Nova Scotia Gaming Corporation (NSGC) Business Plan for 2026-27. This Plan reflects the Province's continued commitment to ensuring gaming in Nova Scotia is well regulated and socially responsible. It reinforces our focus on delivering positive contributions to the Province, its people, and causes that are important to Nova Scotians.

NSGC's mandate is to conduct and manage regulated gaming in Nova Scotia. One hundred percent of the net income from NSGC is returned to the government to fund priority programs and services.

Social responsibility will remain a critical part of offering trusted and entertaining gaming experiences to players where, how and when they want them, while continuing to provide players with the information they need to make informed choices.

NSGC's Plan for 2026-27 outlines its strategies to deliver stable economic returns in a rapidly evolving gaming environment where there is increasing competition from non-regulated gambling options. Despite these pressures, NSGC remains committed to upholding a safe, responsible and sustainable regulated gambling industry that protects players and supports long-term value for Nova Scotians.

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The Honourable John In Lohr
Minister, Finance and Treasury Board
Minister responsible for Part I of the *Gaming Control Act*

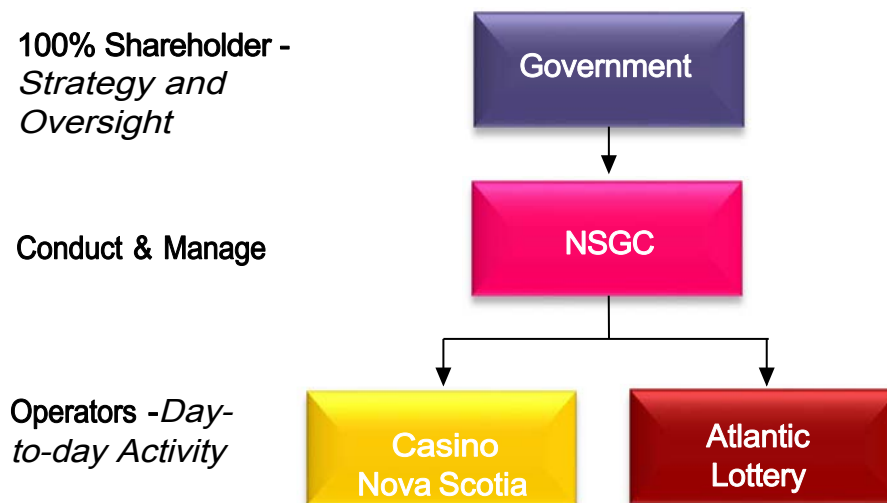


Kelliann Dean
Executive Deputy Minister, Finance and Treasury Board

Organization Mandate

Nova Scotia Gaming Corporation (NSGC) is responsible for conducting and managing regulated gambling in the Province. NSGC is a Crown corporation governed by Part I of the *Gaming Control Act*, charged with leading a viable and socially responsible gambling industry for the benefit of all Nova Scotians.

NSGC's role is to ensure gambling in Nova Scotia is socially responsible while returning all profits to government for programs and services that are important to Nova Scotians. In performing this role, staff oversee the gaming operators, Atlantic Lottery Corporation (ALC) and Casino Nova Scotia (CNS), who carry out the day-to-day business. The Government, and ultimately the people of Nova Scotia, are the shareholders and owners of the industry.



There is a clear expectation of government to offer regulated gambling in a socially responsible manner. Nova Scotians have the right to expect the highest ethical standards, integrity, and social and fiscal accountability from those who manage the industry.

Social responsibility is a critical part of offering trusted and entertaining gaming experiences, including providing players with the information they need to make informed choices, ensuring the integrity of the industry, and giving back to the people of Nova Scotia.

Core Responsibilities and Services

Regulated gaming contributes to the Province in a number of notable ways. While the economic benefits are substantial, managing the business in a socially responsible manner is the primary objective.

In 2026-27, NSGC projects it will provide approximately \$191.7 million to the Province to help fund important programs and services for Nova Scotians, such as health care, education, and housing and infrastructure. The regulated gambling industry also creates and supports employment for more than 400 people and is expected to provide approximately \$34.8 million in retail commissions to local businesses.

NSGC will continue to achieve its core mandate in the following ways:

Responsible Industry Development

Initiatives that provide a balanced and socially responsible industry that is sustainable and benefits all Nova Scotians will continue to be developed through:

1. *Policy and Planning* – Manage the business to provide value to Nova Scotians and ensure the business and strategies are aligned with the Province's goals for gambling.
2. *Responsible Product Implementation* – Make evidence-based decisions in assessing new products or changes to existing products and environments in which they are offered.
3. *Social Responsibility* – Lead healthy play and continue to be among the most socially responsible jurisdictions in the world. Nova Scotia will continue to offer healthy play programs that promote awareness, education, and informed choice for all Nova Scotians.

Operations Management

Continue to manage the regulated gambling businesses: ticket lottery, video lottery, and land-based and online casino operations. There are three aspects to this activity:

1. *Operator Oversight* – Oversee Nova Scotia's gaming operators (i.e., ALC and CNS) to ensure there is strategic alignment with Nova Scotia's goals and that initiatives are completed as planned. NSGC is accountable for managing the regulated gambling industry in the Province and ensuring operators offer products in a socially responsible manner while providing a safer experience for players and maintaining the security and integrity of the gaming industry.

2. *Risk Management and Quality Control* – Proactively manage risks and employ effective quality control of the day-to-day activities and the business environments.
3. *Compliance Management* – Ensure operations conform with legislation, regulations, contracts, and policies. Careful oversight of operations ensures the industry is managed to the highest standards of integrity, public confidence, and security.

2026-27 Strategic Goals and Priorities

Nova Scotia's vision is to offer a gambling industry that Nova Scotians are proud of and enjoy, while being a major contributor to the economy, communities, and good causes. There are four goals related to this activity:

Goal #1: Provide exceptional value to achieve responsible revenue and profits

Responsible returns to the Province will be achieved by using sustainable business models and fulfilling a commitment to integrity and security. Decisions will be evidence-based and healthy play will be incorporated into the design, delivery, promotion, and use of gaming products.

Priorities

In striving to generate responsible economic returns, NSGC will ensure operators are meeting business plan objectives and focus will be placed on the following priorities in 2026-27:

Casinos – With the Cogswell Interchange Redevelopment Project essentially complete, CNS Halifax will attempt to reestablish patronage that has been lost and to restimulate VIP play, which has been under pressure. CNS will continue to elevate the player experience with a renewed focus on the four pillars of the casino's guest promise which includes: 1. comfort; 2. cleanliness; 3. safety; and 4. service. Renewal projects are planned at both the Halifax and Sydney properties, which will improve guest experiences.

Retail Lottery – Retail lottery is Nova Scotia's most mature business line and includes retail ticket sales. The majority of future growth will come from updates to the Lotto Max game, the launch of the Rewards Program, and the launch of a new sports betting platform that is expected to improve player engagement and satisfaction. The strategic focus is to better align with the needs of shifting demographics, while continuing to maintain and appeal to the broader consumer base.

Digital Lottery – Digital lottery includes online ticket sales and Nova Scotia’s newest and highest growth business, iCasino, which launched in July 2022. Live Casino launched in the latter part of 2025-26 and will have a full year of revenues in Fiscal 2026-27. Growth in Digital Lottery will also come from the introduction of new vendors, new games, and additional promotional tools that will help retain and engage players. New vendor partnerships will help reach broader audiences, while innovative game launches will boost player retention.

Video Lottery – Video Lottery is a mature business line and remains a stable source of revenue for the Province. However, performance has trended downward over the past several years, in large part due to misalignment between current player experiences and evolving player expectations. This is further constrained by outdated venues, limited modernization over the past two decades, and current economic conditions. In 2026-27, the focus will be on reshaping the video lottery program through cost optimization, operational efficiency, and responsible growth. Key initiatives will set the foundation for long-term viability, including completing terminal replacements, implementing a new centralized software system, and introducing new video lottery games to enhance player engagement and improve venue experiences.

Goal #2: Provide customers with an engaging experience, in an environment they expect

Deliver products and experiences that satisfy customer expectations by leveraging input from players and industry experts to make sound decisions on how to advance the gambling industry in Nova Scotia.

Priorities

The plan for 2026-27 is to improve the player experience at both land-based and online casinos, as well as video lottery sites by offering new games, new platforms, and future modernization projects. In addition, the online platform will continue to offer a safe and regulated environment in which to play, as well as provide healthy play tools for those who choose to gamble online.

Goal #3: Demonstrate leadership in healthy play

The Province will advance its social responsibility agenda by leading healthy play programs that provide Nova Scotians with the tools and information they need to make informed decisions. Gaming operators will promote positive play experiences, which require the industry to conduct business with an understanding of how its activities can impact others. NSGC’s Social Responsibility Charter is integrated into its culture and reinforces that all stakeholders in the regulated gambling industry are committed to social responsibility.

Priorities

NSGC will continue healthy play programs such as:

- ▶ Year-round public awareness programs to foster healthy play and improve gambling literacy;
- ▶ Responsible Gambling Resource Centres (RGRC) at both casinos;
- ▶ Healthy play training for ticket and video lottery retailers, casino staff, and gaming-related employees; and,
- ▶ Evaluation of new products, initiatives, and projects using the Healthy Play Assessment Program.

Goal #4: Focus on Nova Scotians through excellence in social responsibility

Nova Scotians are valued customers, employees, neighbours, families, suppliers, and business partners. That's why delivering excellence through social responsibility is essential to maintaining their trust and ensuring the industry continues to contribute positively to communities across the province.

Gaming revenues will continue to support good causes throughout the Province. Strong management and accountability will be provided by ensuring timely and complete communication to the media, public, and stakeholders when managing the business.

Priorities

NSGC will continue:

- ▶ *Support4Communities* – provides in-kind support and learning opportunities for charitable organizations in Nova Scotia. This includes fundraising seminars and licensed Monte Carlo fundraisers for registered charitable groups.
- ▶ To be transparent and disclose quarterly reports, an annual report, a Crown corporation business plan, a community report, and fact sheets about NSGC programs and the gambling industry.

Outcomes and Performance Measures

Outcome	Indicator(s)	Measure(s)	Baseline	Target 2026-27	Long-term Target 2029-30
<i>(Amounts in \$000s)</i>					
Nova Scotia has an economically sustainable gambling industry.	The Province has a sustainable source of revenue from gambling to fund programs and services.	Net sales	\$318,800 <i>5-year Average</i>	\$391,400	\$434,100
		Payment to Province	\$158,400 <i>5-year Average</i>	\$191,700	\$214,700
	Reduced Government reliance on revenue from VLTs.	Video lottery as % of total provincial revenue	0.91% <i>(2010-11)</i>	0.50%	0.50%
	Small businesses across the province are supported through commissions to retailers.	Commission paid to retailers	\$39,800 <i>(2010-11)</i>	\$34,800	\$35,900
Nova Scotia has a socially responsible gambling industry.	Nova Scotians are aware of appropriate healthy play behaviours.	% of public that can cite two healthy play behaviours	17% <i>(2019-20)</i>	20%	25%
	Nova Scotians are aware of and support healthy play programs.	% of public that support NSGC's commitment to healthy play	87% <i>(2019-20)</i>	90%	90%
Nova Scotia's gambling industry is trusted and supported.	Nova Scotians are in favour of regulated gambling and have confidence that it is managed responsibly and in the public interest.	% support for regulated gambling	61% <i>(2022-23)</i>	55%	65%

Financial Summary

2026-2027

	Estimate 2025-26 (\$ 000)	Forecast 2025-26 (\$ 000)	Estimate 2026-27 (\$ 000)
Net Sales			
Casinos	\$ 94,100	\$ 92,400	\$ 96,500
Retail Lottery	85,100	82,000	83,100
Digital	78,100	80,300	91,500
Lottery Video	<u>124,000</u>	<u>119,200</u>	<u>120,300</u>
Lottery	<u>381,300</u>	<u>373,900</u>	<u>391,400</u>
Total Net Sales	<u>182,100</u>	<u>172,200</u>	<u>187,300</u>
Cost of Sales	<u>199,200</u>	<u>201,700</u>	<u>204,100</u>
Gross Profit			
Expenses			
Corporate Expenses	2,600	2,900	2,600
Healthy Play Programs	7,500	7,500	7,600
Community Programs*	<u>11,200</u>	<u>11,200</u>	<u>2,200</u>
Total Expenses	<u>21,300</u>	<u>21,600</u>	<u>12,400</u>
Net Profit	<u>\$ 177,900</u>	<u>\$ 180,100</u>	<u>\$ 191,700</u>

* Estimate 2026-27 reflects changes since the Provincial budget was tabled.