

Manitoba Liquor & Lotteries

Annual Public Meeting

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Question and Answer Portion

Manny Atwal, President & CEO

Jaime Glenat, Public Meeting Emcee

Manny Atwal - Here is to the final portion of tonight's presentation: Question and Answer period. I'm going to hand this back to Jaime who will introduce the questions.

Jaime Glenat - Thank you Manny. So, just before we get into the questions, I am going to offer a quick reminder to everyone that's watching live tonight, that you can send us your questions using the show Q & A button on your device. So, we've been gathering those questions throughout the presentation and in the next segment we are going to do our best to provide as many responses as we can. Also, just a reminder for anyone who is watching the previously recorded version of tonight's presentation that you can submit any questions you have by sending us an email to contactus@mbll.ca. So, with that we are going to move into some questions. Now while we are waiting for a few more questions to come in, I thought that we would start maybe with a few of the common questions we get through our Contact Us on our website. And so, to get us started here's a couple questions in relation to our ID requirements. So, specifically you spoke about controlled entrances in your presentation and the requirement to show identification, so one question we often get is:

"Why can't I use my Manitoba Metis Federation Card, or a Federal Firearms License as an acceptable form of Identification?" (01:16)

Manny Atwal - Thanks Jaime, that definitely is a question we get throughout the year. In order to ensure that we've got consistency, and to ensure that we are following all the right protocols, we've chosen to use the LGCA (Liquor, Gaming, and Cannabis Authority) approved identification list. So, there is a list that is approved by our regulator, which is the LGCA, and those are regulations that we need to follow. And they actually have a list of identifications that are applicable, and it is that list that we essentially copy and paste and use within our business. If that list gets updated within the LGCA, absolutely, we update our list as well. But to ensure that we're not making any judgements, or we're not using a list that is sort of out there and it's nothing controlled - the LGCA list is controlled and it is one that is consistent and published and it is one that we use."

Jaime Glenat - That's great, thank you for that. So, in a related question, something that we often get asked is:

"What information are we collecting with the ID scanners and how are we using that information?"
Could you speak to that? (02:21)

Manny Atwal - Absolutely! Again, a common question and a very important question as well. To provide a good answer there I'll explain how the system works. We use a system called Patron Scan. It's a commercial system that's used throughout the world essentially, for very similar situations that we've got here. And the process is that you come in, hand your ID to a security person, they will check the photo to ensure that the photo is who is in front of them, and then they take the ID and they put it on a scanner. And a scanner will actually read the identification through optical character recognition; it will understand and read what's on the identification, ensure that it is legal and valid, and then it will actually check the birthdate as well. And then all the operator, all the security person sees, is either a green check mark or a red X. They don't get any other information from that security check or the ID. And assume it's a green check the ID goes back to the customer and then they're buzzed into our store. Now the Patron Scan system will capture that information on that particular ID and it is not stored at the store level. It is actually sent through a secured network to our central security system and is stored there for one day. And the only time that it's stored for longer than that, is should there be an incident involving that particular identification. Then that identification is pulled off of that particular system and then we will go through Winnipeg Police to take any actions necessary, if that was the case there. The system is actually designed to purge the data on its own, and again, like I said, it's a system widely used throughout the whole world. We also had the Manitoba Ombudsman review this system and process and they're on board with the approach that we have taken here as well, and it meets all the privacy requirements that we should be meeting.

Jaime Glenat - Perfect. Thank you. So, since we're on the topic of controlled entrances, we've had a question come in. The question is:

"Will there be any further secured entrances installed at Liquor Marts?" (04:27)

Manny Atwal - That's something we'll continue to look at and that we will continue to monitor. What we are finding is that the entrances that we've put in have made a tremendous difference, an incredible difference! And it's making our facilities safer for our customers and our employees and, when we implemented them we took a look at the data that showed where we needed to put them in place and ensured that they were there, so we will continue to do that. So, the short answer is, as of today's date we don't have immediate plans to add additional controlled entrances, but we will review and monitor that literally, on a weekly or monthly basis, and determine if any additional action needs to be taken.

Jaime Glenat - Perfect, thank you. So, it looks like we have a series of questions here about Bill 40 and Privatization, how it effects rural vendors, employees, and our Social Responsibility spending. Could you perhaps speak a little bit about Bill 40 and privatization? (05:30)

Manny Atwal - Yeah, I'll do my best there. What Bill 40 really does, it just changes our Act a little bit, where it changes the language to say that Liquor and Lotteries can authorize pretty much any private company in Manitoba to sell liquor. So, today anybody that is rural, the Act allows us to permit that to rural private operators. So, the change in the Act will allow us to do that within the cities as well. So really, that's the only change.

The intent here is, should there be additional needs, should there be more private retail liquor opportunities in the future at some point, the legislation will already be in place to accommodate that.

So, it is just a mechanism to ensure that if there is going to be a need in the future at some point, that it's there to be able to do that.

With regards to what we anticipate in changes, right now we don't anticipate any change to our net income because, as I said, we already have this applicable in our rural communities. That's where we have our Liquor Vendors and that's where things are going on today, and there's no issues there, no changes. We don't anticipate any changes in our social responsibility because that's based on our profitability. We expect to make the same profitability, do the same business, we expect to have the same level of social responsibility and funding as well.

Jaime Glenat - Perfect. Thank you for that. So, it looks like we do have a question that's about:

"What will the financial impact of Covid-19 be on the 2020-2021 net revenue of Manitoba Liquor and Lotteries? With the expected reduction, what changes will happen to Manitoba Liquor and Lotteries within its organization?" It's a bit of a two-part question. (07:07)

Manny Atwal - Yeah, that's an interesting question. It's a bit of a fluid situation when we take a look at this year. We have a pretty good idea of what the overall impact will be. It's a very significant impact because we have our casinos closed, the VLT network is closed, so those areas are substantially down year-over-year. We have seen pick-up in our online gaming, so playnow.com has picked up. And our liquor business is up about 10% over the previous year as well, and we think part of that is driven by nobody is travelling so everyone is staying in the province and they're purchasing their alcohol in the province. And they're having more dinners at home, so you start to see a little bit more alcohol being consumed in the house, as well. So, we do see some offsets. That said, we will see a significant reduction in year-over-year net income to the province.

We've taken substantial action to try to limit that or minimize that as much as we can. So, wherever possible we tried to push out projects, or expense, or spends – so if we didn't absolutely need it this year for safety, or to help our investment to get a return for this year, or it was contracted or mandated to this year, we tried to push it out to next year, and push that spending out to try to manage our cash flow more effectively that way as well. We looked internally for any continuous improvement initiatives and tried to optimize some of our systems internally as well. We leveraged technology a fair bit to try to reduce overall costs and still allow us to work effectively and which I think has worked extremely well.

Additionally, we tried to introduce, we have introduced new ways for our customers to purchase alcohol. So, increased our Home Delivery capacity, introduced a Click and Collect pilot program as well, and those are also making a difference to provide a safe environment for our customers. So, if they do feel like getting the product, they know that they can do it in a safe way, a safe and reliable way. So, we don't have an exact number as to what we think the difference will be year-over-year. It will be substantial, but we don't, again without a crystal ball to see when things will ramp up, when the casinos will open, when the VLT's will open, we don't have a good idea what that might look like just yet. But we do fully intend, when we are able to, safely and with the approval of the province, to open up the VLT network and also open up our casinos, following all Public Health guidelines, when we are able to.

Jaime Glenat - I think we are all wishing we had a crystal ball right now. So, we have a question here about single sports betting:

“Assuming single event sports wagering becomes legalized, what will the distribution network look like? For example, will sport wagering be offered online at casinos, at VLT locations, etcetera?” (09:56)

Manny Atwal - That’s a great question. The short answer is that we are looking at all of those. So, once we...Even prior to this most current bill, there was a bill introduced a couple of years ago, and what we did was take a look to see what that meant for Manitoba. So, we put a lens on and said ok, if this Bill is passed, what does it mean for us? So, we took a plan from a couple of years ago and dusted it off and took a look at it. And our Gaming team now is actually going through it to try to determine should this happen, what are the steps that we need to take? And if we feel it’s going to happen is there anything we can do before it happens to try to implement it as fast as possible. And I think technology today is different than it was a couple of years ago as well, and even our consumer base is different today than it was a couple of years ago. So, I would say that without 100% certainty, I’d say there was a high degree of probability we’ll have an online mechanism, online ability to do single event sports betting. And we will make sure it is done in a legal, secure manner. We will take a look and see how we can apply that into our casinos. And, again, VLT networks as well, that is possible to look at. So, we are looking at it, we do not have definitive plans. Anything that we do, if it’s going to require an investment in capital, we are going to need to review the business case to make sure it makes sense, it’s got good payback, get board approval, work with the province and get that implementation. We are nowhere near that at this point yet, but we are investigating all options and we will deliver a business plan that makes the most sense for Manitobans and MBL and move forward on that.

Jaime Glenat - Thank you. We do have a question in relation to why are casinos deemed more risky to open than VLT sites? Especially when safety protocols are being used? (11:56)

Manny Atwal - That’s a great question and I wish I was the right person to answer that question but, I think to answer that question you have to go probably to the other “Atwal”, which is Dr. Jaz Atwal, or Dr. Brent Roussin. We will follow public health guidelines and we’ll follow public health requirements. It is not for me to say whether we are safer or not. I’m not the expert, I’m not trained in Public Health and infectious disease or anything, so I won’t say. I will work with the experts, and that’s what we’ll continue to work with Public Health and follow their guidance.

Jaime Glenat - Ok. While we’re talking about casino gaming, we have a question:

“What is the future of casino gaming? The demographic of customers seems to be older. What plans does Manitoba Liquor and Lotteries have to attract a younger demographic in a socially responsible way?” (12:48)

Manny Atwal - Excellent question and that's a question we ask our strategic team or executive team on a regular basis.

Like any business and like any profit driven organization we're going to take a look at our customers and look at their buying behaviors, consumer behaviors, customer segments, market trends and we'll start to develop strategies as to what we need them to be to try to track different segments of the population. The question is very accurate in terms of a larger demographic is probably over 40 or over 50 in terms of age, that attend our casinos. But there is another demographic that's younger than that.

That said, what can we do as an organization to appeal to that demographic and say "Listen, here's an entertainment venue that is available to you and meets what you are looking for utility or where you want to spend your entertainment dollars." So, we'll develop different programs and we'll develop different initiatives to do that. Additionally, we're well aware that the millennial and a little bit older generation (as you sort of work your way through there) is more tech savvy, is more about ensuring things can be managed on a device or worked through a device. So we'll look at strategies and tactics that say "Hey, if you come in with your device what could you do here that might want you to come into our casinos and either enjoy some of the entertainment that we have, or partake in some of the gaming we have?" So, we are going through those different strategies, but like I said, just like any business we'll segment the customers, we'll develop strategies for each one, and we'll try to pull them in. In a responsible manner.

Jaime Glenat - Thank you. While we are waiting for a few more questions to come in, I'm going to jump back to some of our Contact Us questions. And, one of the common ones that we sometimes get is in relation to controlled entrances

"Why can I no longer bring my young children into Liquor Marts while I am shopping? Will you consider relaxing this rule in the future?" (12:50)

Manny Atwal - That's another excellent question and we do get that a fair bit. It's one of these situations where we want to try to take as much judgement or interpretation away from who can come in and who can't and it's a tough one. At this point the easiest, most accurate, and clearly binary way of Yes or No is if you are 18 years of age or older you can come in, if you are not you cannot. You end up in a lot of grey area potentially which can increase risk as we go forward. Now that said, it is something we will continue to look at. We've also talked to our Board about this and they want us to continue to look at this and see if there is a way for us to be, become more flexible, but still maintain the integrity of what we put in place with those secured entrances and maintain the security of other customers and our employees as well. We'll keep looking at it but at this point we don't have plans to change, but we will continue to review it.

Jaime Glenat - Thank you for that information. Another question that we sometimes get is that:

“Am I able to wear a facemask for medical reasons. Why won’t Liquor Marts allow me to enter?”
(16:11)

Manny Atwal - And again, if there is a question we face regularly... again, going with Public Health guidance and to protect other people within our Liquor Marts, whether it’s our employees or customers in the Liquor Mart, having a mask on is the best guidance we are getting from Public Health, but we are also trying to be as flexible as we can with that. So, we do know that some people cannot wear a mask, so there is a face shield that is an option that’s totally acceptable. We also know it doesn’t have to be a medical mask or a cloth mask. You can wear almost anything that will cover your area here (motioning over the nose, mouth, and chin area). If in situations where a face shield isn’t possible, or a mask isn’t possible, we do have options with certain locations for Home Delivery, and we do have options in certain locations for Click and Collect. We are also trying to looking at ways to identify how we can expand some of those options throughout the province a little bit more. But certainly, those options are available today. Where those options aren’t available – Home Delivery is not available outside Winnipeg and Brandon – But once you get outside of Winnipeg and Brandon you do have Liquor Vendor options to purchase your liquor, wine and alcohol, beer and that. They may not have the same level of mask restriction that we do at our liquor marts, so that could be an option outside of Winnipeg as well. But at this point we will continue with mandatory masks to protect Manitobans, including our customers and employees.

Jaime Glenat - Thank you. So, another question that I’ve seen before is:

“Are casinos in danger of closing if their profitability continues to drop?” (17:58)

Manny Atwal – It’s actually a strange question because casino profitability doesn’t really drop that much...so we really hadn’t considered closing down casinos. The reason profitability has dropped most recently is because we had to close them down because of Public Health orders and protecting Manitobans as you go through the pandemic. That’s the only reason we closed them down. The business value of the casinos, the business plan, the return of investment you get from casinos, it’s still a solid business. It’s still something that we want to continue to move forward on, provide good returns for the investment for Manitobans and the province. So, there’s no plans to close down casinos. As a side to that question, again, we are a profit-oriented business and we will look at everything from a business perspective. If for some reason the business doesn’t make sense, we shouldn’t invest Manitoban’s money in that business, and we have a loss of that business. Casinos are not in that boat. So, casinos are profitable for Manitobans and we have no plans to close casinos.

Jaime Glenat - Thank you. Before I jump to another question that’s come in, I know that I’ve heard this a lot and there’s a lot out there around when we expect the casinos and VLT lounges to re-open. (19:31)

Manny Atwal - Yeah. That's a question that we will keep asking and keep working with Public Health on. That decision is not made by us. I will say that as soon as Public Health can give us the go-ahead or the approval, or say that VLT's can open, casinos can open, we are ready to move ahead at full speed. We can't flip a switch and turn them on overnight, so it won't be a next day type of startup. But for the VLT network we will need a few days at least to work with all of our private VLT partners. They've had to shut the machines down. We're going to have to turn them back on, make sure they are properly distanced, and everything is safe for consumers, so that can take some time to get that up and going. And then our casinos have been shut down for a number of months, so it will take a couple of weeks probably to get a casino from total shutdown to being up, running, and safe for our customers to be in. So, we don't know when, but we are 100% planning and prepping so as soon as we get the word, we will be ready to go as fast as possible.

Jaime Glenat - Great, thank you. So, we've had a couple other questions come in. The first one is:

"Will private wine stores soon be able to sell spirits?" (20:50)

Manny Atwal - Yeah, that's a good question too. At this point we don't have anything in our plans, or in our immediate action that's going to change what the private wine stores are doing today. Now again, that said, we need to do what's best for Manitobans and what's best for Manitoba. We will always look at different approaches or improving service to our customers and selection and so we'll keep looking at it. But, at this point in time, we do not have plans to change what the private wine stores are.

Jaime Glenat - Great, thank you. There's a question here, you've alluded to this a little bit already in a previous answer, but the question is:

"Is curbside pickup an option in rural Manitoba?" (21:35)

Manny Atwal - Yeah, at this point it is not. So, what we have done is, we launched a pilot program in curbside pickup. I'd like to say it's simple to get curbside pickup coined and running, it's actually a lot more complicated than someone might think due to a number of situations regarding inventory, also you have to validate that the person who is picking the alcohol up is of age, they're also not impaired. So, we want to make sure that those checks and balances are in place as well. So, at this point we've launched a pilot within Winnipeg. We feel we had success with the pilot. Now, I would also call this pilot not an elegant solution internally. We had to do a lot of band aids internally to make it work. So, it takes more time and energy than it eventually will. But we've demonstrated that it does work, and we will be continuing to look at this pilot and looking at ways to refine it. But in the short term here we do not have Click and Collect or pickup option in rural Liquor Marts at this time.

Jaime Glenat - okay. Thank you. Another question that has come in is:

“How does Home Delivery ensure that they are delivering to people over 18 years of age?” (22:46)

Manny Atwal - So, we have an agreement with our courier services that they need to validate ID, or check ID upon delivery. So there needs to be a check that they've done. So not that dissimilar to when you come into a Liquor Mart. In that case we use a Patron Scan, with Home Delivery the delivery person has to check the ID to see if the person is 18 years of age or older.

Jaime Glenat - Great. Perfect. We have another question here in relation to the casinos:

“Are casino employees subject to be transferred to other areas of Manitoba Liquor and Lotteries?” (23:31)

Manny Atwal - Yeah. Excellent question and the short answer is yes. And we would work with multiple bargaining units to try to make that happen. So, a great example was, as we had to shut the casinos down, we needed to lay off, unfortunately, a number of our casino employees. But we also needed to increase the safety within our Liquor Marts in terms of cleaning, safety protocols, PPE protocols, cleaning supplies, etc. So, we were able to move a number of our employees from our casino business to our Liquor Marts business on a temporary basis to support that requirement. We continue to have casino employees working today in our Liquor Marts to ensure extra cleaning and extra sanitation for our customers and employees as well. So, the short answer is yes. Wherever possible we will try to move our people around and accommodate, to try to keep them working and involved in the business. Sometimes it's not possible and that's unfortunate. But our first step is can we use our own employees that are out of work right now to try to bring them back, we will.

Jaime Glenat - That's great. We have a question that is:

“How do you foresee the casinos operating if the health risks of COVID-19 and/or the fear of the enclosed proximity of others continues into 2022?” (24:43)

Manny Atwal - Again, I think the way that I'll answer that is first and foremost we would use and leverage, or realize Public Health guidelines, Public Health direction 100%. So, in our viewpoint that is the absolute bare minimum and, in many cases, we actually go beyond what the bare minimum is to provide safety for our customers and our employees as well. So, in a lot of cases we will do more than what's absolutely required, but the absolute requirement, that's our baseline that we start from. And again, we will continue to look at and see what we can do to make the casinos as safe as possible and as safe as practical. If we need to change certain things, as an example: when we did reopen the casinos, they were closed for a while they reopened for a while before they closed again, we reopened them with socially distant electronic gaming in place, we didn't have Table Games going, we had barriers put

in place, we had capacity at 20% of what our normal capacity would be for our casinos, and we didn't hit our total capacity number. So, we make whatever adjustments we need to make to keep our casinos safe for our customers and provide an entertainment venue for our customers to go to. If we continue to see the pandemic the way it is, as it goes in the future, we'll keep adjusting, we'll keep changing. We have no problem making whatever adjustments we need to, to provide, again, a safe place for our customers to go and attend and have a good evening.

Jaime Glenat - Thank you. We've had a question come in and it says:

"Would this bill apply to casinos?"

I'm assuming they're referencing Bill 40 and privatization we spoke about a little bit earlier. So:

"Would this bill apply to casinos , i.e. privatization of casinos in Manitoba?" (26:33)

Manny Atwal - No, the bill is specific to the Liquor Act and , again, I don't have the Bill in front of me, I don't have the exact words but, basically the summary is the Bill changes from Liquor and Lotteries can license private retailers outside of Winnipeg to Liquor and Lotteries can license private retailers of liquor. So, it doesn't differentiate Winnipeg with the rest of the province. So, the short answer is no. It doesn't change what we do or how we operate in our casinos. It's purely a liquor, retail, liquor oriented Bill.

Jaime Glenat - Thank you for clarifying. So, we have a question that says:

"I read that there was an increase in online gambling and people having issues with gambling during covid-19. How will single event sports betting manage this new way of gambling to prevent gambling problems or spending too much?" (27:27)

Manny Atwal - Yeah, again, an excellent question. So, when you take a look at – I'm going to break this up into a couple of different sections.

If you take a look at our platform PlayNow.com, which is the only legal platform for any online gaming in Manitoba, let's assume for a second that single event sports betting is available on PlayNow.com. We're not saying it is yet, but let's assume for a second it is. That platform has tools built into it to help manage socially responsible or responsible gaming as well. So the site has tools that are built into it. Today, single event sports betting goes on in Manitoba, in Saskatchewan, across Canada. There's estimates, depending upon which study you read, anywhere from 4 to 10 billion dollars Canadians are spending on illegal or grey market sites on single game sports betting. And some of the sites are within the US, or Europe, or wherever. So, they're doing that today. If we can provide a safe, convenient, responsible site, we would like to take people away from those grey sites that don't really have any social responsibility or those tools, and give them a different venue where they will have some of those tools available, I

think it will actually help those situations, prevent people from over extending or going too far in the online side of things.

Jaime Glenat - Ok. We have a comment and a question that has come in in relation to Home Delivery, and it says:

“Home Delivery is not easy to use. Are there any updates planned to that system?” (29:16)

Manny Atwal - Yeah. Excellent question. The answer is yes. So, what we had to do is, and kudos to the team that made this happen, we had always planned to increase Home Delivery capacity and make it better and available for Manitobans prior to the pandemic. Those were plans, we were putting our strategy, wanted to try get it up and running. But then mid-March happened, and everything happened so quickly we had to turn on a program and get it up and running in a day or two, not an extended period of time, have things tie to our systems and that so, we implemented brute force to make something work, to get something that’s out there. We have got business plans in place right now and we’re working on a process to improve the Home Delivery. So, today the way it’s set up it actually doesn’t link great into our systems, and it doesn’t link into our inventory very easily. It’s doing a lot of things in the background that we had to put in place, what were called band aids, just to make it work. As we implement a longer-term solution, which we are working on, that will become much smoother and it will become a lot easier. So, we will ensure we’ve got the right level of product availability, easy to access, easy to know what we can get, and easy to check out and know what you’re getting. So, that’s our vision and we will be getting there. We are continuing to invest in that system, and we will improve that system as well.

Jaime Glenat - That’s good to hear. Thank you so much for that. So, while we are waiting for a few more questions to come in, one thing I was wondering if you could talk to us a little bit about is, how the corporation has supported its partners in the liquor and gaming industries since the covid-19 pandemic. (30:56)

Manny Atwal - Ok, that’s great. You know, if you take a look at who our customers are, our customers are licensees in our liquor and gaming part of the business. So, they are either restaurants, they’re VLT lounges, Specialty Wine Stores are a customer, they’ve all had it impact their business. And, certain parts of our customer base, our Liquor Vendors and Beer Vendors have been less negatively impacted for that part of the business. Now, some of the beer vendors have restaurants tied to them and lounges, and yeah, that part has been impacted. But the Beer Vendor side has been reasonable, the Liquor Vendor side has actually done fairly well, as well. But for our other partners we knew that they’re going through a tough time so we tried to find ways we could provide them some level of support and help them through this period of time. So, we did a few different things. We looked at adjusting order boards to be more flexible and push receivables out to give them longer time to pay, adjust payment terms. You know, work with each individual Vendor to come up with a plan that would work for them and have as

minimal impact for their businesses as we could, and still be fair to Manitobans at the end of the day as well, and make sure that we're doing the right thing for the province. So, we initiated a number of initiatives with regard to the Licensees. With regard to our local producers as well, we implemented some initiatives for our local producers like our Craft Brewers and Craft Distillers to try to make it easier for them to sell their product to Manitobans from their own retail locations, try to make it easier and a little bit more profitable for them too to be able to do that from those particular locations too. Trying to implement some of those systems to make it easier for them. We are a corporation, we have a Board, we are a shareholder of the province, we can't arbitrarily just give away our products or our services. As much as we want to help Manitobans, we do have a responsibility to Manitobans as well to run the corporation as effectively as possible. So, there's some things we can do, and we'll do those. There's other things we're not able to do and so we can't offer some things in some of those areas there as well where somebody might say well why don't you increase their discounts or give them funding? We're not able to do that. That's just not within our scope. But whatever is in our scope, we are trying to find ways to try to help Manitobans, help industry. You know, in terms of how important it is for us, we announced it a little while ago too, we are doing everything we can to support vaccine distribution as well. So, we're essentially providing some employees to help in any way the province needs our people to help for vaccine distribution in the province as well, and vaccine delivery. So, we'll continue to provide that type of support because we know we can do that.

Jaime Glenat - Great. Thanks for sharing. We've had another question come in. This one might be one of our last ones because we're seeing the questions slow down here. So, the question is:

"Have there been staff reductions this year because of declining revenues due to covid-19?" (34:11)

Manny Atwal - Yes. I'm trying to make sure that I get the dates right. So, the answer is yes. For the 2020/2021 year we have seen staff reductions and we have laid off a number of staff. Over 1000 staff are still laid off because, specifically, of the pandemic and the impact the pandemic has had to our business. We closed casinos, a VLT network that is not operating at optimal levels, it impacts large parts of our business. So yes, we've seen significant staff reductions in those areas. As we look past the pandemic, as we look to try to return back and open, we're not sure what that volume might look like. So, we can't anticipate to say, Yes we'll be back at 100% the way we were or not. So, that, I don't have an answer for at this point. But we will bring staff back as quickly and as effectively as we can to keep the businesses running as they start to reopen as well. Short answer is yes, we had some staff reductions because of the pandemic.

Jaime Glenat: Thanks for clarifying that. So, I am not seeing any more questions coming in. So, with that I think we're going to wrap up our presentation tonight. If we happened to miss any of your questions, or if you would like more information on something that you heard, as we said earlier you can always reach out to us at ContactUs@mbl.ca. Manny would you like to offer a few closing words?

Manny Atwal: I just want to thank you Jaime for hosting. I want to thank our production team. People can't see them, but there's a number of people in the back here to make sure the slides are working, and the cameras are working and that. I appreciate all the work they've done, thank you so much. And I want to thank everybody who attended and be part of this. And hopefully you learned something, hopefully we were able to answer your questions, and hopefully you feel comfortable knowing that Manitoba Liquor and Lotteries is doing everything we can to protect Manitoba's investment in our company and we'll do everything we can to deliver back to the province here as well. Thank you everybody.

Jaime Glenat - Thank you for that sir. And yes, thanks to everyone who could attend tonight. As I said before, for those who were not able to join us live, or for those who may want to review the presentation again, it has been recorded, the presentation has been recorded and it will be posted on our website, along with the questions and answers. So, that concludes our presentation. Have a good night everyone.