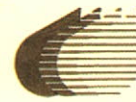
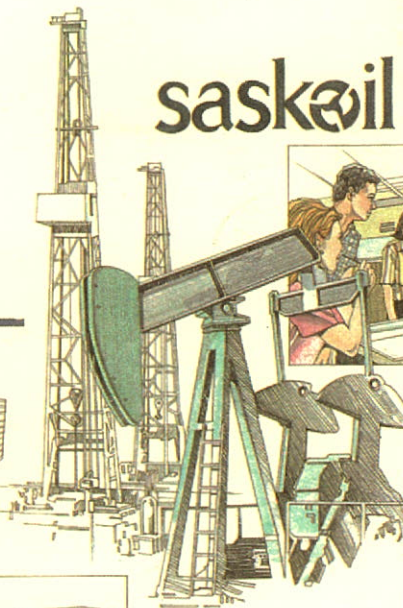
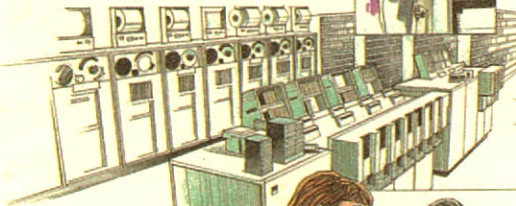


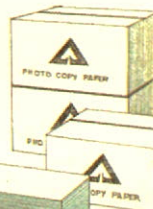
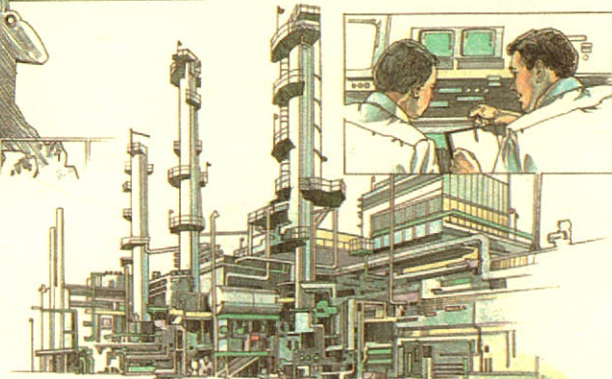
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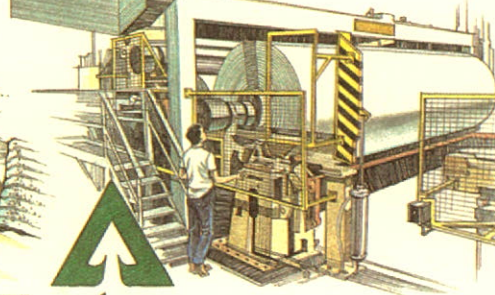
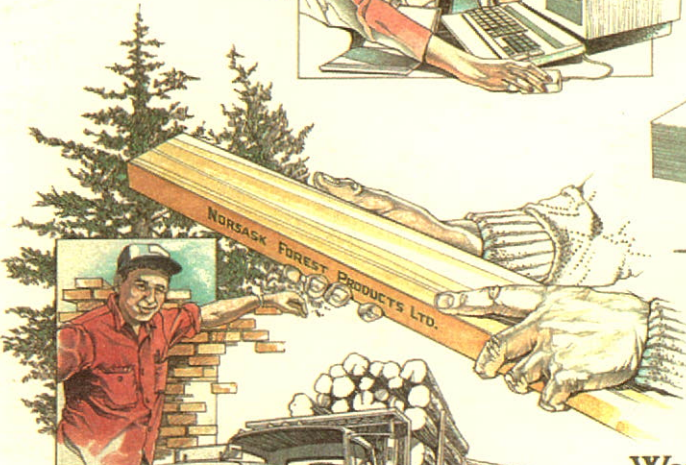
WESTBRIDGE



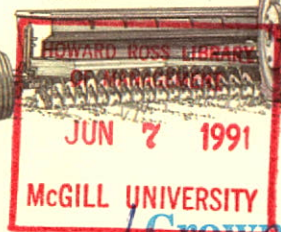
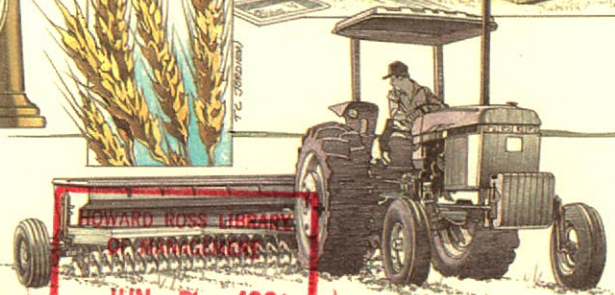
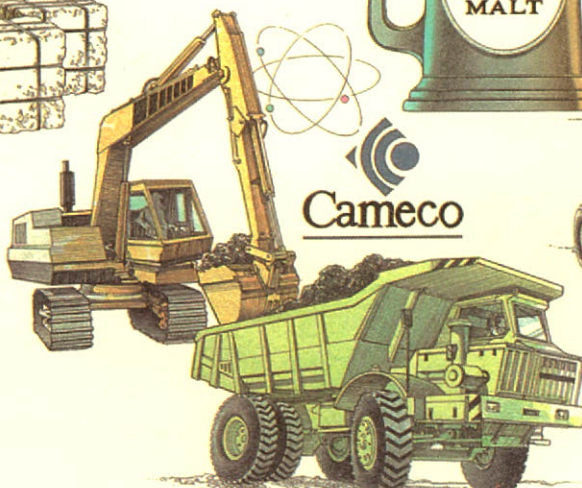
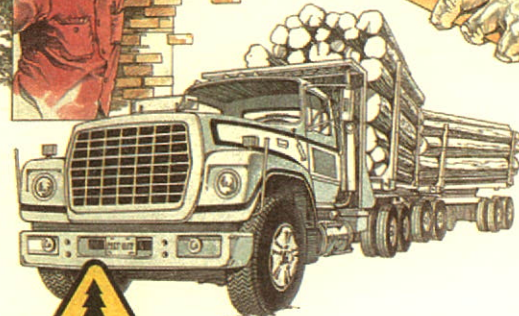
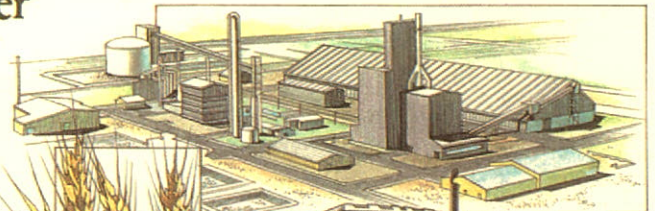
NewGrade
Energy



Bi-Provincial
Upgrader



Weyerhaeuser



Crown Management
Board of
Saskatchewan

Annual Report 1990

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LETTER OF TRANSMITTAL



Regina, Saskatchewan
April 30, 1991

To Her Honour
The Honourable Sylvia O. Fedoruk, O.C., S.O.M.
Lieutenant Governor of the Province of Saskatchewan

Madam:

I have the honour to submit herewith the thirteenth Annual Report of Crown Management Board of Saskatchewan for the year ended December 31, 1990 in accordance with **The Crown Corporations Act, 1978**. The consolidated financial statements are in the form approved by the Treasury Board and have been reported on by our auditors.

I have the honour to be, Madam,

Your obedient servant,

A handwritten signature in blue ink, which appears to read "L. H. Hepworth". The signature is fluid and cursive.

Lorne H. Hepworth
Chairman and Minister Responsible
Crown Management Board of Saskatchewan

*This Annual Report is printed on
paper made in Saskatchewan.*

BOARD OF DIRECTORS AND OFFICERS

Sitting:

Hon. L. H. Hepworth
B. A. Brennan
Hon. D. G. Devine
Hon. G. M. McLeod

Standing:

Hon. G. J. Schmidt
Hon. J. G. Lane
W. B. Gibson
Hon. J. C. Klein
L. I. Barber
B. R. Giles



BOARD OF DIRECTORS

Hon. L. H. Hepworth*
Chairman/Minister Responsible

Hon. D. G. Devine
Vice-Chairman

Dr. L. I. Barber

Mrs. B. A. Brennan

Mr. B. R. Giles*

Hon. J. C. Klein

Hon. J. G. Lane, Q.C.

Hon. G. M. McLeod*

Hon. G. J. Schmidt

** Member of the Audit Committee*

OFFICERS AND SENIOR MANAGEMENT

W. B. Gibson
President and
Chief Executive Officer

R. D. Rogers
Senior Vice-President

T. A. Leier
General Counsel

J. L. Wright
Director
Accounting Services

H. E. McEwen
Director
Pensions and Benefits

D. A. Marce
Director, Administration
and Secretary to the Board

I. A. Ellis
Director
Corporate Projects

D. G. Hughes
Director
Corporate Projects

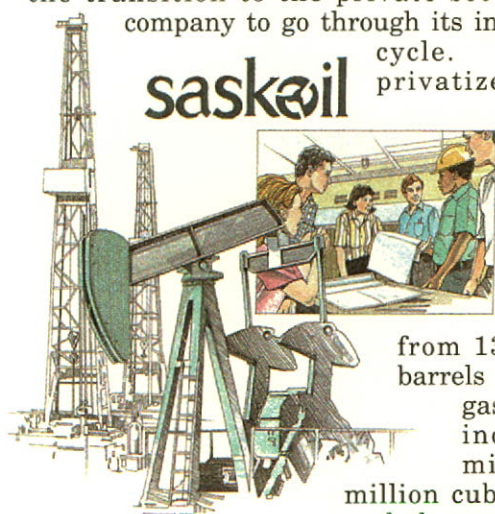
PARTNERSHIP FOR ECONOMIC GROWTH AND DIVERSIFICATION

Crown Management Board (CMB) is a management holding company which fosters economic growth and diversification in the Province directly and also indirectly through its Crown corporations. In order to achieve growth and diversification in an ever changing world, CMB has privatized a number of Crown-owned companies, invested in new commercial ventures and promoted Saskatchewan products and services through the "Buy Saskatchewan" policy. The investments in new companies are consistent with the objectives of privatization, because in each of the new investments a plan is in place for a reduced ownership position once the venture is successfully operating. As a result of the privatizations and new investments, partnerships are created with the private sector resulting in new capital and expertise, both of which are needed to support successful growth and diversification.

The cover of this Annual Report highlights some of the transactions in which CMB has been involved in recent years. These have helped create and develop a commercial industrial infrastructure that will provide a base for further economic diversification and expansion, both today and in the future.

Privatization

In order to fully assess privatizations, an appropriate amount of time has to pass for the company to make the transition to the private sector and for the company to go through its industry economic cycle. Saskoil was privatized in 1985 and since then assets have increased from \$285 million to \$1.3 billion, oil production has risen from 13,000 to 30,000 barrels per day, natural gas production has increased from 4 million to 210 million cubic feet per day, and the employment level has grown from 205 to almost 600 people, most of whom are now located in a brand new ten story office tower in Regina. It is noteworthy that 82% of the oil and 55% of the gas production comes from Saskatchewan. In addition Saskoil will spend \$250 million in Saskatchewan in 1991 through salaries,



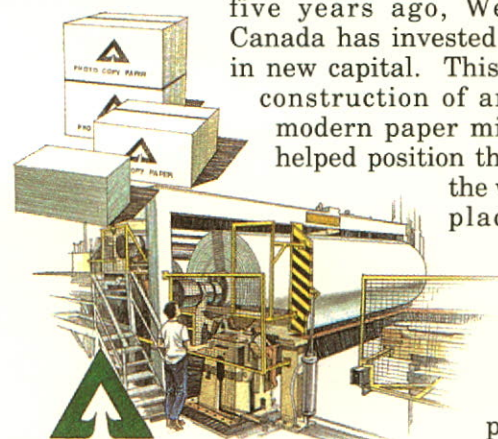
saskoil

privatized in 1985 and since then assets have increased from \$285 million to \$1.3 billion, oil production has risen from 13,000 to 30,000 barrels per day, natural gas production has increased from 4 million to 210 million cubic feet per day, and the employment level

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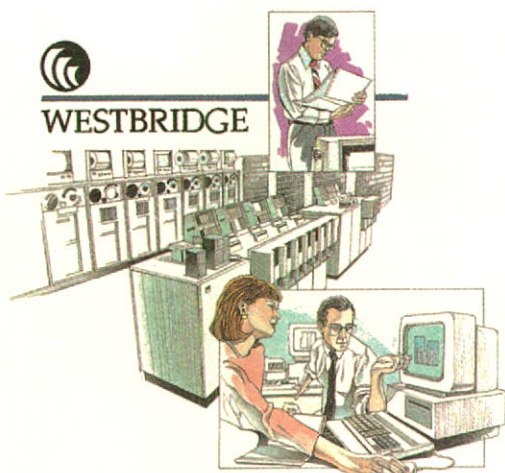
royalties, taxes, operating costs and general business expenditures. However, in today's world it is not enough to solely consider economic returns. An illustration of Saskoil's commitment to the enhancement of the quality of life in its community is its association with the "Imagine" campaign of corporate giving which supports many local charities. Saskoil's employees provided many ideas for their new Head Office building which has resulted in a modern work environment that accommodates Saskoil's growth and responds to the needs of its employees. Saskoil recognizes and encourages the value of education and in this respect provides scholarships in each of its major operating areas for Saskatchewan youth, as well as supporting a home computer purchase program for employees.

Since purchasing the Prince Albert pulp mill nearly five years ago, Weyerhaeuser Canada has invested \$361 million in new capital. This includes the construction of an integrated modern paper mill which has helped position the Province in



Weyerhaeuser

the world market-place for the finished business paper on which this Annual Report is printed. The growth and diversification continued after the major paper mill expansion with the installation of a cut-size sheeter and a folio sheeter in Prince Albert, the modernization of the chemical plant in Saskatoon and the installation of a computerized sorting system for logs at the Big River operation. As a result of this investment, 415 permanent new jobs have been created in Saskatchewan. Weyerhaeuser has more than doubled its forest management programs, thus ensuring a healthy forest environment for current and future generations. As a corporate citizen of Saskatchewan, Weyerhaeuser has supported many community programs such as the Globe Theatre's school tour program which presented 294 plays in 202 communities before 60,234 children.



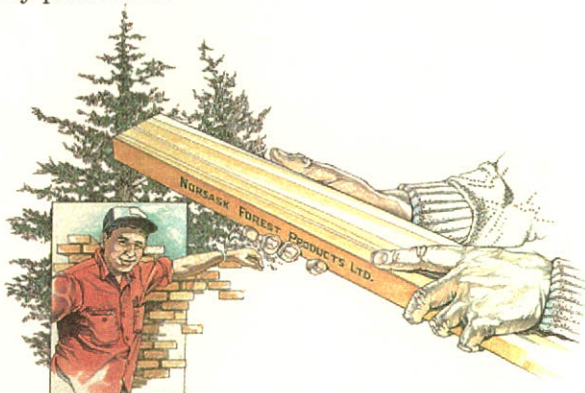
Westbridge Computer Corporation, one of the more recent privatizations,

has just developed a long term relationship with the academic community by locating its new Head Office and data centre on the campus of the University of Regina. As part of this relationship the staff of the University will have access to Westbridge's extensive computer facilities in order to conduct joint technological research.



Prairie Malt's new owners, which include its employees, Saskatchewan Wheat Pool and Schreier Malting Company, have expanded the plant capacity by 40% since privatization. The expansion allows for value added processing and diversification of Saskatchewan's

agricultural industry by providing a home market for barley producers.



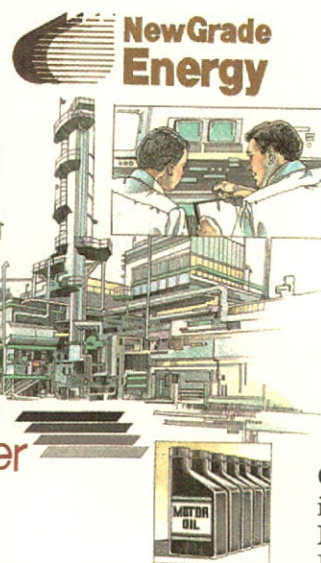
The sale of the sawmill at Meadow Lake to NorSask, jointly owned by the employees, management and the Meadow Lake Tribal Council, has provided this northern community direct influence in their present and future development. In this respect the new owners have already undertaken a significant modernization program.

The privatization and public participation process has provided the residents of Saskatchewan with the unique opportunity to be supportive by investing in various bonds and shares. The results have been overwhelming, as reflected by the fact that over \$1 billion has been invested and in one particular transaction there were over 70,000 individual applications.

One could continue in more detail and outline other privatizations, but enough has been said to demonstrate that privatization has achieved substantial positive results. The objectives of creating economic activity and providing the opportunity to participate have been achieved. The program has contributed significantly to the development of the people and communities of Saskatchewan, and in turn has received a great deal of support from the people of Saskatchewan.

Investments

With an economy that is, and has been, so dependent for so long on one industry, it is necessary to utilize as many methods as possible to create diversification and economic growth. By investing as a commercial partner in various enterprises, CMB has been able to provide an environment that encourages the development of natural opportunities and builds on the strengths within the Province.



One such major investment is New Grade Energy, owned 50% by the Consumers' Co-operative Refineries Limited (CCRL) with the remaining 50% owned by CMB. NewGrade was established to construct and operate a heavy oil upgrader in Regina, which is designed to process 50,000 barrels per day of

Saskatchewan's previously unused natural reserves of heavy crude oil. The process produces and provides reconstituted crude to CCRL as feedstock for their existing refinery. This feedstock allows CCRL to produce refined products such as propane, butane, gasoline, diesel fuel and furnace oil. During construction 6,800,000 man hours of employment was provided, and once operational, 125 new permanent jobs were created at the upgrader itself. The NewGrade investment has helped promote the development of Saskatchewan's oil and gas fields which has led to increased employment in related exploration, production and service industries.

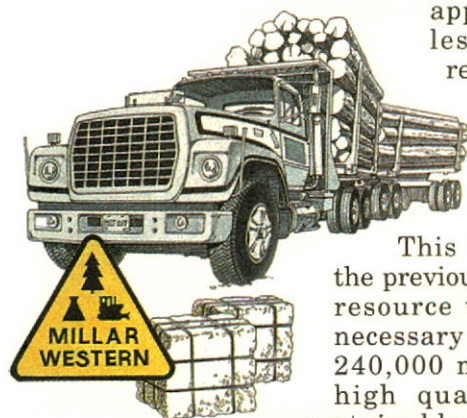
Building on a similar type of development, CMB is once again a partner, together with Husky Oil, the Province of Alberta and the Federal Government, in the construction and operation of the Bi-Provincial Upgrader at Lloydminster, which will produce 46,000 barrels per day of synthetic crude oil. During construction 8,500,000 man hours of employment will be provided. The facility will create 330 permanent jobs and an additional 1,500 jobs at crude oil recovery sites primarily at Lloydminster and Cold Lake.

As part of the overall strategy to develop the natural resources in the northern part of the Province, a partnership with Millar Western was formed to construct the world's first zero effluent chemithermomechanical pulp (CTMP) mill near Meadow Lake. The project, in addition to providing 560 construction jobs at peak, 110 permanent jobs at the mill and another 150 in the woodlands operation, is extremely sensitive and aware of environmental concerns. In this regard, the unique manufacturing process does not discharge any effluent into rivers and streams nor does it produce dioxins or noxious odours. The amount of water necessary to operate the mill is

approximately 80% less than normal requirements for a CTMP mill. Modern forest management practices will be followed.

This will ensure that the previously unused aspen resource will provide the necessary fibre to produce 240,000 metric tonnes of high quality pulp on a sustainable basis, both now

and for future generations. It should be noted that NorSask, one of the previously mentioned privatizations, together with Millar Western formed



Mistik Management to manage the forest resource for the benefit of the whole community.



In a Province which has nearly half of the arable

land in Canada and in which agriculture is by far the main engine of the economy, it makes sense to foster economic growth by producing our own agricultural inputs. In this regard, CMB and Cargill Canada entered into a joint venture arrangement (Saferco) to construct and operate a world scale nitrogen fertilizer plant near Belle Plaine. The plant will use natural gas, which is readily available in Saskatchewan, as a feedstock to produce anhydrous ammonia and urea. Construction started in May of 1990 and will employ an average of 600 people for 30 months. Once operational, the plant will provide permanent direct employment for approximately 130 people, with up to 500 additional permanent jobs in related industries. Saferco has initiated and undergone exhaustive environmental reviews and public hearings. The approvals from the Federal and Provincial authorities and the response at the public hearings confirmed that the project design included safeguards to respect the public concerns for the environment.



Buy
Saskatchewan
Agency

In all of these investments, CMB has promoted the "Buy Saskatchewan" policy, wherein suppliers and purchasers work together to develop and diversify business in the Province. Since its inception the Buy Saskatchewan Agency has helped provincial business secure over \$400 million in incremental contracts. It has also been instrumental in the creation of more than 76 new product lines manufactured in the Province. Over the years the Crown corporations have worked very effectively with the Buy Saskatchewan Agency, as outlined in the section "Crown Corporations". In order to provide skilled candidates from Saskatchewan for the jobs created, programs and

relations have been developed with the Saskatchewan Institute of Applied Science and Technology.

By investing as a partner, CMB has been able to promote significant economic growth and diversification. This has also provided many opportunities for existing businesses and labour in the Province. Millar Western and Saferco currently employ Saskatchewan residents for 84% of the construction labour at their facilities. In addition, these projects in particular demonstrate that economic growth and diversification can take place in harmony with the environment.


Crown Corporations


Some of the major improvements, development and growth of the products and services provided by the Crown sector are discussed below. These activities have generated economic growth and diversification. A comprehensive description of the activities and financial results of the individual Crown corporations can be found in their respective Annual Reports.

SaskPower According to an assessment made by the Dominion Bond Rating Service, SaskPower entered the 1990s with one of the strongest balance sheets of any provincially owned utility in Canada. From this strong financial base, SaskPower is in a good position to serve its customers. Evidence of this was a rate reduction in 1990 for manufacturers, food processors and small business concerns, and no rate increase for residential and other consumer groups. During 1990 construction continued on the Shand Power Station and the northern transmission line stretching from Island Falls Hydroelectric Station to Points North. In August, a new technology which will reduce sulphur dioxide emissions from power plants was first unveiled in North America at SaskPower's Poplar River Power Station near Coronach. This technology is also slated for use at the Shand Power Station. During the year SaskPower purchased more than 90% of its supplies and services within Saskatchewan, a value of \$283 million, whereas eight years ago less than 30% of its supplies came from inside the Province.

SaskEnergy In 1990 SaskEnergy began to promote the environmental and cost advantages of natural gas, a plentiful resource in Saskatchewan, for home appliances and other non-traditional uses. In keeping with fiscal restraint, SaskEnergy managed to control operating costs and

not increase rates. SaskEnergy continues to offer the second lowest natural gas rates overall in Canada. The amount of natural gas transported increased by 14% from 1989, and new construction extended the pipeline infrastructure within the Province to some 11,000 kilometres. In 1990 SaskEnergy's Gas Distribution Program extended services to more than 2,000 new rural customers. Since its inception in 1983, this program has provided gas services to over 33,000 new customers in rural areas. More than 88% of SaskEnergy's spending in 1990 was for goods and services from Saskatchewan.

SaskTel  During 1990 SaskTel implemented a series of rate changes and policy initiatives to benefit its customers. As markets change and new ones evolve, SaskTel continues to respond with innovative products and services. The \$225 million Individual Line Service program is now virtually complete. Since 1986 this program has upgraded the service of 73,000 rural customers from multi-party to private lines. At year end, the conversion to an all digital network was on schedule with 80% of the network access lines served by digital switching systems and 90% of transmission systems operating digitally. SaskTel International was successful in being named as the general contractor for the Philippines government in a multi-year rural telephone system upgrading, valued at more than \$20 million. This project is the latest in a series of contracts in Tanzania, China, England and the United States. SaskTel, as a member of Telecom Canada, is scheduled to build the Saskatchewan section of a second coast to coast fibre optic network. In 1990 SaskTel bought in excess of 82% of its goods and services, or more than \$160 million, from Saskatchewan suppliers.

SGI  SGI continued its focus on service excellence during the year, with new claims centres constructed in Saskatoon and Kindersley. As manager of the Saskatchewan Auto Fund, SGI managed to maintain automobile insurance rates at the same level as in 1989 due to administrative efficiencies, sound adjusting practices and responsible driving habits of motorists. Auto insurance rates in Saskatchewan are, on average, the lowest in Canada. During 1990 SGI implemented a corporate paper recycling program, and through its donations program helped sponsor Crime Stoppers, the Children's Wish Foundation, the Saskatchewan Air Show, and dozens of other worthy causes. Over \$15 million (85% of the total) of goods and services purchased by SGI in 1990 came from Saskatchewan.



SEDCO, a major supporter of small businesses in the Province, helped create 2,980 jobs in 1990 with an approximate wage value of \$80 million and an estimated \$6 million in provincial tax revenue. Activities initiated in past years continue to produce benefits by maintaining an additional 6,892 jobs with an estimated wage value of \$188 million and provincial tax revenues in excess of \$14 million.

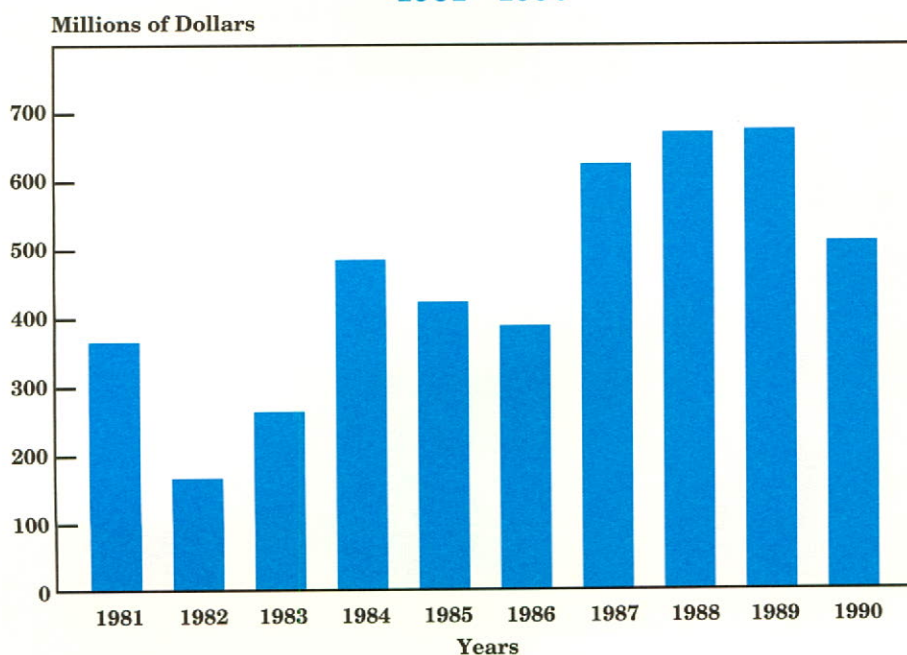
Other Crown corporations continued to improve their goods and services in the Province in 1990 as well. The Saskatchewan Development Fund Corporation efficiently managed annuities and investment accounts held by many of the Province's residents. Saskatchewan Forest Products Corporation began a new peeler bolt operation in the Hudson Bay area, and also worked on forest renewal programs to enhance the forest resource. Saskatchewan Transportation Company enjoyed increased volumes in its scheduled passenger and express business and charter operations in 1990 as a result of new coach acquisitions and introduction of customer sensitive programs. Sask Water completed the Riverhurst irrigation project near Lake Diefenbaker, and continued to help communities and individuals affected by several years of low run off and ground water depletion. The Crown corporations have continued in 1990 to lead by example in developing and promoting growth and diversification.

Overview of Operations

CMB is responsible for administering provincial government policy as it relates to its Crown corporations, with particular emphasis placed on business efficiency and effective management. The Crowns provide a variety of services and sell various commodities domestically and in international markets. For the 1990 fiscal year, CMB reported consolidated net income of \$117 million on revenues of \$1.75 billion, compared with a consolidated net loss of \$161 million in 1989. The 1989 consolidated net loss resulted primarily from the loss on investment in Potash Corporation of Saskatchewan Inc.

The consolidated group's operating income before interest expense has increased significantly over the last ten years and particularly in the last four years. This trend of improvement is demonstrated in the graph below. Despite the fact that there are fluctuations from year to year, the overall trend is upward and positive and is mainly attributable to a decrease in operating expenses as a percentage of sales. The decrease is a direct result of greater operational efficiencies coupled with spending restraints within the Crown sector. This overall improvement has been achieved over a period of time when the number of active Crown corporations has been reduced, mainly through privatizations, from seventeen in 1981 to nine in 1990.

Consolidated Operating Income* 1981 - 1990



*Before Interest Expense

CROWN MANAGEMENT BOARD OF SASKATCHEWAN

Consolidated Financial Statements 1990

Responsibility for Financial Statements

The management of Crown Management Board of Saskatchewan is responsible for the integrity of the accompanying consolidated financial statements and all other information in this Annual Report. It is the responsibility of management to prepare financial statements in accordance with generally accepted accounting principles in Canada, applied on a basis consistent with the previous year.

The integrity of the financial records, from which these financial statements are prepared, is largely dependent on the systems of internal accounting controls. The purpose of such systems is to provide reasonable assurance that transactions are executed in accordance with proper authorization, transactions are appropriately recorded in order to permit preparation of financial statements and assets are properly accounted for and safeguarded against loss from unauthorized use. Underlying this concept of reasonable assurance is the fact that limitations exist in any system of internal accounting controls based on the premise that the cost of such controls should not exceed the benefits derived therefrom.

The consolidated financial statements have been audited by the independent firm of Ernst & Young, Chartered Accountants. Their report to the Members of the Legislative Assembly, stating the scope of their examination and opinion on the consolidated financial statements, appears on the next page.

The Board of Directors has reviewed and approved these consolidated financial statements. To assist the Board in meeting its responsibility, it has appointed an Audit Committee which meets periodically with management and with the independent auditors to review internal accounting controls, audit results and accounting principles and practices.



W. B. Gibson, President
and Chief Executive Officer



J. Leslie Wright, Director
Accounting Services

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Consolidated Statement of Financial Position	10
Consolidated Statement of Operations and Reinvested Earnings	11
Consolidated Statement of Cash Flows	12
Notes to Consolidated Financial Statements	13

Auditors' Report

To the Members of the Legislative Assembly
Province of Saskatchewan

We have audited the consolidated statement of financial position of **Crown Management Board of Saskatchewan** as at December 31, 1990 and the consolidated statements of operations and reinvested earnings and cash flows for the year then ended. These financial statements are the responsibility of the Corporation's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the Corporation as at December 31, 1990 and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles.

The logo for Ernst + Young, featuring the company name in a stylized, handwritten blue font.

Chartered Accountants

Regina, Canada
March 28, 1991

Crown Management Board of Saskatchewan

Consolidated Statement of Financial Position

As at December 31

	<u>1990</u>	<u>1989</u>
	(thousands of dollars)	
		(Note 14)
ASSETS		
Current		
Short-term investments	\$ 92,069	\$ 368,296
Accounts receivable	325,401	278,583
Inventories	34,643	38,938
Prepaid expenses	84,811	79,057
	<u>536,924</u>	<u>764,874</u>
Long-term investments (Note 3)	2,023,614	2,097,447
Property, plant and equipment (Note 4)	4,201,148	3,858,126
Other assets (Note 5)	101,929	104,066
	<u>\$ 6,863,615</u>	<u>\$ 6,824,513</u>
LIABILITIES AND PROVINCE'S EQUITY		
Current		
Bank indebtedness	\$ 423	\$ 12,218
Accounts payable and accrued liabilities	441,534	440,811
Notes payable (Note 6)	348,652	144,911
Dividend payable	299,500	—
Deferred revenue	88,549	83,083
Long-term debt due within one year (Note 7)	1,071,285	316,857
	<u>2,249,943</u>	<u>997,880</u>
Deferred revenue (Note 8)	269,662	259,749
Long-term debt (Note 7)	3,216,802	4,155,652
	<u>5,736,407</u>	<u>5,413,281</u>
Province of Saskatchewan's Equity		
Equity advances (Note 9)	1,024,881	940,857
Reinvested earnings	102,327	470,375
	<u>1,127,208</u>	<u>1,411,232</u>
	<u>\$ 6,863,615</u>	<u>\$ 6,824,513</u>
Commitments and contingencies (Note 10)		
(See accompanying notes)		

Approved on behalf of the Board:



Director



Director

Crown Management Board of Saskatchewan Consolidated Statement of Operations and Reinvested Earnings

For the Year Ended December 31

	<u>1990</u>	<u>1989</u>
	(thousands of dollars)	
		(Note 14)
REVENUE		
Sales of products and services	\$ 1,668,233	\$ 1,924,051
Investment income	53,650	70,104
Other	28,487	48,223
	<u>1,750,370</u>	<u>2,042,378</u>
EXPENSES		
Operating costs other than those listed below	940,614	1,032,726
Interest (Note 11)	472,476	459,027
Depreciation	228,083	244,592
Saskatchewan taxes and resource payments (Note 12)	69,452	90,063
	<u>1,710,625</u>	<u>1,826,408</u>
Income before non-recurring items	39,745	215,970
Non-recurring items (Note 13)	77,207	(376,674)
Net income (loss)	116,952	(160,704)
REINVESTED EARNINGS, BEGINNING OF YEAR	<u>470,375</u>	<u>731,079</u>
	587,327	570,375
DIVIDENDS TO SASKATCHEWAN HERITAGE FUND	<u>485,000</u>	<u>100,000</u>
REINVESTED EARNINGS, END OF YEAR	<u>\$ 102,327</u>	<u>\$ 470,375</u>

(See accompanying notes)

Crown Management Board of Saskatchewan Consolidated Statement of Cash Flows

For the Year Ended December 31

	<u>1990</u>	<u>1989</u>
	(thousands of dollars)	
		(Note 14)
CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES		
Income before non-recurring items	\$ 39,745	\$ 215,970
Add (deduct) non-cash items		
Depreciation	228,083	244,592
Sinking fund earnings	(42,002)	(49,924)
Other non-cash items	15,081	9,934
	<u>240,907</u>	<u>420,572</u>
Net change in non-cash working capital balances related to operations	<u>292,088</u>	<u>(61,071)</u>
Cash provided by operating activities	<u>532,995</u>	<u>359,501</u>
CASH PROVIDED BY (USED IN) INVESTMENT ACTIVITIES		
Proceeds on sale of net assets to PCS Inc.	-	1,135,577
Investments – purchases	(224,569)	(1,256,753)
– sales and collections	269,862	350,993
Fixed assets – purchases	(557,250)	(511,702)
– proceeds on sale	8,462	22,748
Increase in other assets	(5,071)	(75,542)
Cash used in investment activities	<u>(508,566)</u>	<u>(334,679)</u>
CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES		
Increase in notes payable	203,741	30,415
Increase in deferred revenue	31,579	3,780
Long-term debt proceeds		
Province of Saskatchewan	25,847	328,261
Other lenders	126,343	108,759
Long-term debt repayments		
Province of Saskatchewan	(255,787)	(259,300)
Other lenders	(42,881)	(167,433)
Equity advances from Saskatchewan Heritage Fund	84,024	40,857
Dividends paid to Saskatchewan Heritage Fund	(185,500)	(100,000)
Cash used in financing activities	<u>(12,634)</u>	<u>(14,661)</u>
NET INCREASE IN CASH DURING YEAR	<u>11,795</u>	<u>10,161</u>
CASH POSITION, BEGINNING OF YEAR	<u>(12,218)</u>	<u>(22,379)</u>
CASH POSITION, END OF YEAR	<u>\$ (423)</u>	<u>\$ (12,218)</u>

(See accompanying notes)

Crown Management Board of Saskatchewan

Notes to Consolidated Financial Statements

December 31, 1990

1. Summary of significant accounting policies

The preparation of periodic financial statements necessarily involves the use of estimates and approximations because the precise determination of financial data frequently depends upon future events. These consolidated financial statements have been prepared by management within reasonable limits of materiality and within the framework of the accounting policies summarized below:

a) Consolidation principles and basis of presentation

Certain Saskatchewan provincial Crown corporations are subject to Part II of **The Crown Corporations Act, 1978** (the Act). The Act assigns specific financial and other responsibilities regarding these corporations to Crown Management Board of Saskatchewan (CMB). CMB is responsible for the Province's investments in designated commercial Crown corporations. These Crown corporations pay dividends to CMB upon CMB's direction. Due to the significance of these Crown corporations and their relationship to CMB, the presentation of consolidated financial statements, including the accounts of designated Crown corporations, is considered the appropriate basis of presentation of the financial position and operations of CMB. Separate financial statements for each of the undernoted Crown corporations are prepared and submitted annually to the Legislative Assembly.

The following Crown corporations, which do not have share capital, have been designated as subject to Part II of the Act by Order-in-Council 630/84 (amended by 874/84) and their accounts have been consolidated in these financial statements.

Agricultural Development Corporation of Saskatchewan (1)
CIC Mineral Interests Corporation (formerly Potash Corporation of Saskatchewan)
Saskatchewan Computer Utility Corporation
Saskatchewan Development Fund Corporation
Saskatchewan Economic Development Corporation
Saskatchewan Forest Products Corporation
Saskatchewan Government Insurance
Saskatchewan Mining Development Corporation
Saskatchewan Power Corporation
Saskatchewan Telecommunications
Saskatchewan Transportation Company
Saskatchewan Water Corporation

- (1) Agricultural Development Corporation of Saskatchewan was wound up by Order-in-Council effective December 31, 1990.

In addition to the Crown corporations listed above, CIC Industrial Interests Inc. and Saskatchewan Energy Holdings Ltd. (formerly Saskatchewan Energy Corporation), are wholly-owned share capital subsidiaries of CMB whose accounts are also consolidated in these financial statements.

Throughout these financial statements the phrase, "the Corporation", is used to collectively describe the consolidated activities of the aforementioned corporations.

b) Inventories

Inventories for resale are generally valued at the lower of average cost and net realizable value. Other supplies inventories are valued at the lower of cost and replacement cost.

c) Investments

Short-term investments are valued at cost which approximates their quoted market value.

Long-term investments include bonds and debentures as well as shares held in private and public companies. The investments in bonds and debentures are recorded at amortized cost. The investments in shares are recorded at cost and dividends from these shares are recorded as income when receivable.

Where the Corporation has investments in shares and exercises significant influence but has less than a controlling interest, the investments are accounted for by the equity method.

The Corporation owns 61.5 per cent of Cameco Corporation (formerly Cameco - A Canadian Mining & Energy Corporation) and 58.9 per cent of Westbridge Computer Corporation (Westbridge) as at December 31, 1990. The Corporation has formal plans to reduce its investments in these corporations and therefore the investments are accounted for by the equity method. The Corporation also owns a 28.3 per cent voting interest in Potash Corporation of Saskatchewan Inc. (PCS Inc.) accounted for by the equity method and another 28.7 per cent of PCS Inc. shares held in trust and accounted for by the cost method. This investment in PCS Inc. is further described in Note 3 a).

1. Summary of significant accounting policies (continued)

Where there has been a decline in the value of a long-term investment that is not considered temporary, the investment is written down to net realizable value.

d) Property, plant and equipment

Property, plant and equipment are recorded at cost and include materials, services, direct labour and overhead costs which are readily identifiable with the construction activity or asset acquisition. Interest associated with major capital and development projects is capitalized during the construction period at the Corporation's weighted average interest rate of long-term borrowings in the current year.

The costs of maintenance, repairs and renewals or replacements are charged to operations as incurred. The costs of replacements and improvements which extend productive life are capitalized.

When property, plant or equipment are disposed of or retired, the related costs and accumulated depreciation are eliminated from the accounts. Any resulting gains or losses are reflected in the statement of operations with three exceptions. Saskatchewan Power Corporation and Saskatchewan Energy Holdings Ltd. apply this general policy only to complete asset units. Saskatchewan Telecommunications includes gains or losses in accumulated depreciation.

e) Depreciation

Depreciation is recorded on machinery and equipment, buildings and improvements as well as equipment under capital leases primarily on the straight-line basis over the estimated productive life of each asset.

f) Deferred charges

Deferred charges include natural gas in storage, financing charges, and unamortized differences arising from translation of long-term debt in foreign currencies to Canadian dollars.

Natural gas in storage is stated at the lower of cost or net realizable value. Gas removed from storage is accounted for on an average cost basis.

Unamortized financing charges applicable to the issue of long-term debt are amortized on a

straight-line basis over the respective term of each obligation.

g) Deferred revenue

Non-current deferred revenue includes contributions in aid of construction relating to new service connections. These contributions are amortized over the estimated service life of the related asset.

h) Revenue recognition

Revenue from utility services is recognized when the services are delivered to customers. The estimate of services rendered but not billed is included in accounts receivable.

i) Foreign exchange translation

Monetary items are translated at the rate of exchange in effect at the year end. Revenue and expenses are translated at rates in effect as they occur. Exchange gains and losses arising from monetary items are included in the Statement of Operations in the current year. Non-monetary items are translated at the exchange rate prevailing at the time of the transaction.

Long-term debt and related accrued interest, payable in foreign currencies, are recorded at exchange rates prevailing at the year end. Where the translation of long-term debt results in a difference from the previously recorded amount (i.e. translation gains and losses), the difference is deferred and amortized on a straight-line basis over the remaining term of the debt.

j) Leases

As lessee, where the Corporation has substantially all of the benefits and risks incident to the ownership of property, plant and equipment, the lease is classified as a capital lease. Property, plant and equipment recorded as capital leases are amortized on a basis similar to other assets in the same depreciation category. All other leases are classified as operating leases and lease payments are expensed as incurred.

As lessor, where the Corporation transfers substantially all of the benefits and risks incident to the ownership of the property, plant and equipment to the lessee, the lease is classified as a sales-type lease or direct financing lease. All other leases are classified as operating leases and lease payments are recorded as income.

2. Status of Crown Management Board of Saskatchewan

The Government Finance Office was established by Order-in-Council 535 dated April 2, 1947, and was continued under the provisions of **The Crown Corporations Act, 1978**, as Crown Investments Corporation of Saskatchewan. The Corporation now

conducts its daily operations under the name Crown Management Board of Saskatchewan (CMB).

The Corporation is an agent of Her Majesty in Right of the Province of Saskatchewan and as a Provincial Crown corporation is subject to neither Federal nor Provincial income tax.

3. Long-term investments

	Voting Percentages	<u>1990</u>	<u>1989</u>
		(thousands of dollars)	
Cameco Corporation 6,385,906 (1989 – 6,385,906) common shares	61.5%	\$ 601,453	\$ 545,106
Potash Corporation of Saskatchewan Inc. – 10,951,700 (1989 – 10,951,700) common shares	28.3%	191,960	199,350
– 11,099,763 (1989 – 11,100,000) common shares held in trust	–	199,796	199,800
Saskatchewan Oil and Gas Corporation 15,012,971 (1989 – 25,024,048) common shares	9.5%	127,166	185,648
Bi-Provincial Upgrader, Lloydminster, Saskatchewan Joint venture interest	17.5%	71,223	13,991
NewGrade Energy Inc. Common shares and debentures	50.0%	67,794	116,220
Westbridge Computer Corporation 4,413,333 (1989 – 4,413,333) common shares	58.9%	20,849	32,636
Meadow Lake Pulp Limited Partnership Partnership interest	49.0%	9,800	1,812
Saferco Products Inc. 7,910,000 (1989 – 2,524,591) common shares	49.0%	7,910	2,524
Other share investments – equity basis		2,242	1,767
Other share investments – cost basis		<u>42,722</u>	<u>66,672</u>
		1,342,915	1,365,526
Bonds and debentures		280,929	292,186
Loans and notes receivable		290,899	348,113
Property holdings		82,496	63,920
Leases receivable		<u>26,375</u>	<u>27,702</u>
		<u>\$ 2,023,614</u>	<u>\$ 2,097,447</u>

3. Long-term investments (continued)

- a) The Corporation owned 10,951,700 voting common shares of PCS Inc. at December 31, 1989 representing a 31.3 per cent interest. During 1990, PCS Inc. issued 3,669,000 voting common shares, reducing the Corporation's interest in PCS Inc. to 28.3 per cent. The Corporation accounts for these PCS Inc. shares by the equity method.

The Corporation also holds 11,099,763 (1989 - 11,100,000) voting common shares of PCS Inc. in trust to fulfill the exchangeability feature of the Potash Ownership Bonds issued by the Province of Saskatchewan in 1989. These shares are accounted for by the cost method. Any time after December 1, 1990, and prior to the bond's maturity on December 1, 1992, the holder of each ownership bond may exchange the bond for a certain number of PCS Inc. shares. The holder of the ownership bonds has the right, subject to certain restrictions, to direct the voting of the PCS Inc. common shares for which the ownership bonds are exchangeable. Any shares remaining in trust on December 1, 1992 will be transferred by the trustee to the Corporation. Upon exchange of the bonds for shares the Corporation reduces its corresponding debt owing to the Province of Saskatchewan. During the year, bonds with a face value of \$4,300 were exchanged for 237 common shares with a book value of \$4,266.

- b) The 15,012,971 (1989 - 25,024,048) common shares of Saskatchewan Oil and Gas Corporation (Saskoil) represent 22 per cent (1989 - 44 per cent) of Saskoil's participating shares outstanding at December 31, 1990. However, 9,170,061 of these common shares are held by a Trustee and are to be used for the exchange feature of the Saskatchewan Power Corporation (SPC) exchangeable bonds (Note 7). SPC shall not, under any circumstances, have the right to direct the Trustee to vote these Saskoil shares. As a result the voting percentage of Saskoil held by the Corporation at December 31, 1990 is 9.5 per cent (1989 - 24.6 per cent). Any of these shares remaining after the expiration of the exchange feature are to be sold by the Trustee to corporations or individuals other than SPC or any related party.

- c) The Corporation owns 50 per cent of the outstanding voting non-participating shares, 100 per cent of the non-voting participating shares and 100 per cent of the outstanding subordinated debentures of NewGrade Energy Inc. (NewGrade).

The Corporation had initially agreed to provide funding to NewGrade, to a maximum of \$158.75 million and under certain circumstances a further amount not to exceed \$62.5 million, for the purpose of assisting NewGrade in the construction and start-up of a heavy oil upgrader. In addition, the Corporation has further agreed to provide additional amounts to NewGrade to fund cash deficiencies experienced as a result of start-up difficulties. The Corporation had made total investments in NewGrade of \$229.7 million (1989 - \$175.9 million) to December 31, 1990.

The Corporation has pledged all of the securities purchased from NewGrade as collateral security for NewGrade's loans. In addition, the Province of Saskatchewan has guaranteed indebtedness of NewGrade to a maximum of \$360 million.

- d) Included in bonds and debentures is an income debenture from Weyerhaeuser Canada Ltd. Interest is earned and principal collected according to cash flow formulas. Interest is recognized in income as it becomes currently receivable in accordance with the cash flow formulas.
- e) The market values of the Corporation's equity accounted investments in securities listed on public stock exchanges at December 31, 1990 were as follows (thousands of dollars):

PCS Inc.	\$ 173,858
Saskoil	\$ 195,169
Westbridge	\$ 11,033

- f) In 1990 losses from equity investments amounted to \$37.7 million compared to \$25.4 million in 1989.
- g) Loans and notes receivable include amounts due from investee corporations totalling \$43.1 million (1989 - \$44.6 million).

4. Property, plant and equipment

	<u>1990</u>	<u>1989</u>
	(thousands of dollars)	
Machinery and equipment	\$ 4,760,501	\$ 4,558,831
Buildings and improvements	553,455	514,866
Plant under construction	501,016	279,263
Deferred development costs	790	10,630
Equipment under capital leases	27,586	10,707
Land	<u>93,424</u>	<u>83,688</u>
	5,936,772	5,457,985
Accumulated depreciation	<u>(1,735,624)</u>	<u>(1,599,859)</u>
	<u>\$ 4,201,148</u>	<u>\$ 3,858,126</u>

5. Other assets

	<u>1990</u>	<u>1989</u>
	(thousands of dollars)	
Natural gas in storage	\$ 64,492	\$ 61,409
Deferred financing charges	32,225	37,848
Deferred foreign exchange translation losses	2,779	1,629
Other deferred charges	<u>2,433</u>	<u>3,180</u>
	<u>\$ 101,929</u>	<u>\$ 104,066</u>

6. Notes payable

Notes payable include \$349 million (1989 - \$145 million) due to the Province of Saskatchewan's Consolidated Fund. These notes are primarily interest-bearing having an average annual interest rate of 11.67 per cent (1989 - 12.25 per cent).

7. Long-term debt

Years to Maturity	1990		1989		
	(thousands of dollars)				
	Principal Outstanding		Average Interest Rate	Principal Outstanding	Average Interest Rate
	U.S. Dollars	Canadian Dollars			
A. Province of Saskatchewan					
Canadian Dollar Issues					
1 - 5 years		\$ 989,786	7.89	\$ 1,110,215	7.98
6 - 10 years		505,991	9.94	430,810	9.60
11 - 15 years		1,108,499	11.62	1,071,726	11.45
16 - 20 years		445,243	9.73	543,773	10.12
		<u>3,049,519</u>		<u>3,156,524</u>	
United States Dollar Issues					
1 - 5 years	\$ 671,452	843,799	9.98	1,013,548	8.91
16 - 20 years	<u>354,593</u>	<u>411,349</u>	8.86	<u>410,794</u>	8.86
	<u>\$ 1,026,045</u>	<u>1,255,148</u>		<u>1,424,342</u>	
		4,304,667		4,580,866	
Less sinking fund balance		<u>(393,276)</u>		<u>(426,925)</u>	
TOTAL DUE TO PROVINCE OF SASKATCHEWAN		<u>3,911,391</u>		<u>4,153,941</u>	
B. Other long-term debt					
Saskatchewan Power Corporation Savings Bonds (due 1991 to 1993)					
		241,596	10.5-12.75	190,807	8.5-11
Saskatchewan Telecommunications TeleBonds due March 1, 1994					
		98,641	11 & 14	106,111	11 & 14
Capital lease obligations (Note 15)					
		21,430	Various	4,812	Various
Other (due 1991 to 2013)					
		15,029	Various	16,838	Various
TOTAL OTHER LONG-TERM DEBT		<u>376,696</u>		<u>318,568</u>	
		4,288,087		4,472,509	
Less due within one year		<u>(1,071,285)</u>		<u>(316,857)</u>	
TOTAL LONG-TERM DEBT		<u>\$ 3,216,802</u>		<u>\$ 4,155,652</u>	

There is a requirement, attached to certain interest-bearing issues from the Province of Saskatchewan, to make annual payments to the Province in amounts representing one per cent to three per cent of the original issue. These annual payments are invested by the Province with the cumulative aggregate being available for the retirement of the issues on their maturity dates and are noted above as sinking fund balance.

Certain issues received from the Province of Saskatchewan totalling \$807 million (1989 - \$850 million) require that the issues be subject to redemption on six months notice.

The interest rate on the Saskatchewan Power Corporation Savings Bonds can be increased at the discretion of the Minister of Finance of the Province. The bonds are subject to redemption semi-annually until maturity at the option of the bondholder.

Saskatchewan Power Corporation Savings Bonds Series VE, in the amount of \$97 million (1989 - \$97 million) are exchangeable, at the option of the holder, at any time after December 20, 1988 and prior to maturity on July 6, 1991, for 9.5 common shares of Saskoil per \$100 principal amount of Exchangeable Bond (Note 3). Bondholders who exercised the exchange privilege before July 6, 1989 received one additional common share per \$100 principal amount.

Saskatchewan Telecommunications issued its initial offering of TeleBonds in 1989. Interest TeleBonds pay interest annually commencing in 1990 while Credit TeleBonds pay interest monthly by way of credit to the designated customer's telephone account. At December 31, 1990, there were \$63.7 million of Interest TeleBonds (interest at 11 per cent) outstanding and \$34.9 million of Credit TeleBonds (interest at 14 per cent). TeleBonds are redeemable in whole or in part at the discretion of the bondholder on March 1 each year prior to maturity.

Sinking fund and debt retirement requirements for the next five years are as follows (thousands of dollars):

1991 - \$	1,074,464
1992 - \$	492,763
1993 - \$	541,786
1994 - \$	113,628
1995 - \$	29,426

Long-term debt payable in United States dollars (excluding debt subject to cross currency swaps and hedging agreements) has been translated into Canadian dollars at a year-end exchange rate of 1.160 (1989 - 1.159).

8. Deferred revenue

	<u>1990</u>	<u>1989</u>
	(thousands of dollars)	
Contributions in aid of construction	\$ 169,437	\$ 153,271
Deferred grant revenue	8,721	8,995
Unamortized foreign exchange gains	9,214	25,025
Other	82,290	72,458
	<u>\$ 269,662</u>	<u>\$ 259,749</u>

9. Province of Saskatchewan's equity

Equity advances received from the Saskatchewan Heritage Fund are non-interest bearing and are repayable at the discretion of the Province.

10. Commitments and contingencies

The Corporation had the following significant commitments and contingencies as at December 31, 1990:

- Forward purchase commitments of \$1,866 million for coal and \$1,423 million for natural gas contracted for future minimum deliveries valued at current prices.

10. Commitments and contingencies (continued)

- b) Capital expenditure commitments for approximately \$1,088 million.
- c) Commitment to provide funds for certain construction works. The original estimated cost of the works was \$120 million (in 1985 dollars) and the Corporation's share is expected to be \$48 million. The Corporation is funding all initial costs and will be reimbursed from the other participants. The Corporation has advanced \$69 million at December 31, 1990 which is included in plant under construction.
- d) The Corporation has entered into an agreement whereby it has guaranteed the lease payments on certain equipment leased by an investee corporation. The present value of capital lease payments is \$89 million. However, pursuant to the agreement, the investee corporation has assumed the lease obligations and indemnified the Corporation from further liability.
- e) Contingent liability as endorser of certain promissory notes due in 2003, arising from the sale of a dragline. In addition, there is a contingent liability for lease payments on certain leased mining equipment. The lease expires in 2005. The total amount of these contingencies is \$66 million.
- f) Unconditional guarantee of certain indebtedness incurred by an investee corporation under the terms of a lease. The liability under the guarantee is limited to \$65 million.
- g) The Corporation is contingently liable for loan guarantees totalling \$11 million.
- h) The Corporation is the defendant to several unresolved statements of claim, and has provided for these claims in its accounts in accordance with the advice received from legal counsel. The Corporation intends to account for any differences which may arise, between amounts provided and amounts expended, in the period in which the claims are resolved.

11. Interest expense

	<u>1990</u>	<u>1989</u>
	(thousands of dollars)	
Interest on long-term debt	\$ 502,754	\$ 516,548
Amortization of foreign exchange gains and losses	(12,764)	(14,075)
Amortization of deferred financing costs	<u>9,383</u>	<u>8,538</u>
	<u>499,373</u>	<u>511,011</u>
Less		
Sinking fund earnings	(42,002)	(49,924)
Interest capitalized	<u>(23,046)</u>	<u>(17,170)</u>
	<u>(65,048)</u>	<u>(67,094)</u>
Long-term debt interest expense	434,325	443,917
Short-term debt interest expense	<u>38,151</u>	<u>15,110</u>
	<u>\$ 472,476</u>	<u>\$ 459,027</u>

12. Saskatchewan taxes and resource payments

The following Saskatchewan taxes and resource payments were made by the corporations mentioned in Note 1 excluding Cameco, Westbridge and PCS Inc.

	<u>1990</u>	<u>1989</u>
	(thousands of dollars)	
Resource royalties and payments		
Oil, gas and coal royalties	\$ 22,030	\$ 19,144
Potash royalties and payments	-	12,632
Timber dues	<u>1,153</u>	<u>1,374</u>
	23,183	33,150
Grants in lieu of taxes to municipalities	25,105	31,194
Capital tax	16,473	21,349
Insurance premium tax	4,774	4,922
Other	<u>245</u>	<u>802</u>
Total paid or payable	69,780	91,417
Less amounts inventoried	<u>(328)</u>	<u>(1,354)</u>
	<u>\$ 69,452</u>	<u>\$ 90,063</u>

Saskatchewan taxes and resource payments as stated above do not include Saskatchewan Education and Health Tax payments.

13. Non-recurring items

Non-recurring items include the following:

	<u>1990</u>	<u>1989</u>
	(thousands of dollars)	
Gain on sale of assets to Saskoil	\$ 36,509	\$ 49,665
Gain on sale of Saskoil common shares	32,111	-
Gain on sale of IPSCO Inc. common shares	10,072	-
Write-down of carrying value of Westbridge shares in excess of underlying net assets	(1,485)	-
Loss on investment in PCS Inc.	-	(441,546)
Extinguishment of deferred tax liability	-	11,355
Gain on sale of assets to DirectWest Publishers Ltd.	<u>-</u>	<u>3,852</u>
Total non-recurring items	<u>\$ 77,207</u>	<u>\$ (376,674)</u>

- On May 1, 1988, certain interests in petroleum and natural gas properties and related equipment were sold to Saskoil with part of the consideration received consisting of Saskoil common shares. The Corporation's gain on the sale of the properties is included in income to the extent that the Corporation's Saskoil common shares are sold to parties external to the consolidated group.
- The Corporation sold 10,000,000 common shares of Saskoil on October 19, 1990 for net proceeds of \$139 million. The net proceeds from the sale exceeded the book value of these shares resulting in a gain of \$32 million.
- The Corporation sold 2,129,814 common shares of IPSCO Inc. on November 29, 1990 for net proceeds of \$35 million. The net proceeds from the sale exceeded the book value of these shares resulting in a gain of \$10 million.

14. Comparative figures

Certain of the prior year's figures have been reclassified to conform with the current year's presentation.

15. Leases

- a) The Corporation, as lessee, has entered into capital leases whereby substantially all of the benefits and risks of ownership have been transferred to the Corporation from the lessor. Commitment information related to these leases is as follows:

	<u>1990</u>	<u>1989</u>
	(thousands of dollars)	
Future minimum lease payments		
1990	\$ -	\$ 2,511
1991	9,742	2,509
1992	7,577	395
1993	6,013	-
1994	2,193	-
Thereafter	<u>186</u>	<u>-</u>
Total minimum lease payments	25,711	5,415
Less amount representing interest and executory costs	<u>(4,281)</u>	<u>(603)</u>
Balance of obligation	21,430	4,812
Less current portion	<u>(7,559)</u>	<u>(2,087)</u>
	<u>\$ 13,871</u>	<u>\$ 2,725</u>

\$25.6 million (1989 - \$2.6 million) of the above minimum lease payments relate to capital leases covering computer equipment and data terminals leased from an investee corporation.

- b) All other leases entered into by the Corporation, as lessee, were operating leases with future minimum lease payments as follows (thousands of dollars):

1991	\$ 33,858
1992	30,412
1993	28,968
1994	29,131
1995	29,214
Thereafter	<u>3,492</u>
	<u>\$ 155,075</u>

16. Related party transactions

Included in these consolidated financial statements are income and expense amounts resulting from routine operating transactions conducted at prevailing market prices with various Saskatchewan Crown controlled departments, agencies and non-Part II Crown corporations with which the Corporation is related. Account balances resulting from these transactions are included in the consolidated statement of financial position and are settled on normal trade terms.

Other amounts due to and from related parties and the terms of settlement are described separately in the consolidated financial statements.

During 1990 Saskatchewan Water Corporation received \$17 million (1989 - \$32 million) in grants from the Consolidated Fund.

As at December 31, 1990, \$35 million (1989 - \$199 million) was invested at interest with the Consolidated Fund of the Province of Saskatchewan and is included in short-term investments.

17. Pensions

Substantially all employees of the Corporations included in these financial statements are participants in either defined contribution or defined benefit pension plans.

Based on the latest actuarial valuations, the present value of the accrued pension benefits of the defined benefit pension plans is \$775 million which approximates the estimated market value of the pension funds' assets.

CROWN MANAGEMENT BOARD OF SASKATCHEWAN

Corporate Directory

Crown Management Board
2400 College Avenue
Regina, Saskatchewan
S4P 1C8

Inquiry No.: (306) 787-6851
Chairman: Hon. L. H. Hepworth
President: W. B. Gibson

Major Investments

Bi-Provincial Heavy Oil Upgrader
c/o Husky Oil Ltd.
700 - 9th Avenue, S.W.
Box 6530, Station D
Calgary, Alberta T2P 4B5
Inquiry No.: (403) 298-6111
Chairman: J. E. Miller

Cameco Corporation
2121 - 11th Street West
Saskatoon, Saskatchewan S7M 1J3
Inquiry No.: (306) 956-6200
Chairman: W. A. Gatenby
President: B. M. Michel

Millar Western Pulp (Meadow Lake) Ltd.
P.O. Box 3220
Meadow Lake, Saskatchewan S0M 1V0
Inquiry No.: (306) 236-4004

NewGrade Energy Inc.
P.O. Box 260
Regina, Saskatchewan S4P 3A1
Inquiry No.: (306) 721-2547
Co-Chairman: G. H. Walker
Co-Chairman: H. L. Empey

Potash Corporation of Saskatchewan Inc.
500, 122 - 1st Avenue South
Saskatoon, Saskatchewan S7K 7G3
Inquiry No.: (306) 933-8500
President: C. E. Childers

Saferco Products Inc.
Suite 215, 1874 Scarth Street
Regina, Saskatchewan S4P 4B3
Inquiry No.: (306) 525-0941
President: D. D. Pottinger

Saskoil
1777 Victoria Avenue
Regina, Saskatchewan S4P 3C4
Inquiry No.: (306) 781-8200
Chairman: H. C. Pinder, Jr.
President: T. H. Renner

Westbridge Computer Corporation
1 Research Drive
Regina, Saskatchewan S4S 7H1
Inquiry No.: (306) 781-5151
Chairman: D. G. Koyl
President: L. B. McCurdy

Weyerhaeuser Canada Ltd.
Saskatchewan Division
P.O. Box 1900
Prince Albert, Saskatchewan S6V 6J9
Inquiry No.: (306) 922-3822
President: C. W. Gaynor

Corporate Directory (continued)

Crown Corporations

Saskatchewan Development Fund Corporation
2400 College Avenue
Regina, Saskatchewan S4P 1C8
Inquiry: (306) 787-1645
Chairman: A. W. McDougall, F.C.S.I.
General Manager: W. B. Gibson

Saskatchewan Economic Development Corporation
1106 Winnipeg Street
Regina, Saskatchewan S4R 1J6
Inquiry: (306) 787-7200
President: D. S. Price

Saskatchewan Energy Holdings Ltd.
1600 - 1920 Broad Street
Regina, Saskatchewan S4P 3V2
Inquiry: (306) 777-9400
Vice-Chairman: Hon. J. G. Lane, Q.C.
President: C. W. Baker

Saskatchewan Forest Products Corporation
P.O. Box 40
Hudson Bay, Saskatchewan S0E 0Y0
Inquiry: (306) 865-2201
Chairman: Hon. G. M. McLeod
General Manager: D. W. Vizina

Saskatchewan Government Insurance
2260-11th Avenue
Regina, Saskatchewan S4P 0J9
Inquiry: (306) 565-1200
Chairman: A. W. Wagar
President: A. W. Wilde

Saskatchewan Power Corporation
2025 Victoria Avenue
Regina, Saskatchewan S4P 0S1
Inquiry: (306) 566-2121
Chairman: D. Stankov
President: G. D. Hill, Q.C.

Saskatchewan Telecommunications
2121 Saskatchewan Drive
Regina, Saskatchewan S4P 3Y2
Inquiry: (306) 777-3737
Chairman: G. H. Walker
Exec. Vice-President: D. R. Carlin

Saskatchewan Transportation Company
2041 Hamilton Street
Regina, Saskatchewan S4P 2E2
Inquiry: (306) 787-3353
Chairman: W. G. Rudichuk
President: L. P. Larsen

Saskatchewan Water Corporation
Victoria Place
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Moose Jaw, Saskatchewan S6H 7X9
Inquiry: (306) 694-3900
Chairman: Hon. H. A. Martens
President: B. F. Woodcock

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