



# CHEROKEE NATION Businesses

FISCAL YEAR 2023\* STATE OF THE COMPANY

\*Oct. 1 to Sept. 30

Supporting Nearly  
**20,000 Jobs\***



Providing an Annual  
Economic Impact of  
**\$3.04B\***

## CNB CONTINUES TO SERVE AS AN ECONOMIC DRIVER FOR NORTHEAST OKLAHOMA

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Committed to serving as a purpose-driven company, Cherokee Nation Businesses keeps its primary stakeholder, the Cherokee people, at the heart of every business decision made.

Our work is fueled by a mission that is bigger than any one person, objective or goal. It is what unites us and drives our efforts in job creation, education, health care, infrastructure and more. It's what we call The Power of Purpose.

We stay true to our mission to grow and strengthen Cherokee Nation's economy as we invest, innovate, diversify and grow.

We're creating a better, brighter future for the Cherokee people, for our employees and their families, and for our friends and neighbors. The work we do matters and makes a difference for all.



# OUR MISSION

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To promote the economic well-being of Cherokee Nation by delivering tremendous value to our customers, communities and markets we serve.



# OUR VALUES

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Work with **Purpose**, serve with **Purpose**.  
**Gadugi** – working together for the common good.  
Exemplify **Integrity** in everything we do.  
Be **Intentional** in planning & **Committed** in delivery.



# EXECUTIVE LEADERSHIP TEAM



**Bill John Baker**  
*Executive Chairman*



**Chuck Garrett**  
*Chief Executive Officer*



**Doug Evans**  
*Chief Financial Officer*



**Mark Fulton**  
*President, Cherokee  
Nation Entertainment*



**Steven Bilby**  
*President,  
Cherokee Federal*



**Molly Jarvis**  
*Senior Vice President &  
Chief Operating Officer,  
Cherokee Nation Cultural  
& Economic Development*



**Stephanie Cipolla**  
*Chief Human  
Resources Officer*



**Robert Huffman**  
*Chief Legal Officer*



**Todd Hembree**  
*Senior Vice President  
& Special Counsel*



**Kimberly Teehee**  
*Senior Vice President  
Government Relations*



**Tim Baker**  
*Senior Vice President  
& General Counsel*

# BOARD OF DIRECTORS

Shaun Shepherd *(Chairman)*

Bob Berry

Lynna Carson

Chris Carter

Dan Carter

Gary Cooper

Laura Dishman

Buck George

Bill Hickman

Jerry Holderby

Barry Reynolds

Julie Eddy Rokala

Brent Taylor

Brenda Thompson

Deacon Turner

Michael Watkins

Tommye Wright

# FOUNDED WITH PURPOSE

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Cherokee Nation is one of the largest Native American tribes in the U.S. with more than **460,000 citizens**.

With revenues topping **\$2 billion** in FY23 and more than **10,000 employees** worldwide, the legacy of Cherokee Nation Businesses is strong, enduring and vibrant. As the size of our Nation continues to grow, so does our responsibility to provide support and vital services to the Cherokee people.



# KEY INITIATIVES & STRATEGIC GOALS

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Our success is the result of thoughtful planning, challenging goals and a steadfast commitment to excellence. The work we do today creates a solid foundation for the success of the next seven generations, shaped by three strategic goals.



We've worked to maintain our position as a **market leader** in all of the industries we operate, recognized for world-class customer service and best-in-class operations.



We continue to diversify our revenue and **expand** into new businesses and locations, nearly doubling our net income within the past five years.



And, most importantly, we're investing in our corporate culture and enhancing our recruitment, retention and development initiatives to ensure we remain an **employer of choice**, an employer with purpose.

**10,000+**  
Employees

**\$2B+** in Assets

**No Long-Term Debt**

**\$2B** Revenue in FY23

**45+** Companies in **20+** Countries



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We will continue doing our part to create significant economic growth and jobs as we expand opportunities and help make northeast Oklahoma a great place to call home.

*Chuck Garrett*

CEO, Cherokee Nation Businesses



G.W.S.B. DBF  
CHEROKEE NATION®



CHEROKEE NATION  
Businesses



CHEROKEE NATION  
Entertainment



Cherokee  
FEDERAL



CHEROKEE NATION  
Cultural & Economic Development



# CORPORATE COMMUNITY IMPACT

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The Cherokee Nation Reservation spans **7,000 square miles**, encompassing **14 counties**. Northeast Oklahoma is our home, and the communities within it are where we live, work and connect with friends and family.

Our investment in community extends far beyond financial gifts, sponsorships, in-kind contributions or school supply drives. Our investment is a relationship built on **trust**, understanding and the principle of '**Gadugi**,' which means working together for the common good.

We've dedicated thousands of volunteer service hours to support outreach projects and charitable efforts such as the Alzheimer's Association, Cherokee Nation Angel Project, Community Food Bank of Eastern Oklahoma, Iron Gate, Junior Achievement of Oklahoma and Oklahoma Blood Institute.

Our dividend to the tribe has funded improvements in roads, bridges, transportation, housing, public water and sanitation systems, and more. Community is everything, and we are proud of the work we do to make each of our communities a better place for all.

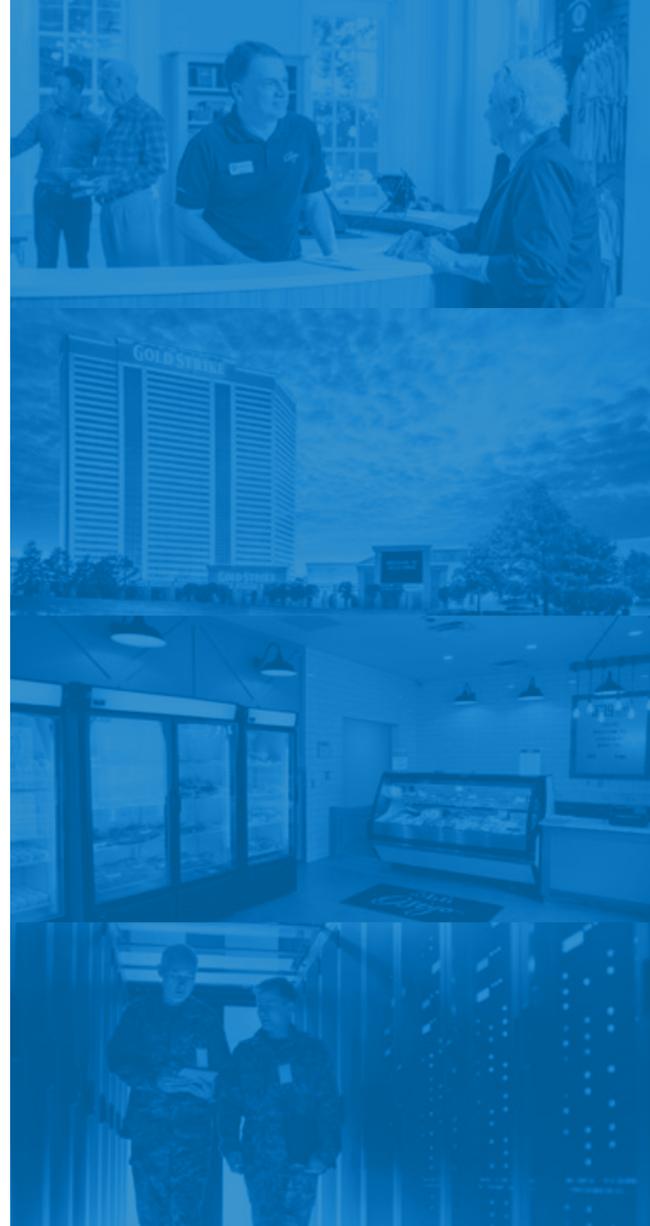
# PROFITS

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Our company and its many businesses were all created for the same purpose, to provide for the Cherokee people.

We do that through an annual dividend to the tribe, allocating 37% of our profit to support direct services to the Cherokee people. These services include housing, health care, education and social services. The remaining 63% is reinvested into growing jobs, wages, business development and special projects, such as new construction for health care facilities.

We're motivated by seeing that dividend continue to grow year after year, and we take great pride in knowing that the impact we have is lasting.



**37%**

Schools, Hospitals, Roads  
& Critical Services

**63%**

Business Reinvestment  
for Growth





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When business becomes personal, it simply matters more. This is no mere obligation; it is a binding and lifelong commitment. We know the better we can serve our customers, the better we can serve Cherokee Nation.

*Steven Bilby*

President, Cherokee Federal



**BUILD CULTURE**

**WIN CONTRACTS**

**EXECUTE CONTRACTS**

**Build Culture**

Implemented “The Cherokee Standard” - our guiding principles on how we do business to more than 5,000 employees

**Win Contracts**

Securing over \$2 billion in contract wins, maintaining a 15% combined annual growth rate

**Executive Contracts**

Outstanding customer ratings, leading to successful recapture of numerous programs

**CFED Overview**

Over 35 dynamic businesses  
Operating in all 50 states and 20 countries  
82<sup>nd</sup> largest federal contractor in the world

# FY23 HIGHLIGHTS

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As the 82<sup>nd</sup> largest federal contractor globally, Cherokee Federal stands as a premier solutions provider for the U.S. government. Our team of dedicated professionals drives our continuous growth and success.

To bring opportunities home to the Cherokee Nation, we extend our reach beyond borders. Our dynamic network of businesses operates worldwide, tackling challenges in national security and intelligence, information technology, health solutions, Department of Defense logistics, and humanitarian relief.

In 2023, we acquired Criterion Systems, significantly enhancing our cybersecurity capabilities. This strategic acquisition equips us to confront the evolving threats of the digital age with unparalleled expertise.

From implementing programs that enhance battlefield readiness for our service members to modernizing electronic health records for defense health, our companies work tirelessly to meet the ever-changing needs of our government customers.



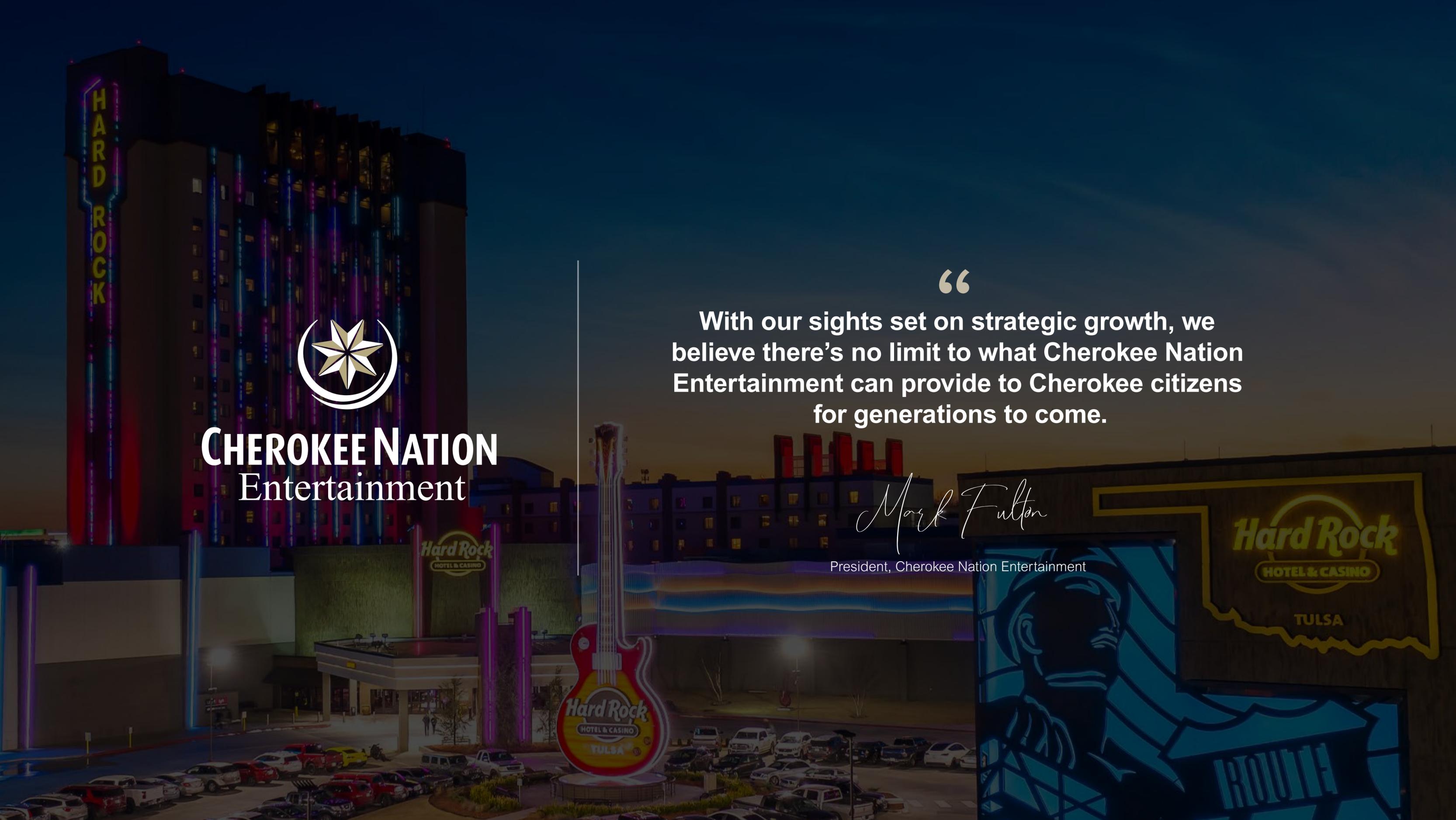
# CHEROKEE NATION Entertainment

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With our sights set on strategic growth, we believe there's no limit to what Cherokee Nation Entertainment can provide to Cherokee citizens for generations to come.

*Mark Fulton*

President, Cherokee Nation Entertainment



## STRATEGIC GROWTH

## EMPLOYER OF CHOICE

## EXCEPTIONAL GUEST EXPERIENCES

### Strategic Growth

Purchased the operating rights of Gold Strike Casino Resort  
Increased gross revenue by nearly 30% from FY22 to FY23

### Employer of Choice

4K+ team members  
76% within the Cherokee Nation Reservation

### Exceptional Guest Experiences

100+ first place awards for guest experience and service

### CNE Overview

11 casino properties  
10M+ annual guest visits  
4 hotels with 1,800+ hotel rooms  
8K gaming positions

# FY23 HIGHLIGHTS

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Three decades of success have established Cherokee Nation Entertainment as a regional gaming and hospitality powerhouse.

Last year, we acquired the operating rights of Gold Strike Casino Resort in Tunica, Mississippi, making us one of only a few tribally owned businesses to compete with national casino brands in commercial gaming markets. By expanding our efforts beyond our tribal borders, we're bringing the exceptional service we're known for to more parts of the country while creating jobs and improving the quality of life across the reservation.

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*“Cherokee Nation Entertainment is one of a few tribally owned businesses to compete with national brands in commercial markets outside of their respective reservations.”*

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Today, we own and operate Hard Rock Hotel & Casino Tulsa, Gold Strike Casino Resort, nine Cherokee Casino locations, including a horse racing track, a golf course and numerous retail operations. When it comes to setting the standard for millions of guest experiences each year, Cherokee Nation Entertainment is unrivaled.



# CHEROKEE NATION

Cultural & Economic Development

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Our efforts take various shapes, but all unite to authentically share the unfolding story of the Cherokee people.

*Molly Jarvis*

Senior Vice President and Chief Operating Officer,  
Cherokee Nation Cultural & Economic Development

**FOOD SOVEREIGNTY**

**NATIVE REPRESENTATION**

**AUTHENTIC STORYTELLING**

**1839 Cherokee Meat Co.**

Nearly 189K pounds of meat processed  
\$10M in grants supported

**Cherokee Film**

22 Emmy awards  
3,000 database listings

**Cherokee Nation Cultural Tourism**

50K+ annual visitors  
Tribal Destination of the Year: Cherokee Nation  
Anna Mitchell Cultural & Welcome Center

# FY23 HIGHLIGHTS

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Cherokee Nation Cultural & Economic Development is the heart of our tribal businesses. Our work answers a call, catering to the direct needs of our tribe and the communities within it.

We're at the forefront of our fight for food sovereignty through 1839 Cherokee Meat Co., providing access to high-quality, locally sourced proteins and advancing impactful agricultural programs.

We are also working to increase Native representation with Cherokee Film, reclaiming narratives on a local and global scale, and positioning Oklahoma as a leading hub for Indigenous storytelling.

With a variety of cultural destinations, programs and events, our Cultural Tourism team is celebrating and sharing the authentic story of the Cherokee people with the world.

We are committed to advancing our culture, and together, we're working towards a brighter future for Cherokee Nation and its people. Our story continues to unfold, and through the efforts of CED, it's our story to tell.



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**A vibrant and strong Cherokee Nation is essential for northeast Oklahoma’s long-term success. As our businesses grow more prosperous and create more jobs, our role in the state’s economy expands, as does our ability to provide vital support to the Cherokee people.**

*Chuck Hoskin Jr.*

Principal Chief, Cherokee Nation