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AlbertaCentral  
1967 *Years* 2007

Working Together  
2006



The key to our continued success lies in our ability to recognize and develop our core competencies while forging strategically sound and mutually beneficial alliances with knowledgeable and dedicated partners.

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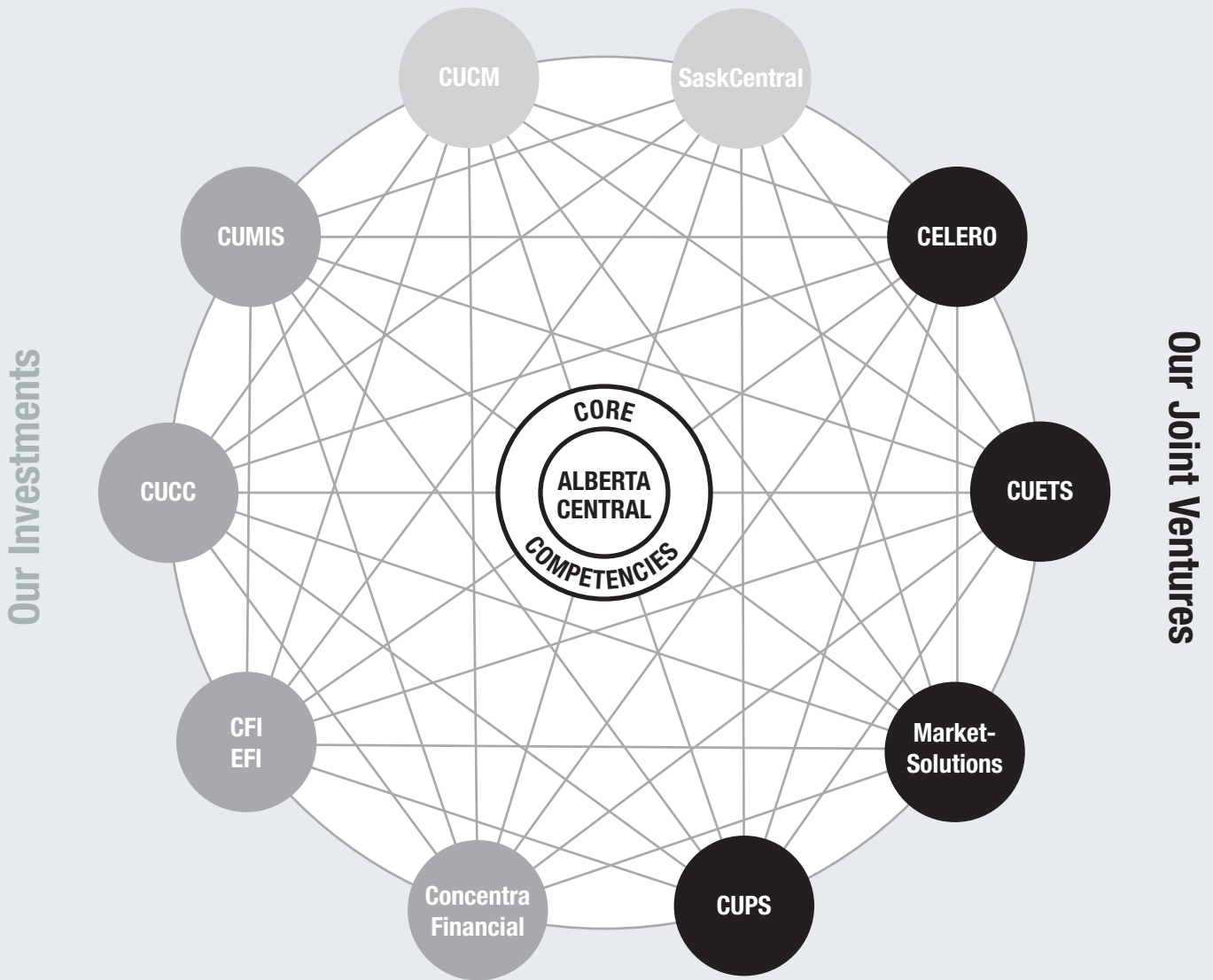
# *Working Together*

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This strategy allows us to offer integrated and sophisticated service solutions to the credit union system and to remain responsive to the rapidly evolving needs of credit unions and their members.



## Our Partners

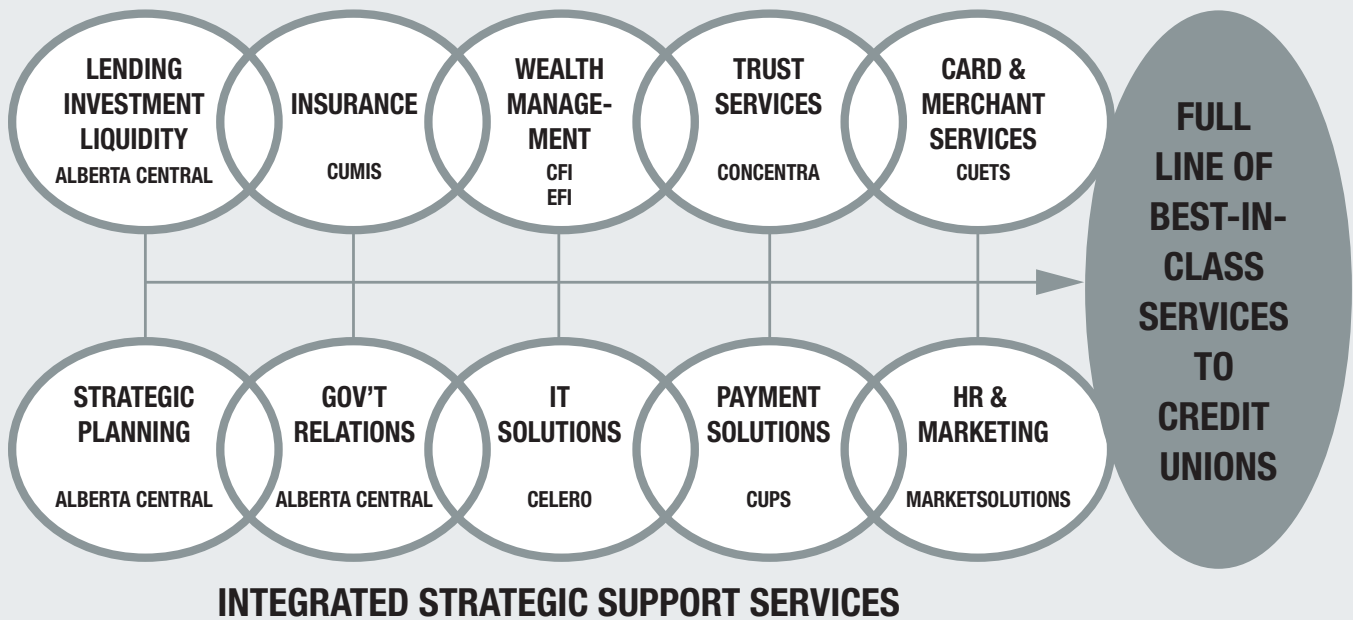


Alberta Central is more than what you see on the surface.

Together with our partners, our joint ventures, and the companies we invest in, we form a significant virtual entity—an integrated financial product and services network dedicated to the success of credit unions.

All nodes of the network are resourced with specialized knowledge and expertise, allowing Central and its strategically linked partners to maintain their focus on what they do best: delivering innovation and the highest value of services to credit unions.

## INTEGRATED FINANCIAL SERVICES NETWORK



From inception to delivery, the financial services process is incredibly complex. Product and service design and production, transaction processing, Internet banking, security, marketing, member relationship management, distribution, and service support are all essential activities in the financial services value chain.

We have organized our operations in a way that allows all members of our product and services network to focus on manufacturing, service design, and enhanced channels of distribution.

Each member of our network concentrates its energies and resources on its core competencies, and together we create unique value for our member credit unions.

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# *Our Partners*

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CUCM exists to help Manitoba credit unions meet their business needs, provide services to their members, and promote co-operative principles. Products and services currently offered to Manitoba credit unions through CUCM include: treasury services, lending services, banking and payment services, government relations, research, media and public relations, and a broad range of consulting services in the areas of human resources, operations, and strategic and business planning.

CUCM works to provide leadership and ensure the delivery of high value products and services that help credit unions achieve their vision in an environment that is characterized by multiple dimensions of change resulting from increasing regulation, technology advances, growing numbers and types of competitors, capital market pressures, and constantly changing consumer demands. CUCM is moving toward a future state business model that provides the flexibility and agility needed to respond to changing external factors to the benefit of its credit unions. Having mutually beneficial relationships with strategic partners that allow the direct and indirect provision of products and services to credit unions forms a key part of this strategy.

Leveraging off the strengths of CUCM's strategic partners is the company's key thrust for today and into the future. The sharing of resources and expertise among provincial Centrals and with other co-operative organizations is evident in the following strategic partnerships and projects:

- Since 2002, Manitoba credit unions have had access to the asset liability management tool that was developed by SaskCentral.
- Together with Alberta Central, SaskCentral, CU Electronic Transaction Services (CUETS), and Concentra Financial, CUCM is part of Celero Solutions—a joint venture launched in 2003 to consolidate information technology functions of the five parent organizations. Currently, CUCM plays a leading role in providing human resources services to this organization.
- CUCM is partnered with SaskCentral's MarketSolutions for the provision of human resources consulting services such as agriculture loan training for Saskatchewan credit unions and people development services for Manitoba credit unions.
- CUCM also has a history of partnering with other provincial Centrals and CUPS Payment Services to provide selected payment services to Manitoba credit unions.

With these accomplishments highlighting the success of CUCM's partnerships, and with the possibility of new joint projects, CUCM is well positioned to provide the highest standard of services to Manitoba credit unions now and into the future.



**Garth Manness**  
Chief Executive Officer

## **Credit Union Central of Manitoba (CUCM)**

Employees: 108

Assets: \$1.74 billion

Owners:

55 Manitoba Credit Unions

System Assets: \$11.5 billion

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SaskCentral is a financial co-operative owned by Saskatchewan credit unions. SaskCentral is proud to be a contributing partner, helping to maximize Saskatchewan credit union success through shared leadership and collective action on processes and initiatives that benefit Saskatchewan credit unions and the well-being of the people and communities they serve.

SaskCentral delivers democratic governance support, credit union advocacy, market intelligence, strategic investment management, liquidity management and access to payment networks.

A leader in innovation, SaskCentral researches, develops and implements initiatives to support the credit union system's strategic direction. Through MarketSolutions, SaskCentral provides timely, innovative and cost-effective business solutions to enhance the competitive positioning of credit unions inside and outside of the province.

SaskCentral's Finance/Strategic Investment Management division effectively undertakes system-wide strategic investment management through the continual development and evolution of joint ventures, partnerships and strategic alliances that assist credit unions in serving their members.

- SaskCentral is a partner in CU Electronic Transaction Services (CUETS), a national card company jointly owned by Saskatchewan and Alberta Centrals. As a principal member of MasterCard International and Maestro®, CUETS offers a comprehensive suite of card-issuing and card-acquiring products and services.

- SaskCentral, along with four prairie co-operative organizations—Credit Union Centrals of Manitoba and Alberta, Concentra Financial and CUETS—are partners in Celero Solutions. Celero delivers best-in-class technology solutions that are reliable, innovative and cost effective to prairie credit unions, Celero's owner organizations and other clients.

- SaskCentral, in partnership with Alberta Central, formed CUPS Payment Services—a joint venture that provides efficient payment processing and related value-added services to credit unions and other organizations.

- SaskCentral is a major investor in Concentra Financial. Concentra offers a comprehensive suite of value-added financial products and specialized solutions to enhance credit unions' competitive advantage.

- Other strategic investments include participating in The CUMIS Group, Credential Financial, The Ethical Funds Company and The Co-operators. Through these strategic partners, credit unions have access to many wealth management and insurance products.



**Sid Bildfell**  
Chief Executive Officer

## **SaskCentral**

Employees: 68

Assets: \$4.4 billion

Owners:

87 Saskatchewan Credit Unions

System Assets: \$10.1 billion

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# *Our Joint Ventures*

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Celero Solutions was formed in 2003 by Alberta Central, SaskCentral, Credit Union Central of Manitoba, CUETS and Concentra Financial with a clear mandate—deliver reliable, innovative and cost effective information technology solutions to its owner organizations, prairie credit unions, and other clients.

Now in its fourth year of operations, Celero has made significant strides in delivering on its commitment to finding fresh approaches to information technology for the credit union system. Celero's services include, but are not limited to:

- Operation and support of banking systems and delivery channels
- Best of class banking applications and tools
- A highly available infrastructure
- Network services
- Desktop computing
- Security
- Training
- Consulting and support services

Celero Solutions has over 330 employees working in offices in Calgary, Regina, Saskatoon, and Winnipeg, and serves over 200 clients across Western Canada.

Celero Solutions, with 49% ownership, along with Metavante Corporation, with 51% ownership, own Everlink Services Inc., a company that has established itself as a leading-edge electronic transaction switching service provider in Canada. Everlink's target market includes Canadian credit unions, banks, and independent service organizations of all sizes.

Celero Solutions focused on transformation and change in 2006. Dan Delaloye assumed the role of

Chief Executive Officer in March 2006, bringing with him a strong record of management experience earned in senior positions at Telus and Xerox. One of his first tasks was to chart a new strategic direction for Celero.

The groundwork for the strategy was laid through *Project CORE*, which was initiated at the end of 2005. *Project CORE* was a comprehensive review of Celero's operations. It identified a need for cultural change, revenue growth, process improvement, and development of the capabilities required to ensure Celero's long term success.

Celero built on *Project CORE* by devising a new planning process that engaged the entire organization in crafting the company's 2007 objectives, as well as its goals until 2009. The engagement process, known as *Summit 2007*, began with a series of meetings that involved virtually every employee at Celero.

The process culminated in an intensive day of brainstorming and consensus-building by representatives from every corner of the company to prioritize the more than 1,100 ideas generated by staff into a slate of actions and desired outcomes for 2007. Three strategic imperatives, supported by the initiatives identified through *Summit 2007*, have been defined for attaining Celero's vision and goals:

- Creating a culture of performance and engagement
- Delivering service excellence, and
- Profitable growth

Celero's transformation continued in 2006 through the initiation of Project Meta. Meta, one of the largest and most complex technology projects ever undertaken within the credit



**Dan Delaloye**  
Chief Executive Officer

## **Celero Solutions**

Employees: 330

Clients: 200

Annual Operating Budget:  
Approximately \$67 million

Owners:

Alberta Central, Credit Union  
Central of Manitoba, SaskCentral,  
Concentra Financial, CU Electronic  
Transaction Services (CUETS)

union system, involves the replacement of Celero's four retail banking platforms with a single new solution called eroWORKS®. With a full suite of flexible and adaptable ancillary products that interconnect with the eroWORKS® retail banking system, as well as its complementary eroSERVE® products, Celero will ensure credit unions, regardless of size and complexity, have the tools needed to thrive in the highly competitive financial services marketplace. Support for Celero's retail banking solution was endorsed by CEAMS credit unions in Saskatchewan when they decided to adopt eroWORKS® in early 2006. Clients in Manitoba, Alberta, and the SECURIS Group in Saskatchewan committed to converting to the system in 2005.

CUETS is a joint venture owned by Alberta and Saskatchewan Centrals. With its head office in Regina, a MasterCard® contact centre in Winnipeg, and several regional sales offices, CUETS partners with credit unions and caisses populaires across Canada to provide card and merchant services to their members. As a service partner in the credit union system, CUETS places a high value on understanding credit unions' diverse clients and helping them achieve their business goals.

Since its formation in 1981, CUETS has grown from a small regional service provider to a national organization, and has expanded its product offering from the GLOBAL PAYMENT™ MasterCard to a full suite of card and merchant (through the Unified Network Payment Solutions (UNPS) Partnership) options. CUETS' mission is to enable credit unions and other clients to provide world-class products and services to their members and customers. CUETS specializes in delivering enterprise solutions for the financial industry, with core competencies in payment services, customer care services, aggregation of business information and volumes, management of multiple client and vendor relationships, and management of enabling technologies.

In 2006, CUETS worked toward chip card readiness, development of new card products and features, and partnered with credit unions to achieve mutually beneficial card account growth. The merchant business activity focused on growth in the

merchant account base, improving relationships between credit unions and UNPS, increasing marketplace promotion of UNPS to support sales efforts and introducing new terminal products.

CUETS' Integrated Support Services division focused on developing chip card and debit fraud management services in support of credit unions and their service needs.

CUETS is in the process of being approved as a federally regulated financial institution, with an implementation target date early in 2007. If approved, the change will enable CUETS to provide stronger and more innovative programs to credit unions and their members in the future.

With 25 years of experience in providing proven card payment systems and industry recognized customer service programs, CUETS is keenly aware of the ever-evolving nature of financial services. CUETS has proven itself a leader in the industry's migration to chip card technology. To establish and maintain a presence in chip card development, CUETS created a Chip Project Team, dedicated solely to chip card strategies and partnerships. The team has established a Credit Union Chip User Group and Market Trial Working Group, and maintains close relationships with credit union representatives.

In July 2006, CUETS and Everlink publicly announced an alliance to provide a comprehensive suite of chip card products and services to meet the needs of credit unions.



**Stan Kuss**  
Chief Executive Officer

## **CU Electronic Transaction Services (CUETS)**

Employees: 550

Clients:

Approximately 425 Canadian Credit  
Unions and their Members Plus Other  
Financial Institutions

Revenue: \$168.1 million

Owners:

Alberta Central, SaskCentral

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CUETS has continued to work closely with the credit union system's Chip Strategy Task Force and has presented its chip card solution in credit union forums across the country. The CUETS Chip Project Team is working with the industry's Multilateral Chip Trial Steering Committee to trial chip card technology in the Kitchener-Waterloo area of Ontario in the first quarter of 2008.

CUPS is a joint venture between Alberta and Saskatchewan Centrals that delivers payment processing and related value-added services to Alberta and Saskatchewan credit unions and other corporate clients. The operation and management of the joint venture have been delegated to Alberta Central, under the guidance of a management committee comprised of senior executives from the two parent organizations. Since its inception, the joint venture has demonstrated excellent performance in terms of financial stability, service delivery, product innovation and customer satisfaction.

With approximately 165 employees, CUPS processes in excess of 149 million transactions annually. CUPS has responsibility for the operation and future development of payment services functions for Alberta and Saskatchewan credit unions. Services offered by CUPS include clearing and deposit processing, electronic payments, statement processing, bill payment processing, distribution services and various back-office support services. CUPS focuses on anticipating industry trends and changes within the payments environment, listening to credit union needs and making the necessary strategic decisions to facilitate those needs. CUPS strives to offer a service delivery environment that ensures

high performance, fair profitability and sustained longevity, while enabling credit unions to service their marketplaces with new, innovative and cost competitive services. These objectives are consistently achieved on the basis of operating principles that include service excellence, innovation and responsiveness.

In 2007 and beyond, CUPS anticipates that the payments environment will continue its evolution from paper-based transactions to more electronic-based products and services. Accordingly, CUPS is taking proactive steps to ensure credit unions remain leaders within the image-based processing environment and are effectively aligned with the Canadian Payments Association (CPA) strategic direction toward cheque imaging in Canada. By expanding upon usage of electronic delivery methods, CUPS continues to develop new products, services and solutions that provide credit unions with efficient, flexible and alternative delivery channels for their members.

CUPS continues to be an innovative participant in the highly competitive and ever-changing payments environment and remains committed to supporting the growth and success of its clients.

## **CUPS Payment Services (CUPS)**

Employees: 165

Clients: 152

Transactions Processed:  
**149 million annually**

Owners:  
**Alberta Central, SaskCentral**

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MarketSolutions, a division of SaskCentral, delivers business solutions to credit unions across Canada. These solutions are available in a wide array of options and combinations that can be customized to meet each credit union's unique needs.

MarketSolutions' services are provided through the organization's diverse business lines: consulting, contract management services, promotions, retail business solutions and special projects.

MarketSolutions' consulting team provides credit unions with access to specialized expertise in the areas of human resources and people development, marketing and market research, market growth and segmentation, sales and service culture, and strategic planning.

Contract management services helps credit unions find the right people for a specific project, general management, short term management relief, enterprise risk management or for internal audit support for credit unions.

Promotions Plus helps credit unions keep their profile top-of-mind with their members and in their communities by locating the right promotional items and fulfilling credit unions' printing needs.

Retail Business Solutions offers a consolidated source for credit unions' deposit and lending information and retail support needs. Retail Business Solutions' experts focus on gathering, interpreting, and sharing critical legislative information with credit unions. Innovative product development helps credit unions meet growing demands for highly specialized services in the deposit and lending fields.

The Special Projects team supports initiatives that require long-term dedicated resources including providing management services to credit unions and national representation on the MemberCard debit card chip technology initiative.

MarketSolutions shares common goals with its clients and partners, and is focused on understanding the needs of credit unions and working together to construct solutions to meet those needs. Through MarketSolutions, innovative and comprehensive services are available to any credit union, anywhere. Its teams of dedicated experts specialize in providing the right solutions, at the right time, and at a price that is just right for credit unions.

## MarketSolutions

Employees:  
**38 + 10 contract managers**

Clients:  
**1,900 across Canada**

Revenue:  
**\$6.9 million**

Owner:  
**SaskCentral**

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# *Our Investments*

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Concentra Financial (Concentra) is a credit union company and an integral part of the Canadian co-operative financial system. Partnering with credit unions, Centrals, strategic partners and other organizations, Concentra offers a comprehensive suite of value-added products and specialized solutions to enhance credit unions' competitive advantages. Based on specific credit union objectives, solutions can be provided to facilitate business operations and expand product offerings through access to: Corporate Finance, Trust Services, Financial Services, Commercial Leasing and Corporate Banking.

- Corporate Finance includes financial intermediary services such as securitization and loan pools, as well as development, analysis and administration for credit unions.
- Concentra Trust, a wholly owned subsidiary of Concentra Financial, provides credit unions with access to specialized trust services for both individuals and business members. Personal trust services are focused on estate planning and administration—essential links to comprehensive wealth management relationships with members. Corporate trustee services encompass a broad selection of products, including registered plan delivery, enhanced employee benefit plans, asset safeguarding and capital fundraising.

- Financial Services provides credit unions with liquidity management and expanded retail market solutions including mortgage origination, deposit warehousing and administration.
- Commercial Leasing offers specialty lease financing, syndication services and asset administration.
- Through Corporate Banking, a broad range of products and services are offered to targeted corporate and government clients. Services include cash management and payment products, credit, deposit and international services.

The strategic priorities of Concentra include expansion and development and positioning the organization for market relevance. Key aspects of operations include strong financial performance, successful client relationships, innovation excellence and development of people and community. Concentra continues to work closely with other strategic partners on a number of initiatives, all in support of the national credit union system. Concentra proudly retains recognition as one of Canada's 50 Best Managed Companies for 2006. Concentra remains committed to advancing the success of the Canadian credit union system and its many communities and participants.



**Myrna Bentley**  
President & Chief Executive Officer

## **Concentra Financial**

Employees: **Over 400**

Consolidated Assets Under  
Administration:  
**\$19.2 billion**

Corporate Assets: **\$3.3 billion**

Owners:  
**Provincial Centrals, Credit Unions,  
CUMIS, The Co-operators**

Credential Financial Inc. (Credential®) is the wealth management distribution company for the Canadian credit union system and parent company for several entities that distribute investment and insurance products and advice: Credential Asset Management, Credential Securities®, Credential Direct®, Credential Insurance Services, and Credential Financial Strategies.

- Credential Asset Management is a mutual fund dealer servicing credit unions across the country, and is the principal distributor of proprietary mutual funds managed by The Ethical Funds Company®. Credential Asset Management provides credit unions with access to over 1,200 third party mutual funds, sales support, training, and back office administration.
- Credential Securities is a full-service investment dealer enabling credit unions to offer a comprehensive line of investment products and services, including stocks, bonds, and mutual funds.
- Credential Direct, a division of Credential Securities, is an online brokerage service providing credit union members and independent investors access to self-managed investment services.

- Credential Insurance Services is a managing general agency enabling credit unions to offer insurance-related solutions from top insurance companies. Its wholly owned subsidiary, Credential Financial Strategies, facilitates the employment of licensed financial planners on behalf of partner credit unions, enabling them to offer integrated investment and insurance related solutions.

In 2006, Credential's commitment to delivering a premium wealth management offering was reflected by a number of high profile achievements:

- Credential Direct was named the nation's #1 online broker.
- 100% of Credential Select Portfolio Funds assets outperformed the median.
- A new Business Planning System was launched to credit unions—the first and only planning software of its kind in North America.

All these were accomplished while Credential experienced unparalleled sales and transaction activity across its business lines.

By September 30, 2006, revenue had grown by 17% over 2005, allowing Credential to return \$67 million in commission and trailer fees to credit unions—the highest return paid to its partners to date.



**Don Rolfe**  
President & Chief Executive Officer

## **Credential Financial Inc.**

Employees: 210

Credit Union Partners:  
330 across Canada

Assets Under Administration:  
\$9.1 billion

Owners:  
Provincial Centrals (50%),  
CUMIS (50%)

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The Ethical Funds Company® is Canada's leading manager of socially responsible mutual funds, providing professional money management while investing according to financial, social, and environmental performance. The Ethical Funds Company also manufactures several investment products on behalf of its partner, Credential Financial Inc..

EF Administration Inc. (EFA) is a wholly owned subsidiary of The Ethical Funds Company, and a registrar and transfer agent for Ethical Funds®. EFA is responsible for the administration and operation of Ethical Funds.

The Ethical Funds Company is focused on principles of *sustainability*—meeting the needs of the present day without compromising the ability of future generations to do the same. It researches, scores, monitors and invests in companies that produce an overall positive impact on society, leveraging their Shareholder Action Program to engage in constructive dialogue and encourage the adoption of more sustainable strategies.

In 2006, the Ethical Advantage Series—North America's first family of socially responsible lifecycle funds—continued to show great potential by outperforming the industry in its first full year on the market. All five of the funds delivered solid returns in the first and second quartile, making them the #1 lifecycle investment solution in Canada.

2006 was another award-winning year for The Ethical Funds Company. The *Canadian Investment Awards* presented the Ethical Special Equity Fund with the *Imagine Socially Responsible Investment Fund* Award for outstanding performance and industry leadership. The fund also won the "Canadian Small Cap Equity Fund of the Year"—a distinction voted on by a group of senior financial analysts.

The Ethical Funds Company was established in 1992 and is owned by the credit union system, operating under shared management and staff with Credential®.

## The Ethical Funds Company

Employees: 90

Clients:

146,000 Investors

Assets Under Management:

\$2.2 billion

Owners:

Provincial Centrals (100%)

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The national trade association for the credit union system in Canada, Canadian Central provides:

- A national forum for credit unions to work together across local and provincial boundaries, through consultation and consensus-building, research and conferences, task forces and committees;
- A national voice for the system, exercising advocacy to promote credit union interests to the federal government and to other national regulatory bodies, as well as the media; and,
- Facilitation of national services and conveniences that bring efficiencies and cost savings to the credit union system.

Initiatives recently undertaken by Canadian Central include:

- **Special Strategy Committee—Small & Medium-sized Enterprise (SME):** The Special Strategy Committee's SME Committee moved on implementation of the SME Business Plan, including a national awareness campaign.
- **Cheque Imaging:** Canadian Central is a full participant in planning for Truncation and Electronic Cheque Presentment—a multi-year, industry-wide project that will replace the physical exchange of cheques with the exchange of electronic images.

- **Chip Readiness:** The Chip Strategy Task Force released a chip migration strategy paper exploring the possibilities for system co-operation and co-ordination on chip migration.
- **The World Credit Union Conference:** For the first time in a decade this event is being held in Canada. In place of its annual Canadian Conference for Credit Union Executives in 2007, Canadian Central will join with the World Council of Credit Unions (WOCCU) in co-operatively offering the 2007 World Credit Union Conference in Calgary.
- **The CUSOURCE® Credit Union Knowledge Network:** An unconsolidated subsidiary of Canadian Central, CUSOURCE completed its third full year with over 12,000 subscribers. Revenue in 2006, the third full year of operation, was 65% higher than in 2004, the first full year of operation.

These undertakings, as well as Canadian Central's national conferences and credit union award programs, multiple discount programs, liquidity oversight and national awareness-building and advocacy initiatives, advanced Canadian Central in its role of supporting and strengthening the credit union system.



**David Phillips**  
President & Chief Executive Officer

## **Credit Union Central of Canada (Canadian Central)**

Employees: **49**

Net Investment Income (after tax):  
**\$1.2 million**

Net Trade Division Assessment:  
**\$7.2 million**

Owners:  
**Provincial Centrals and Other Partners**

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The CUMIS Group of Companies market a diverse portfolio of insurance and financial products and other services to Canadian credit unions, caisses populaires and their members. A company that can trace its roots to the very beginning of the Canadian co-operative movement, the CUMIS Group of Companies include: CUMIS Life Insurance Company, CUMIS General Insurance Company and Canadian Northern Shield Insurance Company. CUMIS also owns 50 per cent of Credential Financial Inc. and CUIS Brokerage Services Ltd.

CUMIS has management responsibility for its joint marketing program with the Credit Union Insurance Services (CUIS) program. The CUIS program has allowed for the integration of both organizations' products and services, providing financial co-operatives with a portfolio of the best insurance and related services. The CUIS program also assists customers with their member marketing strategies through a consulting service known as Strategic Solutions Group. CUMIS and The Co-operators jointly own CUIS Brokerage Services Limited, which helps credit unions successfully administer their property and casualty (P&C) insurance brokerages.

Cited as the partner of choice for the majority of Canadian credit unions, CUMIS is committed to helping credit unions succeed, so much so that they

hold firmly to the belief that they succeed only when credit unions succeed. A CUMIS priority is to help strengthen the unique relationships credit unions have with their members and to provide industry-leading insurance products that credit unions need in order to compete as full-service financial institutions.

To that end, CUMIS is committed to further adaptation and innovation of products and services. Throughout the organization, on an ongoing basis, CUMIS implements operational efficiencies, structural changes, technical upgrades—all for the purpose of making their working relations with credit unions and their members as streamlined and as seamless as possible.

Long regarded as one of Canada's best-managed companies with a reputation as a great place to work, CUMIS wholeheartedly endorses within the company the following set of values: integrity, passion, humour, enthusiasm for change, relationships, continuous learning, social responsibility and people.

The emphasis placed on social responsibility is living proof that the co-operative spirit runs deep at CUMIS. Every year, CUMIS allocates at least one per cent of pre-tax profit to philanthropy, including a long-standing affiliation with the *United Way* and *Habitat for Humanity*.



**Kenneth W. Lalonde**  
President & Chief Executive Officer

## **The CUMIS Group Limited**

Employees: 518

Locations: 19

Assets:

**\$1.2 billion**

Owners:

**CUNA Mutual Group, Provincial Centrals  
and Other Partners**

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Comprised of multiple strategic alliances, joint ventures, investments, and subsidiaries, our financial product and services network is a complex and multi-faceted entity.

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# *Forty Years*

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Alberta Central is an integral part of this network organization.

Our focus is on further development of partnerships and alliances, coordination of financial resources and technology, and management of our core competencies.

This strategy ensures that our network operates in a smooth and coordinated manner and is able to compete successfully in the dynamic financial services marketplace. Linked by shared values, technology, and resources, Alberta Central and its network partners are committed to their foremost priority: to provide seamless products and services that fully meet the needs of our clients.



## PARTNERS

### Alberta Central

Employees: 62

Assets: \$1.7 billion

Owners: 49 Alberta Credit Unions

System Assets: \$12.8 billion

### Saskatchewan Central

Employees: 68

Assets: \$4.4 billion

Owners: 87 Saskatchewan Credit Unions

System Assets: \$10.1 billion

### Manitoba Central

Employees: 108

Assets: \$1.74 billion

Owners: 55 Manitoba Credit Unions

System Assets: \$11.5 billion

## JOINT VENTURES

Alberta Share:

CUETS 50%

CELERO 33%

CUPS 50%

Employees: 1,093

## INVESTMENTS

Alberta Share:

Concentra 8%

Credential 7%

Ethical Funds 16%

CUCC 13%

CUMIS 1%

Employees: 1,267



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