

GROUP DYNAMICS

CANADIAN WESTERN BANK GROUP
2012/2013 CORPORATE OVERVIEW AND RESPONSIBILITY REPORT



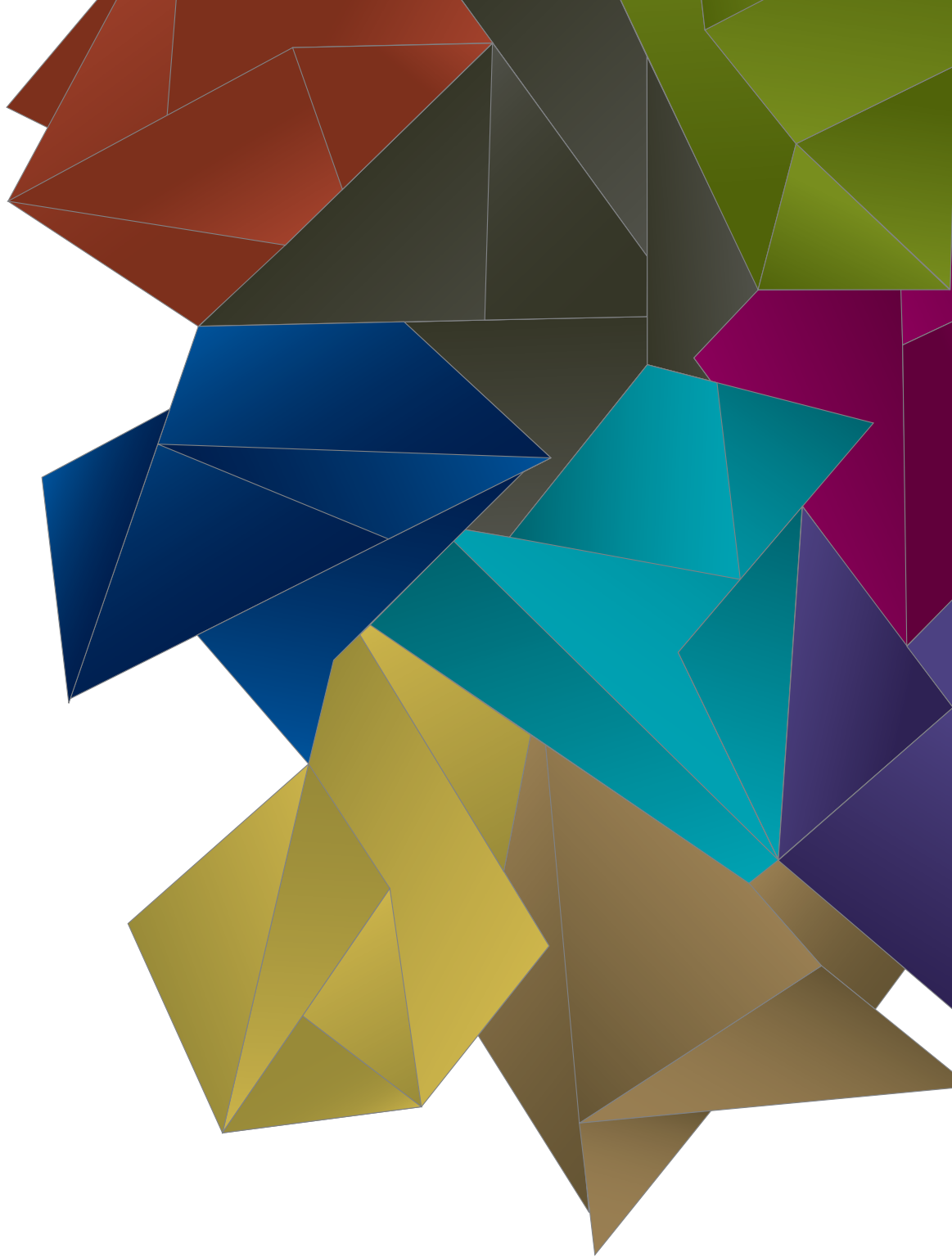




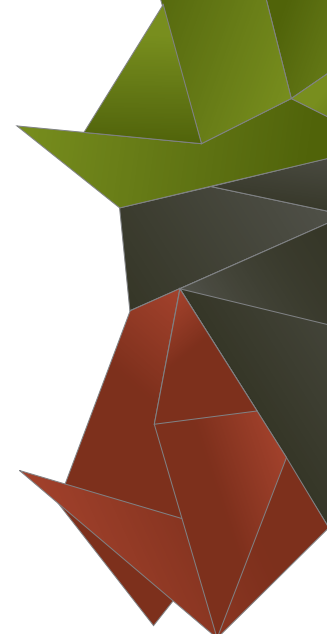
TABLE OF CONTENTS

CORPORATE OVERVIEW

CWB Group.....	2
CWB Group at a Glance	3
Full Service Financial Solutions	4
Canadian Western Bank	6
Canadian Direct Financial	9
National Leasing	10
Optimum Mortgage.....	11
Canadian Western Trust.....	12
Valiant Trust.....	13
Canadian Direct Insurance	14
Adroit Investment Management.....	15
Canadian Western Financial.....	15

CORPORATE RESPONSIBILITY

Message from the President, Chris Fowler	16
Client Relationships	19
Employee Engagement	22
Building Strong Communities	25
Respecting the Environment.....	29
Economic Contributions	31
Governance	33
Executive Committee and Senior Officers	35
Breakdown of Total Canadian Business Financing	36



CWB GROUP

BANKING, TRUST, INSURANCE AND WEALTH MANAGEMENT

Effective group dynamics are crucial for the development of common goals and the achievement of a shared vision. At Canadian Western Bank Group (CWB Group), our dynamic approach to business – celebrating innovation, collaboration, teamwork and the collective success of our stakeholders – represents an important part of what makes us a vibrant organization. Our dynamics also explain how CWB Group has become one of Canada's most successful and fastest growing financial services organizations. With combined balance sheet assets of approximately \$17 billion, assets under administration approaching \$7 billion and assets under management approaching \$1 billion, CWB Group now employs more than 2,000 people serving thousands of clients in communities across Canada.

Today, Canadian Western Bank (CWB or the Bank) remains the largest publicly traded Schedule I bank headquartered in Western Canada. The Bank, along with its six affiliate companies and two operating divisions, are together known as the CWB Group. We provide services through a network of 41 banking branches located across Western Canada, a centralized equipment leasing office, eight trust locations, two insurance call centres, one wealth management location, an Internet banking division and our corporate headquarters.

Our group dynamics, including the values embedded within our unique corporate culture, provide the basis for our vision *to be crucial to our clients' futures*. They also increase the breadth of our client offerings and allow for the contributions of each CWB Group company to strengthen our organization as a whole. The achievement of our vision requires us to build strong business relationships, and to provide the financial products, services and stability our clients need to succeed, both today and in the future. It also means delivering the best possible client experiences, and always doing so with integrity.

Whether clients need a business loan, a personal loan or mortgage, investment advice, leasing options, home and auto insurance, or trust services, we can help. And because all CWB Group companies share the same vision, the people who do business with us know we'll deliver common sense financial solutions with excellent personalized service.

cwb.com

CWB Group at a Glance

CWB Group (October 31, 2012)

Employees†: 2,000+
 Clients: 600,000+
 Total assets: \$16.8 billion+
 CEO: Larry Pollock
 President: Chris Fowler
 Chair: Allan Jackson

Canadian Western Bank

Employees†: 1,250+
 Consecutive profitable quarters: 98
 Number of branches: 41
 Number of commercial accounts: 15,000+

Canadian Western Bank (CWB), along with its affiliate companies and operating divisions, comprise CWB Group

Optimum Mortgage

Employees†: 45+
 Total mortgages: \$1.0 billion+
 Number of client mortgages: 3,700+

Operating Division

Canadian Western Trust

Employees†: 65+
 Investment accounts: 48,000+
 Total assets under administration: \$6.9 billion+

Canadian Western Financial

Mutual fund representatives: 125+
 Number of mutual fund clients: 3,700+

Subsidiary (Affiliate) Companies

Operating Division

Canadian Direct Financial

Established: 2008
 Client deposits: \$177 million+
 Provinces and territories in Canada where products are offered: 12

Adroit Investment Management

Employees†: 10+
 Total assets under management: \$855 million+
 Number of client relationships: 300+

Canadian Direct Insurance

Employees†: 300+
 Number of policies outstanding: 190,000+
 Annual gross written premiums: \$134 million+

Valiant Trust

Employees†: 45+
 Client appointments in 2012: 560+
 Number of clients: 320+

National Leasing

Employees†: 280+
 Total leases under management: \$890 million+
 Number of leases outstanding: 62,000+

† Includes both full- and part-time employees

FULL-SERVICE FINANCIAL SOLUTIONS

CWB



- Business banking services, including cash management
- Commercial lending
- Commercial real estate and construction financing
- Equipment financing and leasing
- Energy lending
- Chequing and savings accounts
- Mortgages
- Personal loans
- RRSPs, RRIFs, TFSAs
- Savings and investment products (GICs and Mutual Funds)

NATIONAL LEASING



- Small- and mid- ticket equipment leasing

CANADIAN DIRECT FINANCIAL



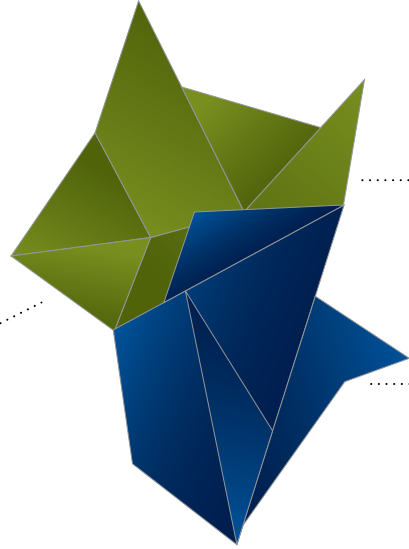
- Chequing and savings accounts
- GICs
- RRSPs
- TFSAs

OPTIMUM MORTGAGE



- Conventional mortgages
- Alternative mortgages
- High-ratio insured mortgages





WEALTH MANAGEMENT

ADROIT



- Discretionary wealth management for individuals and institutions

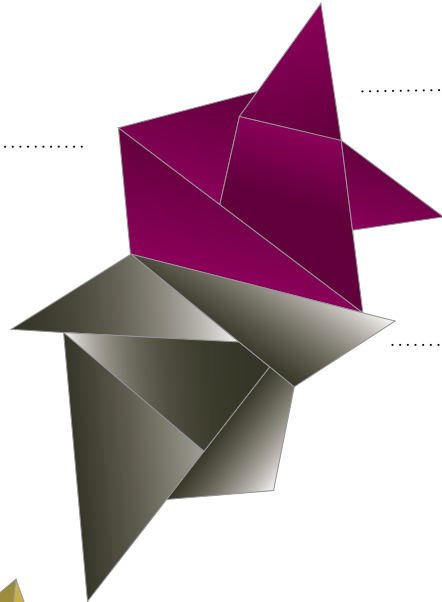
CANADIAN WESTERN FINANCIAL



- Investment advice and access to a diverse range of third-party mutual funds



TRUST



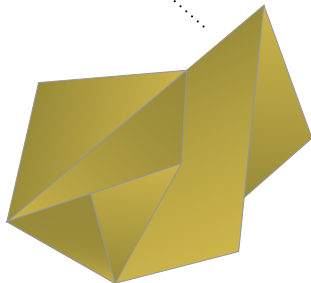
CANADIAN WESTERN TRUST



- Pension, trustee and custodial solutions:
 - Individual retirement and investment services (IRIS)
 - Corporate and group services (CGS)



INSURANCE



VALIANT TRUST



- Specialty trust services for public and private corporations:
 - Stock transfer
 - Corporate trust
 - Escrow
 - Employee plan administration

CANADIAN DIRECT INSURANCE



- Personal insurance:
 - Auto
 - Home
 - Tenant
 - Condominium
 - Travel



CANADIAN WESTERN BANK

The dynamics of CWB are a driving force behind our success. Even when our bank was only a few employees strong, we were recognized for the way we worked together to develop a common vision and achieve common goals. This group dynamic, and the strength and synergies that come with it, is still at the core of how we operate today.

Our common sense approach to doing business has remained consistent throughout our history. And so has our focus and expertise in providing business banking services for small- and mid-sized companies. Our history, experience and geographic focus position us to better recognize and understand the challenges, opportunities and potential that is often unique to businesses based in Western Canada. We specialize in general commercial lending, equipment financing and leasing, commercial real estate financing, real estate construction financing, and energy lending. Not surprisingly, our areas of expertise also mirror the sectors of industry that drive much of Western Canada's economic prosperity.

Anyone who has worked with us knows what it means when we say we're *The Working Bank*®. Whether a business is well-established or is preparing for the next phase of its growth and development, we understand what businesses need to get to the next level. We also know the value of relationships, and

We put
our clients
first and give them good
reasons to stay with us.

that sometimes you have to look beyond numbers to see true potential. Where others may only see risk, we often find opportunity. We know that when businesses need service, they need it now. That's why we always deliver answers, advice and decisions in the timeliest manner possible. We do our utmost to provide highly personalized and responsive service, whether speaking in person or by phone. We respect our clients' time, their knowledge and their experience. Most importantly, we are committed to doing our job well in order to help our clients excel at theirs.

The Working Bank® promise speaks to the way we work for both our business and personal clients. For personal clients, we offer a full range of banking products and services – including chequing accounts, savings accounts, Guaranteed Investment Certificates (GICs), Registered Retirement Savings Plans (RRSPs), Tax-Free Savings Accounts (TFSA's), mortgages, personal lending and a diverse selection of third-party mutual funds. No matter what clients are looking for, we provide straightforward answers and create solutions that meet their current needs, while helping them plan for the future. Our goal is to build lasting relationships with our clients so they know they can trust us to do what's right for them.

"I enjoy being partners with CWB.
They have a vision for Western
Canada that matches mine."

Carl Rosenau, President, Rosenau Transport Ltd.

"They understand our business from
the ground up. They know things are
time-sensitive and they get on with it."

Jim Hole, The Enjoy Centre

Many of our business banking clients also choose to do their personal business with us, because they know they'll get the same exceptional service and customized solutions they count on to meet their business needs. No matter what our balance sheet shows, we know the most important measure of our own success is the ongoing success, trust and confidence of our clients. Trust is at the heart of our client dynamic, and it's an essential part of our vision *to be crucial to our clients' futures*.

We run our business much the same way our clients run theirs. We concentrate on what we do best and work to do it better. We put our clients first and give them good reasons to stay with us. We look for employees that share our commitment to service, and then give them opportunities to grow with an array of training and professional development options. It's one of the many reasons we've been named as one of the *50 Best Employers in Canada* for seven consecutive years.

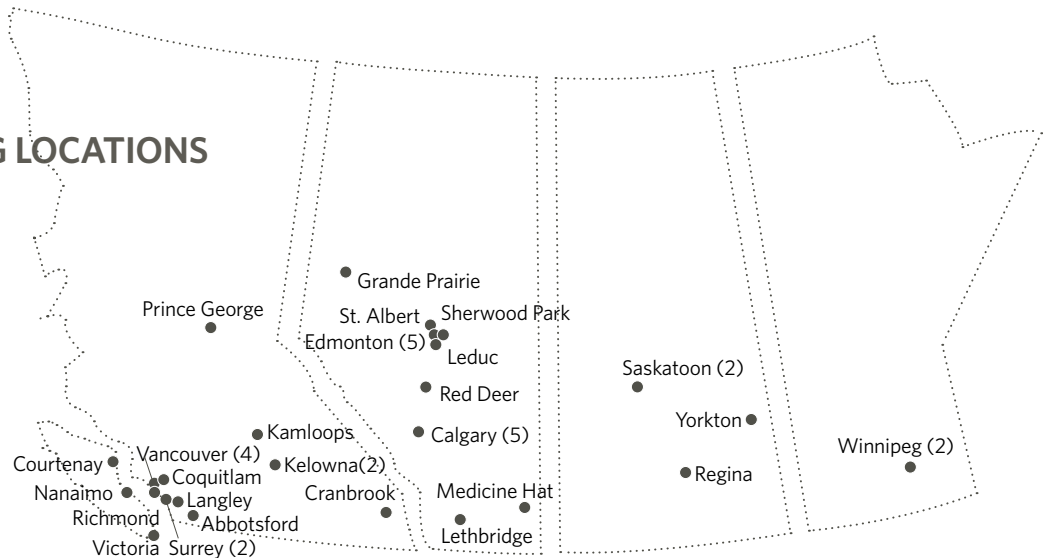
cwbank.com





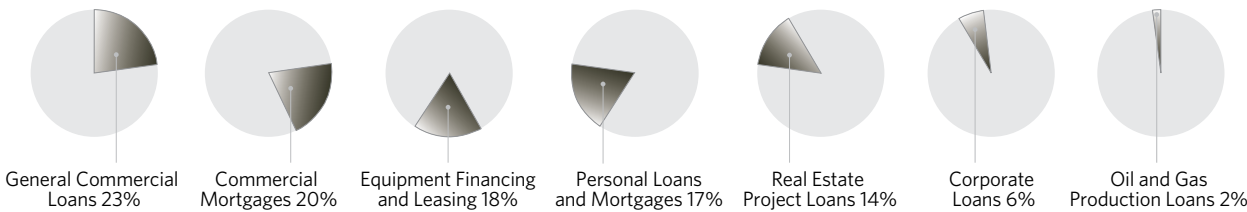
CWB BANKING LOCATIONS

● Banking location



BREAKDOWN OF LOANS BY LENDING SECTOR

(AS OF OCTOBER 31, 2012)





CANADIAN DIRECT FINANCIAL

Canadian Direct Financial (CDF) makes it easy for clients located almost anywhere in Canada to take advantage of our competitive interest rates, sensible products and exceptional service. Launched in 2008, CDF serves Canadians who choose to maintain their banking services online, as well as those who don't have convenient access to a CWB branch. In addition to chequing accounts, savings accounts and GICs with highly competitive rates, clients can also invest in RRSPs and TFSAs as part of CDF's *KeyReach*® suite of products.

The response to our Internet-based division has been impressive. This past year alone, we realized a 70 per cent growth in deposits and more than doubled the number of clients served. In just four years, personal client deposits held in CDF have surpassed \$177 million. Some of this success has resulted from the great rates we offer through our TFSA and high interest savings accounts. But clients also appreciate our commitment to offering the same level of personal service that is synonymous with CWB Group. Even without the benefit of face-to-face interaction, we get to know our clients and operate on a first name basis with many of them. It's just one of the reasons our client surveys show consistently high customer satisfaction ratings. And for us, our clients' satisfaction is the most important indicator of success.

canadiandirectfinancial.com





We have **flexibility**

to finance a range of
deals that match our
clients' cash flows.



NATIONAL LEASING

Leasing equipment is a way for businesses to get the equipment they need without using their cash reserves or lines of credit. In addition to providing flexible terms and payment options, the right leasing choices can also better position businesses to respond to opportunities and unforeseen challenges.

Choosing the right leasing company is the key to a great experience. Businesses want a company that knows their industry and is small enough to be responsive, but big enough to grow with them. National Leasing fits that bill. We've been in business since 1977 and are experts in commercial equipment financing. In addition to general commercial leasing, we specialize in financing agricultural, health care, and golf and turf equipment. National Leasing has the capacity and flexibility to structure repayment options that match our clients' cash flows for deal sizes ranging anywhere from \$5,000 to \$2 million.

We know that when clients are ready to lease equipment, they often need to move fast. Our *FastCredit*™ scoring software helps us make fair, accurate credit decisions quickly. In fact, National Leasing guarantees a credit decision on completed applications for up to \$50,000 within four hours of receiving the necessary documentation. Our speed of service also reflects the collective commitment of our team of more than 280 employees, who know leasing inside and out. We do business right across Canada, which includes a recently expanded presence in Quebec, so no matter where our clients are located, we can help them get to work.

To make this all possible, we focus on finding the right people and creating a culture that inspires them. It's an approach that's earned us recognition as one of *Canada's Most Admired Corporate Cultures*, one of *Canada's 50 Most Engaged Workplaces*, and one of the *Best Small & Medium Employers* in Canada.

nationalleasing.com



OPTIMUM MORTGAGE

Ask any of the millions of Canadians who are self-employed, and they'll likely tell you about their frustrations in dealing with lenders who are reluctant to explore alternative mortgage options. Optimum Mortgage offers sensible mortgage solutions to the clients of more than 6,500 mortgage brokers operating across Western Canada and in select regions of southern Ontario. Whether it's an alternative mortgage, conventional mortgage or a high-ratio insured mortgage, mortgage brokers know that we evaluate each application based on their clients' individual needs and circumstances.

Our *Sensible Lending*® approach requires us to look deeper than just credit scores and debt ratios. We review every potential deal by considering the variables necessary to make common sense credit decisions. These variables include the value of the property being purchased, the amount of the down payment and other potential sources of income. For us, our mortgage broker clients are more than just a number. And because we know they have a lot riding on our decision, we work quickly and carefully to determine how we can help. We strive to provide answers on a completed mortgage application in 24 hours or less.

Our brokers like working with us because they know we're fast, efficient and fair. They also know their clients will be treated with the respect they deserve.

optimummortgage.ca



CANADIAN WESTERN TRUST

Canadian Western Trust (CWT) has provided pension, trustee and custodial solutions for over 25 years. We currently act as trustee and custodian for nearly 50,000 registered investment accounts and administer more than \$7 billion on behalf of corporations, independent investment advisors and individuals.

We offer two lines of service: Individual Retirement Investment Services (IRIS) and Corporate and Group Services (CGS). Both lines offer the type of customized client solutions and outstanding level of service that are synonymous with CWB Group.

We're headquartered in Vancouver, with regional offices in Calgary, Edmonton and Toronto – meaning we're never far from our clients. We also price our products and services very competitively. Our introductory RRSP account is one of the lowest cost products of its kind, and is just one example of how we offer value for our clients. And just like all CWB Group companies, we're accessible – our service experts are both responsive and ready to offer the answers and advice our clients need.

Some recent initiatives focused on enhancing our level of service included the introduction of a new multi-currency asset management and custody solution platform within the CGS division. This technology not only enhances our product offerings and improves efficiencies, it increases our capacity to serve clients. We now offer tools for real-time asset management, flexibility in timing pension payments and transactions, and reporting in both U.S. and Canadian dollars. We also continue to invest in CWeb™, the client-facing portal for the IRIS business, by engaging with users and collecting feedback on how we can improve. This year, CWeb was enhanced to include e-tax receipts (contribution slips, T4s, T5s and NR4s), which are available to view, print and download at any time.

cwt.ca



We help **clients**
fulfil their obligations to
security holders and regulatory
bodies so they can do their
jobs with confidence.



VALIANT TRUST

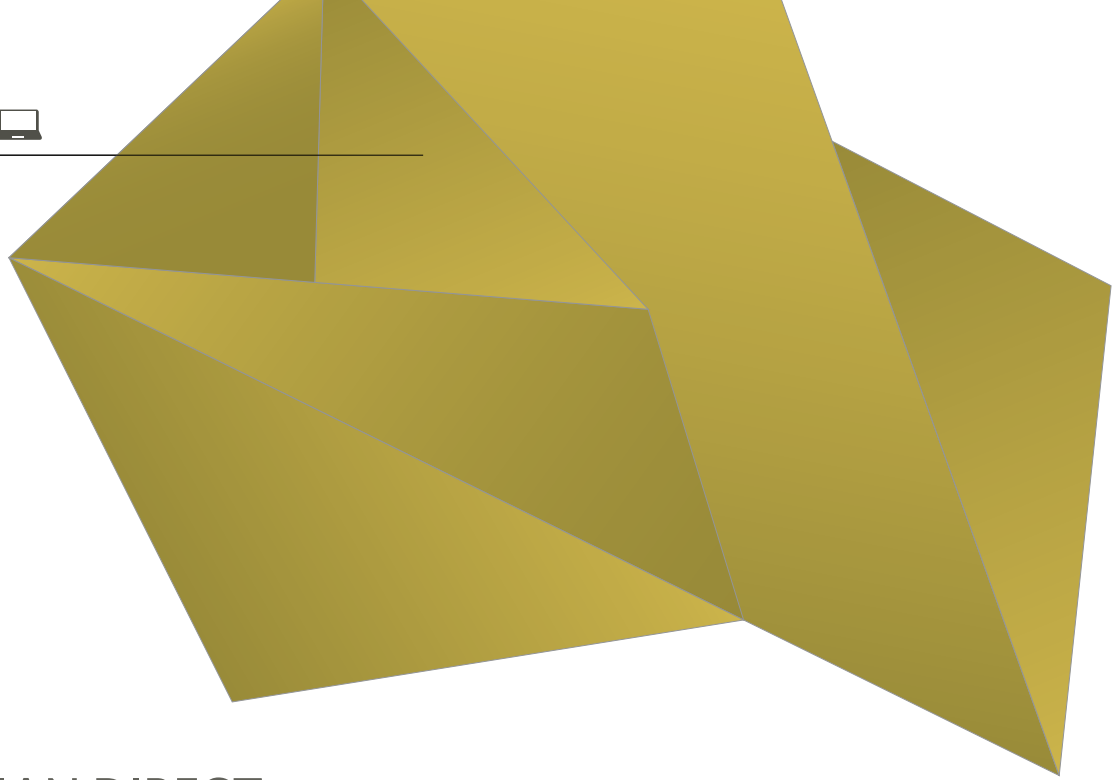
Clients deserve to know that their chosen transfer agent or trustee has the knowledge and experience to do it right, while also remaining responsive, flexible and responsible. Our clients know they can rely on Valiant Trust to deliver these qualities and more, including an outstanding level of service.

We are a specialty trust services provider and federal deposit-taking institution with a focus on stock transfer, corporate trust, escrow, and employee plan administration for public and private corporations. With offices in Vancouver, Calgary, Edmonton and Toronto, we're situated where our clients need us most. From processing share transfer requests and disbursing dividends and interest payments, to mailing proxy materials and acting as scrutineer at shareholder meetings, we know what needs to be done.

As part of the CWB Group, we take pride in our expert staff and our team approach to serving clients. We work hard to respond quickly when clients need us and keep them informed about regulatory changes and industry initiatives that could impact their business. We help clients fulfil their obligations to security holders and regulatory bodies so they can do their jobs with confidence.

It's our commitment to service, customized programs and fee structures, and easy access to reporting that has earned us *A reputation for getting things done®*. And it's our creative, flexible approach to delivering those services that turns clients into long-term partners.

valianttrust.com



CANADIAN DIRECT INSURANCE

It's a simple fact: if you drive a car, own a home, rent an apartment or travel, you need insurance. What's less simple is finding an insurer who can offer great rates, competitive products and unparalleled service. That's what clients find when they work with Canadian Direct Insurance (CDI).

CDI offers customers in British Columbia and Alberta more ways to save on auto, home, tenant, condominium and travel insurance. Because we service clients directly by phone or over the Internet – something that differentiates us from most other insurance providers in Western Canada – we can offer lower rates than many of our competitors. We also offer discounts for multi-policyholders on home insurance products for affinity groups, and great rates on fleet insurance for clients that own five or more vehicles.

We've been doing business in Western Canada since 1996. In that time, we've built our reputation on making it easy for clients to get quotes, ask questions, compare rates and get the coverage they need, whenever and wherever is most convenient for them. We've made it a point to make exceptional customer service the norm, rather than the exception, because it's what our clients deserve.

What does great service look like in the insurance industry? Well, for a start, our professional, licensed advisors know how to review individual insurance needs and help clients understand their coverage options. With the recent launch of our new website, we make it even easier for prospective clients to get quotes and compare policies.

Our customers consistently tell us they like how we do business. This past year, we were named "Highest in Customer Satisfaction among Auto Insurers in Western Canada" for the second consecutive year in J.D. Power and Associates^{*(1)} 2012 *Canadian Auto Insurance Study*SM. The study measures customer satisfaction across five factors: interaction, price, policy offerings, billing and payment, and claims. Our commitment is to maintain and improve our demonstrated standards of service and give clients even more reasons to "Go Direct."

canadiandirect.com

⁽¹⁾ Canadian Direct Insurance received the highest numerical score among auto insurance providers in Western Canada in the proprietary J.D. Power and Associates 2011-12 Canadian Auto Insurance Customer Satisfaction Study. 2012 study based on 11,620 total responses measuring 13 providers in Western Canada (AB, BC, MB, SK) and measures consumer satisfaction with auto insurance providers. Proprietary study results are based on experiences and perceptions of consumers surveyed in June-July 2012. Your experiences may vary. Visit jdpower.com



ADROIT INVESTMENT MANAGEMENT

Most clients know the importance of putting their money to work through smart investing. What some may not know is how to manage those investments so they can enjoy strong, long-term returns while protecting their capital. That's where Adroit Investment Management (Adroit) can help. We're an investment counselling firm focused on helping clients build and maintain an investment portfolio customized to meet their current and future needs. We work for both individuals and institutions, focusing on Canadian and non-Canadian stocks, Canadian bonds and balanced investment strategies. Many of our individual clients are business owners, professionals, or the beneficiaries of inheritances, while our institutional clients are typically not-for-profit organizations, charities, religious orders, foundations, pension plans or educational endowments.

Our investment professionals work closely with clients to design and build an investment portfolio that's right for them based on their identified goals and risk tolerances. All members of our portfolio management team hold, or are working toward, the Chartered Financial Analyst (CFA) designation, an international credential focused on maintaining the highest standard of ethics and education in portfolio management.

We use the information provided by our clients to develop a detailed Investment Policy Guideline that spells out their long-term objectives. We then get to work managing the day-to-day investment decisions necessary to get them where they want to be. We also maintain regular communication to keep clients informed and to ensure their Investment Policy Guidelines reflect any potential changes in their personal circumstances.

We value our conservative growth principles because they have helped our clients build and maintain wealth despite an often tumultuous investment environment. These principles, combined with our independence, expertise and discipline, help set us apart in the investment world and help us deliver the type of consistent results our clients want.

adroitinvestments.ca



CANADIAN WESTERN FINANCIAL

The services offered by Canadian Western Financial (CWF) help clients take control of their investments and plan for the future. As CWB Group's mutual fund dealer, CWF representatives work with clients at our banking branches to answer questions, offer advice and provide access to mutual fund products from more than 20 well-known third-party fund companies. None of our representatives work on commission, which means we provide unbiased investment recommendations that are suited to each client's unique needs and priorities.

MESSAGE FROM THE PRESIDENT, CHRIS FOWLER

CWB Group's commitment to diligently serve our clients while being a good corporate citizen stems from the collective dedication of our people. For us, helping others and maintaining a high level of corporate social responsibility (CSR) is more than just a part of our daily activities – it helps guide our business strategies and shapes the products and services we offer. It challenges us to do more for our communities and to look for ways to give back to groups and organizations that enhance the lives of others. It reminds us to respect the world we live in and to take care of its resources. It also inspires us to create a working environment that gives our employees opportunities to succeed, both personally and professionally.

Our collective vision of what a good corporate citizen should be has created a dynamic, compassionate corporate culture where our people strive to do things right for our clients, our shareholders and our communities. It also influences how the companies of CWB Group work together and how we work for our clients. It compels us to work harder, aim higher, and create products and services that add value for our clients and other stakeholders.

I am very proud of the financial successes we have achieved, but I am even more proud of how we did it. We are an organization made up of remarkable individuals committed to doing what's right, simply because it's the right thing to do. I am always inspired by the way our employees are driven to exceed expectations and raise the bar for higher levels of client service and community involvement. Our corporate culture is also based on a common sense approach to business, and we try to reflect this in everything we do. As we look forward and continue to grow our businesses, we'll explore and adopt new initiatives and ideas that can add more value for clients and further strengthen our CSR performance.

“We are
dynamic

in many ways, but it really
boils down to our people
and the passion they bring
to their work each day.”

Chris Fowler, President and Chief Operating Officer



We
work with
and for our
clients.

This is what sets us apart
from our competitors.



CLIENT RELATIONSHIPS

MEETING DYNAMIC NEEDS

When our clients are successful, we're successful too. It's a formula that continues to be proven time and time again. Our focus on relationships and the commitment of our staff to consistently meet the dynamic needs of our clients sets us apart from our competitors and is one of our most important assets. We deliver the same level of exceptional service throughout CWB Group – so whether it relates to banking, trust, insurance or wealth management, our clients know they'll always be our top priority.

We make it easy for clients to bank with us, whether it's at one of our branches, our Automated Banking Machines (ABMs) or online. We now operate 41 banking branches, including our newest location, Winnipeg Kenaston, which opened in October 2012. We currently offer the convenience of 31 CWB ABMs, including three added in 2012 in Saskatoon, Kelowna and Winnipeg. No branches or ABMs were closed during 2012.

New technology

This past year, we expanded our product offerings to make it easier for clients to take advantage of online and mobile banking technology. In February, we launched *CWBdirect*® Mobile Web Banking and CDF Mobile Web Banking. This technology makes it easier to bank anywhere, anytime on supported web-enabled mobile devices, including smartphones and tablets. All clients need to do to take advantage of this service is register for *CWBdirect*® Internet Banking or CDF Internet Banking.

We also introduced *INTERAC*® e-Transfer, which enables clients to send money to anyone with a Canadian bank account and an email address or mobile phone number. With *INTERAC*® e-Transfer, bank account details and personal information are kept private and secure. The option for e-Transfers is available on both *CWBdirect*® Internet Banking and CDF Internet Banking.

New products

As client needs have changed and evolved, we've created new products and services that help them meet their financial goals and manage their business more efficiently. One of our most recent products is *CWBdirect Advanced* (CWBDA) – an enhanced online business banking service that makes it easy for business clients to manage their employees' online banking rights. With CWBDA, clients can log into the Business User Administration tool to add, delete or change a user's privileges. It gives clients better control of their account permissions and user profiles, and makes it easier for them to take charge of their own risk management processes.

As a result of our dynamic approach to serving business clients, we introduced two new business accounts – a tiered Cash Management Account (CMA) and a Business Savings Account (BSA). The CMA offers a comprehensive bundle of business banking products that are designed for the day-to-day banking needs of small- to medium-sized businesses. With CMA, clients receive a competitive interest rate with the freedom to pick and choose from a selection of additional value-added services that are right for them. The BSA allows clients to earn interest on their surplus cash while maintaining access to the funds whenever necessary. This new, non-transactional account offers a competitive, tiered interest rate and was developed based on client feedback. Both the CMA and BSA were introduced to replace existing products and are part of our ongoing commitment to continually enhance our banking service offerings.

Our focus on helping businesses also inspired us to create new cash management products that will make it easier for clients to take control of their cash flow and business operations. Whether it's merchant services that allow businesses to accept credit and debit card payments, a Business Visa® Card for taking care of day-to-day expenses, or payroll services to handle direct depositing

and reporting, our cash management services can help clients stay on top of the business of running a business. We can also help business clients set up Group RRSPs or banking packages for their employees, as well as offer Customer Automated Funds Transfers (CAFT) to increase the convenience of making regularly scheduled payments.

Our personal mortgage tools demonstrate the same care and attention that went into the creation of our new business products. This past year, we introduced two new mortgage calculators – one for CWB and one for Optimum Mortgage – that better describe variable and fixed-rate mortgages, and that offer improved disclosure regarding the selection and criteria of open, closed, convertible, short-term and long-term mortgages. These new calculators also demonstrate how clients can pay down their mortgages sooner while avoiding prepayment charges.

Same exceptional service – for everyone

We offer all our clients, including those living on fixed or low incomes, flexible, low-cost chequing accounts for as little as \$4/month. We've also created services specifically for seniors, students and youth that offer lower fees, special features and customized choices.

Our passion for helping young Canadians learn to manage money responsibly led to our partnership with Junior Achievement, where we deliver classroom sessions to improve students' financial literacy. We also waive monthly fees for youth under 18 and students pursuing post-secondary studies.

We're particularly committed to serving our senior clients – many of whom have been with us since we first opened our doors. Our Gold Leaf Plus® account gives anyone age 57 or older access to all the benefits of our chequing account services, with no monthly fees. We also give seniors the option of receiving monthly interest payments on their GICs and reduced fees for safe deposit boxes.

Every client has a right to understand their choices and to ask as many questions as necessary. The cultural diversity of our more than 2,000 employees allows us to serve clients in a number of languages. We have many bilingual employees who, collectively, are fluent in more than 60 languages. We take pride in our ability to create an experience that welcomes everyone.

We also take pride in removing barriers for clients and employees with varying levels of mobility. All our branches are wheelchair accessible, with automatic doors, wide entranceways and various sit-down banking options. All new construction projects are designed to be universally accessible. We've also made many of our banking, trust and insurance services available online or by phone, so that clients have additional choices for managing their financial needs.

Resolving complaints

No matter how much we strive to deliver exceptional client service, we know mistakes can happen. In situations where a client is unhappy with an experience or outcome, our complaint resolution process provides a clear route to address and resolve issues.

Respecting privacy

Maintaining and respecting our clients' privacy and personal information is a critical part of the client dynamic. We follow all applicable privacy laws and communicate our privacy policies and procedures to all employees. Our Employee Conduct Policy specifies our standards for the safe handling of clients' personal information, including what information employees can access. We provide ongoing training to staff and our Chief Privacy Officer monitors compliance in relation to privacy rules and regulations. We openly communicate our privacy policies in person and through information contained in our brochures and on our website. To learn more, visit cwbank.com/privacy.

We take pride
in our ability to create
an experience that
**welcomes
everyone.**

Asking for feedback

Because we've built our reputation on providing exceptional service, we want to know if we're doing things right. We regularly conduct client feedback surveys to gauge our performance and identify ways we can improve. Information gathered from these surveys also helps to develop new product offerings, refine our processes and improve our client communications.

EMPLOYEE ENGAGEMENT

BUILDING A DYNAMIC TEAM

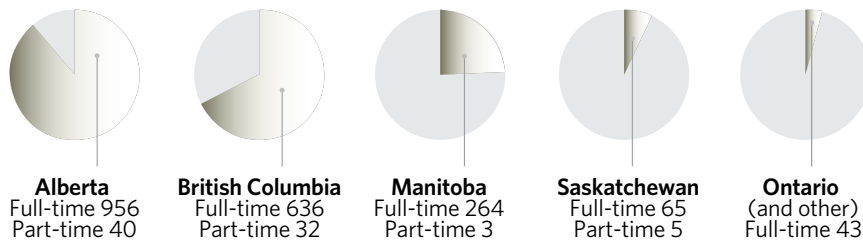
The only way to deliver exceptional service is to hire great people. Once you've hired the right people, you need to give them reasons to stay and grow. We hire people who share our commitment to service, and compensate them with competitive salaries, excellent benefits and opportunities to reach their professional and personal goals. Our 2,000+ employees are dynamic, diverse and compassionate people who constantly amaze us with their dedication to clients and their passion for building strong communities.

"(CWB) shares our philosophy of surrounding yourself with people and partnerships that work together to achieve growth and success."

Colleen Munro, Hugh Munro Construction Ltd.



CWB GROUP EMPLOYEES BY PROVINCE



If it sounds like we really appreciate our team of employees, it's because we do. And we're very proud to say that the feeling appears to be mutual. Our employees' responses to nation-wide surveys designed to measure employee engagement have led to CWB being named as one of the *50 Best Employers in Canada* for seven consecutive years (2007-13). Our employees praised CWB for our focus on wellness, our support of employee volunteer work, and our commitment to professional development and continuous learning. While we're honoured by the award, we believe that the main reason we're one of *Canada's 50 Best Employers* is because we have some of Canada's best employees.

In addition to the surveys that earned us the foregoing recognition, we also conduct regular employee satisfaction surveys and organize focus groups with employees to see how we're doing. We use employee feedback to create programs, opportunities and initiatives that will better support them in reaching their goals. Our intent is to make sure we give them every reason to stay and grow with our organization and our clients. And judging by our consistently low employee turnover rate, we seem to be doing it right.

Rewarding excellence

Our people have helped shape our success and our corporate culture – a culture that values diversity, promotes teamwork, cultivates an entrepreneurial spirit and encourages people to take pride in what they do and how they do it. We believe in empowering people to make a difference and rewarding them for their hard work. We also believe in recognizing them for their dedication. Our *Award of Excellence* recognizes individual employees who consistently exceed expectations – which is no small feat

in an organization where people go above and beyond their duties on a regular basis. Recipients are chosen for how they enhance the workplace for all, and for the way they improve, innovate, initiate and encourage. The award also recognizes them for their compassion and sensitivity – two hallmarks of CWB Group's corporate culture.

Strengthening our group dynamic

We build the right group dynamics by hiring the right people. That means looking for people who share a passion for delivering great service and a commitment to doing things better. Our CWB careers website (cwbcareers.com) helps us find people who support our vision of being crucial to our clients' futures. But we know the best way to find the right employees is to ask the people who are already here. Our Employee Referral Incentive Program invites employees to refer people they know and trust for employment opportunities. Our current employees know us better than anyone and they also know exactly why CWB Group is a great place to work. If a referral results in a hire, we reward the employee who made the referral with \$1,500. It's a great way for employees to help us find people who will enhance and strengthen our group dynamic. Since 2001, we've hired more than 750 people based on employee referrals.

Encouraging diversity

CWB Group's corporate culture has always valued diversity. We're an equal opportunity employer that works in accordance with the federal *Human Rights Protection Act*, but we're also committed to finding people who enhance our group dynamic. We hire people who share our vision and our values, and provide every employee with benefits, rewards and opportunities to learn, grow and advance.



So it's no surprise we've built an employee culture that's as diverse as Canada itself. That diversity makes us stronger, and allows us to serve our clients in multiple languages across our network of branches and offices.

Creating work/life balance

We encourage our employees to find the right work/life balance and created our "cwbalance" day as a way to thank employees for their hard work. The cwbalance day gives every employee one additional paid day off each year, on top of their regular vacation entitlement, to use as they please. Whether it's a field trip with their child's school or an extra day on vacation, the day is theirs. Our commitment to healthy work/life balance is also why we pay a portion of our employees' recreational and health club membership dues, and provide a minimum of three weeks vacation annually. These are just a few of the ways we take good care of the people who take great care of our clients.

Planning for the future

We work closely with our employees to create personal learning and development plans that help map out how they want their career to grow and progress. These plans, developed in consultation between employees and their managers, set short- and long-term goals, review career opportunities within our organization, and explore the training and skill sets required for employees to move forward on their chosen career path. Plans are revisited annually as part of a regular performance review process so employees have the opportunity to track their progress and refine their goals, as necessary. We also offer a range of personal and professional development opportunities, including a number of structured training programs that are unique to CWB Group.

No matter what career path employees are on, ongoing training and learning is an important part of our group culture. We offer 100 per cent reimbursement for relevant post-secondary programs and recently updated our professional development application to make it easier for employees to get approval for their program of choice. We also reimburse relevant professional dues and membership fees. Our CWB Learning Centre is an online resource that offers a range of management and leadership training tools, including webinars and interactive videos. We have three corporate training centres – in Edmonton, Calgary and Vancouver – that offer employees hands-on training and orientation sessions.

This focus on professional development is an integral part of our corporate culture, which encourages everyone to aim higher, at every level.

Invested in our success

Through our Employee Share Purchase Plan (ESPP), employees can choose to purchase shares in the ownership of CWB with the assistance of 50 per cent employer-matched contributions to a specified maximum determined by employee tenure and position. We also provide an automatic ESPP contribution equivalent to two per cent of an employee's annual salary for all eligible staff below the management level. The ESPP program gives our employees a chance to invest in CWB Group's success and we believe it is one of the best of its kind in Canada.

BUILDING STRONG COMMUNITIES

THE DYNAMICS OF DOING WHAT'S RIGHT

At its core, we believe corporate social responsibility is about taking care of the places we call home and the people who live there, and doing what's right because it's the right thing to do. We believe generating consistent business profits and building a successful financial services company expands our possibilities to do more to enrich our communities.

Over the years, we've taken our vision of what a good corporate citizen should be and created a dynamic, compassionate corporate culture that strives to do things right for our clients, our shareholders and our communities. This has not only shaped our commitment to being a good corporate citizen – it shapes who we are and how we work. It guides how the CWB Group works together and how we work for our clients. It compels us to work harder, aim higher and create products and services that help our clients move forward.

Our commitment to communities goes beyond a corporate responsibility. It's driven equally by our belief that service to others – giving back wherever you can – is a fundamental part of what makes our society better. We invest in communities because it's the right thing to do, because we care about where we live and work, and because we value the people who live there.

We invest in communities

because it's the right thing to do,
because we care about where we
live and work, and because we
value the people that live there.

Supporting employee generosity

We created our *Western Spirit* program in 2008 as a way to support employee generosity and amplify the funds they were already raising for our communities.

Our *Employee Volunteer Grant* awards \$250 to any charity where a CWB Group employee volunteers at least 50 hours annually of their own time. This past year, we awarded 66 *Employee Volunteer Grants* totaling \$16,500. This compares to 57 grants in 2011 and 33 grants in 2010. Some recent recipients of this grant include the Abbotsford Community Centre, Nanaimo District Hospital Foundation, the Red Deer Hospice Society, STARS, Little Warriors and Scouts Canada.

Our *Funds for Fundraisers Grant* is another way for employees to leverage their fundraising success by generating matching donations from CWB Group. Employees can apply for an individual grant up to a maximum matching contribution of \$250. This past year, we enhanced the *Funds for Fundraisers* team matching grants to increase the size of employer contributions available to larger groups. Now, groups of four or five employees are eligible for up to \$1,500, while groups of six to nine can receive up to \$2,500 and groups of 10 or more are eligible for up to \$5,000. It's one of the ways CWB Group recognizes and supports great teamwork. In 2012, we received 47 *Funds for Fundraisers* applications and distributed grants totaling \$50,215 to organizations such as the Prostate Cancer Research Foundation of Canada, the Heart and Stroke Foundation and the Juvenile Diabetes Research Foundation.

Employees lead by example

Giving back is not something our employees do because they want recognition or thanks, it's because giving back is something that matters to them. Each year, our employees volunteer thousands of hours to organizations, causes and events that make our communities stronger and more vibrant. From raising money for cancer research to delivering festive hampers to less fortunate families and building homes for low-income families, our employees make our world a better place. They set an example of how we should live our lives by giving back to the places we call home.

CWB Group employees in British Columbia came together in 2012 and raised \$41,500 for the BC Children's Hospital Foundation. Funds were raised by employees from CWT, CDI, Valiant Trust and CWB through events such as silent auctions, 50/50 draws and a slo-pitch tournament.

Employees in Edmonton took on a variety of fundraising challenges that, when paired with matching *Funds for Fundraisers* grants, raised \$4,820 for the *Homeless for a Night* event in support of Youth Empowerment and Support Services (YESS), and almost \$3,500 for the Edmonton Humane Society's Pets in the Park.

In Vancouver, employees at CDI dedicated their time and resources to supporting the Potluck Café, which creates jobs and provides food for residents living in Vancouver's Downtown Eastside. CDI not only donated \$6,000 to support the café's work but each month employees volunteer at the café during the workday, serving meals to residents.

In Winnipeg, employees at National Leasing created NLG Outreach, a group dedicated to supporting non-profit organizations throughout the city. The group held a clothing blitz, collecting used clothing, shoes, towels and linens. In just one week, 42 bags of clothing and other items were collected and donated to the Andrews Street Family Centre.

CWB employees in Saskatoon banded together to raise funds in memory of a colleague who recently fought a battle with cancer. When matched with CWB Group's *Funds for Fundraisers* grant, the event – *In Memory of Martin Groote Walk for Pancreatic Cancer* – raised more than \$14,000 for the National Pancreatic Cancer Canada Foundation. Employees from both of CWB's Saskatoon branches participated in the walk, along with Martin's friends, family and many of his CWB clients.

Lending time and talent

Employees regularly volunteer their time and talent to the community. In Richmond, CWB employees work with the Immigrant Services Society of BC on the Skills Connect Program. Skills Connect is a government-funded program that provides support to internationally trained professionals looking for work in their field of expertise. CWB employees provide insights on their work with the Bank and their knowledge of the banking industry in an effort to help recent immigrants enhance their ability to secure meaningful work in Canada.

Across the entire CWB Group, many of our employees lend their time as board members of charitable groups and community organizations. In addition to bringing their financial industry experience, they also bring ideas, input and suggestions on how the groups can strengthen their governance and processes. We encourage this involvement and support their work, even when meetings take place during business hours.

Group donations and sponsorships

Inspired by the generosity and compassion of our employees, we invest in our communities through a variety of charitable donations and sponsorships. In 2012, we invested more than \$2 million into our communities, with a focus on our three priority areas:

- health, wellness and caregiving,
- education,
- community and civic services.

We support dozens of groups, organizations and programs within these priority areas, and look for opportunities where we can have the greatest impact making a positive difference in our communities.



In 2012, CWB donated \$150,000 to the Vancouver-based Streethome Foundation, which works to help people living on the street find safe, secure housing. Our donation will support a housing development to provide housing to 141 youth and adults that are either homeless or at risk of homelessness. In Edmonton, we donated \$5,000 to the city's Donate-A-Ride campaign, which provides Edmonton city bus and Light Rail Transit (LRT) tickets to charitable groups. We also renewed our support of the Victoria School for the Performing Arts by contributing \$45,000 to a student scholarship endowment fund.

In September 2011, we launched a three-year partnership with Junior Achievement (JA) of Northern Alberta and NWT, and JA of Southern Alberta to help students develop critical financial literacy skills. As part of our partnership, we made a contribution of \$150,000 and became the Mentor Sponsor of JA's *Economics for Success*, a one-day program that shows Grade 9 students how making the right educational and financial decisions now can help them realize their future goals.



The Greater Interest GIC®

Through The Greater Interest GIC®, CWB makes a corporate donation of 1/8 of a per cent for every dollar our clients invest into the product. The money raised during the campaign is directed to the local Big Brothers Big Sisters (BBBS) organization in the community where the deposits were raised. Clients of CDF can also participate through the *KeyGiving* GIC®, with the money raised through online GIC purchases supporting the national office of BBBS.

Since its launch in 2008, the campaign has resulted in CWB donating more than \$1 million to children's charities across Western Canada. This past year, we took our support even further and partnered with BBBS on a video contest inviting mentors and their matches to tell us how they would take a greater interest in their community with a \$2,500 grant from CWB. Open to BBBS matches from across Western Canada, the contest engaged many participants and helped draw attention to The Greater Interest GIC® campaign. It also provided an opportunity to expand CWB's use of social media to generate further awareness of this meaningful initiative.

More than 1,200 votes were cast to determine the contest winner. In the end, it was our winners' passion for the BC SPCA that earned them the top spot. They received a \$2,500 grant from CWB to help the BC SPCA upgrade their fence and to purchase and install a much-needed storage shed. Check out their video at greaterinterest.ca.

As our relationship with BBBS has developed, many of our employees have begun to volunteer their time and talents to BBBS in various ways. In Calgary, employees from our Chinook and South Trail Crossing branches volunteer an hour each week through the BBBS *Corporate BIGS* program. And in Kelowna, CWB serves as a location for the BBBS Renew Crew, which gathers used clothing to generate additional funds for the local organization.

RESPECTING THE ENVIRONMENT

INTERACTING WITH OUR DYNAMIC SURROUNDINGS

We believe sustainable business practices and proactive management of environmental initiatives are crucial for everyone's future. That's why we're always looking for ways to minimize our environmental impact, both in our everyday operations and in our business and lending decisions. When it comes to the environment, our strategic theme of *do what we do, only better* holds more than a promise of improved service, efficiency and profitability. It holds the promise of a more sustainable future and a better world for our children and grandchildren.

Taking care of what we have

We are careful not to waste our resources, keeping our facilities modest, efficiencies high and expenses low. While the day-to-day activities of running our businesses have an impact on the environment, it's important that we do whatever we can to manage our resources responsibly. This includes minimizing the amount of paper we print on and the energy used to power our lights and computers. We also maintain recycling programs in our offices and branches in order to minimize waste.

Employees take the lead

Our employees have spearheaded several environmental initiatives, including establishing teams dedicated to reducing our environmental impact at several of our branches and offices. From a *Green Team* at our corporate headquarters, to an *Eco Squad* at CDI and an *Environmental Team* at National Leasing, we now have 38 employees throughout the CWB Group who spearhead positive environmental initiatives, while also motivating others to find ways to reduce, reuse and recycle.

We **believe**
that we should treat our
communities and our natural
resources with the same respect
we treat our clients.

CWB Group employees participated in Earth Hour during 2012, an event that encourages people around the world to turn off all non-essential appliances for one hour. On Friday, March 30, more than 735 employees across 27 departments, offices and branches participated in Earth Hour to show their commitment to the environment.

Doing things better

National Leasing was singled out in 2012 by *Maclean's* magazine as one of *Canada's Green 30* companies. From big initiatives to small ones, National Leasing never stops trying to improve. Their *Green Earth Solutions™* program is a great example of how innovative thinking creates smart environmental options. *Green Earth Solutions™* leases renewable energy equipment such as solar panels, wind turbines, hybrid boilers, tankless water heaters and solar heating devices to companies involved in energy-efficient building projects. The program helps clients build environmentally focused businesses by giving them viable leasing options that don't tie up critical working capital.

CDI is another one of our environmental success stories. Having been named a Corporate Climate Leader by the City of Vancouver, part of the company's ongoing environmental commitment includes tracking and reducing greenhouse gas emissions based on pre-specified targets.

Shaping the future

Our commitment to the environment shapes our lending decisions as well. In addition to examining the business case behind loan applications, we evaluate the potential environmental impact of any new projects requiring financing. It's an important part of being a responsible lender and a good corporate citizen. If our due diligence process identifies environmental risks that can't be resolved or mitigated to our satisfaction, we'll deny the application.

We also set high standards for ourselves in all of our new construction projects. That's why in 2010 we began working with students from the Northern Alberta Institute of Technology (NAIT), offering an annual design contest that encourages them to explore sustainable design and construction techniques for our new branches. Elements from our first winning design, awarded to a NAIT student in 2011, will be used in the development of our new 24,000 square foot branch to be built in Edmonton in 2013. Elements from the designs of our 2012 winner, Justin Burnett, helped to guide the construction of our newest branch in Winnipeg. Features focused on sustainability include a grey water management system, lights-on sensors, LED lighting and a geothermal mechanical system which decreases carbon emissions and reduces heating costs by up to 70%.



We explore
**sustainable
design**
and construction techniques
for our new branches.

ECONOMIC CONTRIBUTIONS

PARTICIPATING IN A DYNAMIC ECONOMY

We've spent almost 30 years helping thousands of businesses get the products, services and advice they need to support their growth and drive the local economy. In that time, we've also helped thousands of individuals buy their homes, send their children off to university and plan for retirement.

Our economic impact

Our day-to-day business makes a measurable impact on the communities where we work and do business. Not only do we hire people who live and work in our communities, we also employ contractors and purchase services and supplies that help other businesses thrive. Our employees do their part too – buying houses and cars, going out to dinner and enrolling their kids in extracurricular activities. These activities are all things that make communities more economically vibrant.

This past year, we invested more than \$153 million in salaries and benefits for our 2,000+ employees. We paid \$52 million in taxes, including \$33 million in federal taxes and \$19 million in provincial income and capital taxes. We spent more than \$18 million on office leasing and maintenance, and \$5 million in travel expenses and office supplies. In total, when you add up our economic activity – the loans we make, the salaries and benefits we pay, our business spending and our community investment – we contributed more than \$1.7 billion into the Canadian economy in 2012.

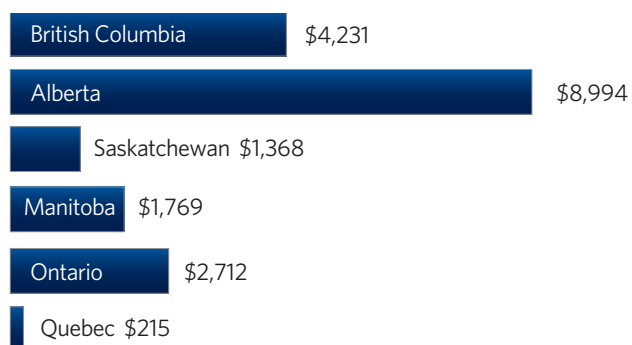
Helping small- and medium-sized businesses think big

A large part of CWB's focus is helping the thousands of small- and medium-sized businesses that are the backbone of Western Canada's success. We understand what they need, because we live it. After all, we started small too.

We offer business loan options typically ranging in size from \$100,000 up to \$5 million, and our expertise in the areas of commercial lending, commercial real estate and construction financing, energy lending, and equipment financing and leasing makes us well suited to help western Canadian-based businesses.

National Leasing also works with clients of various sizes, and can provide business lease options ranging from \$5,000 up to \$2 million. We understand and respect the needs of small business, and National Leasing has the ability to offer specialized leasing and payment options that other credit providers might not provide. Our business financing chart on page 10 shows the size, number and provincial breakdown of CWB Group's total loans to businesses as of October 31, 2012.

PROVINCIAL TAXES PAID BY CWB GROUP (\$ THOUSANDS)



Data for taxes paid in other provinces and territories is not meaningful, or zero.

Community impact

We often work with community groups and community-focused organizations to offer banking products and loans. Valour Place is an excellent example of the positive impact good corporate citizenship can make within our communities.

Valour Place is a temporary home away from home for Canadian Forces members and veterans, families of the fallen, and RCMP members and their families who require medical treatment in Edmonton. The first of its kind in Canada, Valour Place opened in October 2012 and offers a welcoming, wheelchair accessible residence that allows patients and their families to stay together during medical treatment – something that has been shown to play an important role in the healing process.

CWB is proud to serve as banker to Valour Place, and worked to help them set up the bank accounts, lines of credit and credit cards they needed to support construction of the facility. We not only waived credit card fees, but have also committed to donate a total of \$100,000 to the project over the next five years. We are grateful for the opportunity to play a part in making this important and much needed facility available to help the healing of our Canadian heroes.



We are responsible

for developing and monitoring CWB Group's governance structure, overseeing risk management and fostering a culture of ethical conduct and accountability.

GOVERNANCE

Governance plays an important role in the dynamics and sound functioning of a financial institution. CWB's Board of Directors (the Board) is responsible for developing and monitoring CWB Group's governance structure, overseeing risk management, and fostering a culture of ethical conduct and accountability. The Board protects and enhances shareholder value while ensuring the dynamic culture and values of the organization are upheld.

Risk management

The Board plays an integral role in CWB Group's enterprise risk framework and directly oversees risk management to ensure a comprehensive approach is taken. As part of this oversight, in 2012, the Board approved CWB's Group Risk Framework and management is required to provide the Board with quarterly progress updates.

Composition

Members of the Board have been carefully selected for their expertise in various aspects of financial services, as well as their experience and knowledge of key markets in which CWB operates. At the end of fiscal 2012, the Board was comprised of fourteen business and community leaders whose diverse backgrounds and experiences are invaluable in developing CWB Group's strategic direction. Thirteen of the fourteen directors are independent. The CEO is the only non-independent member of the Board. It is a regulatory requirement in Canada for a bank's CEO to serve on its board.

Oversight

The Board has implemented a committee structure to assist it in its governance role. Four committees, made up of directors who report directly to the Board, are given specific oversight roles over the CWB Group. The committees include:

- Audit Committee
- Governance Committee
- Human Resources Committee
- Loans Committee

Descriptions and mandates of each of these committees, as well as the Board mandate, can be found in the Corporate Governance section of the CWB Group website at cwb.com.

Ethical conduct

At CWB Group, ethical conduct is not only a legal and regulatory requirement, but a core value that allows CWB Group to build and develop relationships with customers and other stakeholders in the communities in which CWB Group operates. CWB Group has codes of conduct for its directors, officers and employees. Annually, each CWB Group director, officer and employee must review the appropriate code of conduct and certify that he or she has abided by the code. CWB Group's whistleblower policy allows for the anonymous reporting of complaints and concerns. Concerns and complaints, however raised, are investigated and appropriate action taken.

Corporate governance highlights

- The Board is led by a non-executive chairman to ensure independent leadership.
- Independent directors set time aside at each Board and committee meeting to discuss issues without the presence of management.
- The Board and committees have the power to retain independent advisors to assist them in fulfilling their mandates.
- Shareholders vote for individual directors rather than a slate of directors.
- Directors who receive more “withhold” than “for” votes from shareholders are required to tender their resignation for the Board’s consideration.
- At CWB Group’s 2012 annual shareholder meeting, the Board’s approach to executive compensation was approved by 93.8 percent of votes cast by shareholders.
- The Board prioritizes ongoing director education by requesting presentations from management and outside experts.
- In 2012, the Board’s self-assessment process, which assesses the effectiveness of the Board, committees and individual directors, was enhanced.
- In 2012, the Board focused on succession planning and named Chris Fowler as CWB Group’s President and Chief Operating Officer.
- In 2012, the Board approved the CWB Risk Management Framework.



Board of Directors (2012)

Left to Right: Robert Phillips, Gerald McGavin, Wendy Leaney (seated), Larry Pollock, Arnold Shell, Howard Pechet, Robert Manning, Allan Jackson, Linda Hohol, Raymond Protti, H. Sanford Riley, Alan Rowe, Albrecht Bellstedt (seated) and Ian Reid.

EXECUTIVE COMMITTEE & SENIOR OFFICERS

(OCTOBER 31, 2012)

Board of Directors (October 31, 2012)

- **Albrecht W. A. Bellstedt, Q.C.,**
President, A.W.A. Bellstedt Professional Corporation,
Canmore, Alberta
- **Linda M.O. Hohol,**
Corporate Director,
Calgary, Alberta
- **Allan W. Jackson (Chair),**
President and Chief Executive Officer, ARCI Ltd.,
Calgary, Alberta
- **Wendy A. Leaney,**
President, Wyoming Associates Ltd.,
Toronto, Ontario
- **Robert A. Manning,**
President, Cathton Investments Ltd.,
Edmonton, Alberta
- **Gerald A.B. McGavin, C.M., O.B.C., FCA,**
President, McGavin Properties Ltd.,
Vancouver, British Columbia
- **Howard E. Pechet,**
President, Mayfield Consulting Inc.,
Rancho Mirage, California, USA
- **Robert L. Phillips, Q.C.,**
President, R.L. Phillips Investments Inc.,
Vancouver, British Columbia
- **Larry M. Pollock,**
Chief Executive Officer, Canadian Western Bank,
Edmonton, Alberta
- **Raymond J. Protti, ICD.D,**
Corporate Director,
Victoria, British Columbia
- **Ian M. Reid,**
Corporate Director,
Edmonton, Alberta
- **H. Sanford Riley, C.M.,**
President and Chief Executive Officer, Richardson
Financial Group Limited, Winnipeg, Manitoba
- **Alan M. Rowe, CA,**
Partner, Crown Realty Partners,
Toronto, Ontario
- **Arnold J. Shell,** President,
Arnold J. Shell Consulting Inc.,
Toronto, Ontario

CWB Group Executive Committee

- **Larry M. Pollock**
Chief Executive Officer
- **Chris H. Fowler**
President and
Chief Operating Officer
- **Tracey C. Ball, FCA, ICD.D**
Executive Vice President and
Chief Financial Officer
- **William J. Addington, FCMA**
Executive Vice President
- **Randy W. Garvey, FCMA**
Executive Vice President
- **Brian J. Young**
Executive Vice President

CWB Group Senior Officers Corporate Officers

- **Richard R. Gilpin**
Senior Vice President
Credit Risk Management
- **Ricki L. Golick**
Senior Vice President and
Treasurer
- **Carolyn J. Graham, FCA**
Senior Vice President and
Chief Accountant
- **Gail L. Harding, Q.C.**
Senior Vice President,
General Counsel and
Corporate Secretary
- **Darrell Jones**
Senior Vice President and
Chief Information Officer
- **Uve Knaak**
Senior Vice President,
Human Resources
- **Jack C. Wright**
Senior Vice President

Commercial and Retail Banking

- **Michael N. Halliwell**
Senior Vice President and
Regional General Manager
- **Gregory J. Sprung**
Senior Vice President and
Regional General Manager
- **Glen Eastwood**
Senior Vice President and
Regional General Manager

National Leasing

- **Nick R. Logan**
President and
Chief Executive Officer

Canadian Western Trust

- **Matt Colpitts**
Vice President and
General Manager

Valiant Trust

- **Jay Campbell**
General Manager

Canadian Direct Insurance

- **Brian J. Young**
President and
Chief Executive Officer

Adroit Investment Management

- **David Schuster**
President and
Chief Executive Officer

Ombudsman

- **R. Graham Gilbert**

BREAKDOWN OF TOTAL CANADIAN BUSINESS FINANCING

Canadian Western Bank is committed to meeting the needs of Canadian businesses. As of October 31, 2012, authorized business loans totaled approximately \$15 billion.

	Total Canadian Business Banking			\$0-\$24,999			\$25,000-\$99,999		
	Authorized (\$ thousands)	Outstanding (\$ thousands)	Customers	Authorized (\$ thousands)	Outstanding (\$ thousands)	Customers	Authorized (\$ thousands)	Outstanding (\$ thousands)	Customers
British Columbia	5,005,998	3,927,271	8,778	132,064	37,604	5,342	80,404	65,523	1,278
Alberta	7,158,228	5,484,432	13,995	258,819	68,398	8,879	196,783	117,702	2,402
Saskatchewan	877,751	744,839	7,209	51,668	47,738	5,345	67,054	62,953	1,380
Manitoba	344,212	305,047	3,628	22,454	20,353	2,795	29,540	27,153	594
Ontario	1,598,309	1,211,010	21,274	125,181	125,181	18,111	115,146	115,146	2,553
Quebec	249,280	224,368	10,730	54,195	59,195	9,485	46,591	46,591	1,032
Other Provinces and Territories*	154,770	153,855	5,888	33,466	33,466	5,238	24,158	23,668	534
Canada	15,388,548	12,050,822	71,502	682,847	391,935	55,195	559,676	458,736	9,773

	\$100,000-\$249,999			\$250,000-\$499,999			\$500,000-\$999,999		
	Authorized (\$ thousands)	Outstanding (\$ thousands)	Customers	Authorized (\$ thousands)	Outstanding (\$ thousands)	Customers	Authorized (\$ thousands)	Outstanding (\$ thousands)	Customers
British Columbia	159,612	107,823	657	179,948	153,962	434	276,007	238,459	335
Alberta	209,531	142,223	845	249,533	181,445	504	386,715	289,497	407
Saskatchewan	45,404	44,407	268	32,003	24,333	71	47,564	38,881	53
Manitoba	22,990	22,455	135	9,249	9,542	28	19,222	19,246	28
Ontario	71,312	71,312	440	19,877	19,877	58	17,307	16,711	25
Quebec	28,093	28,093	177	5,598	5,598	15	3,586	3,586	5
Other Provinces and Territories*	12,174	12,174	84	5,985	5,985	15	5,455	5,090	7
Canada	549,116	428,487	2,606	502,193	400,742	1,125	755,856	611,470	860

	\$1,000,000-\$4,999,999			\$5,000,000+		
	Authorized (\$ thousands)	Outstanding (\$ thousands)	Customers	Authorized (\$ thousands)	Outstanding (\$ thousands)	Customers
British Columbia	1,565,995	1,213,665	546	2,611,968	2,110,235	186
Alberta	2,023,410	1,615,479	698	3,833,437	3,069,688	260
Saskatchewan	167,240	123,359	59	466,818	403,168	33
Manitoba	97,652	79,072	34	143,105	127,226	14
Ontario	209,458	57,183	28	1,040,028	805,600	59
Quebec	24,214	20,665	11	82,003	60,640	5
Other Provinces and Territories*	11,363	11,363	7	62,169	62,109	3
Canada	4,099,332	3,120,786	1,383	8,239,528	6,638,666	560

* Data for Yukon, Northwest Territories, Nunavut, New Brunswick, Nova Scotia, Prince Edward Island and Newfoundland have been consolidated.

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Optimum Mortgage

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Canadian Direct Insurance

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600, 750 Cambie Street
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Valiant Trust

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National Leasing

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