

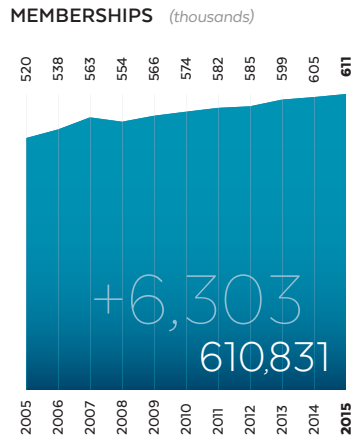


CREDIT UNION CENTRAL *of* MANITOBA

2015 Annual Report

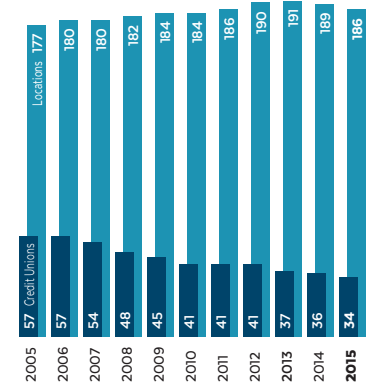
CONSOLIDATED SYSTEM STATISTICS

December 31, 2015
All figures preliminary
unaudited results



Manitoba's credit unions welcomed more than 6,000 new members in 2015, bringing the total number of memberships in the province to more than 610,000.

CREDIT UNIONS AND LOCATIONS



The October 1, 2015, amalgamation of Noventis Credit Union and Starbuck Credit Union, coupled with La Salle Credit Union's August 1 amalgamation with Caisse Financial Group, brought the total number of credit unions in the province to 34. New branches in Selkirk (Noventis Credit Union) and Winnipeg (Sunova Credit Union) were offset by the departure of La Salle Credit Union and the closure of Westoba Credit Union branches in Belmont, Bruxelles, Onanole and Shilo, dropping the total number of branches by three, to 186.

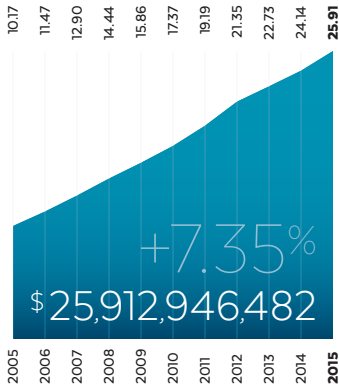
Altona Amaranth Arborg Ashern
Austin Baldur Beausejour Benito
Binscarth Birch River Birds Hill
Birtle Boissevain Brandon Carberry Carman
Cartwright Cypress River Dauphin Deloraine
Dominion City Dugald Emerson Erickson Eriksdale
Ethelbert Fisher Branch Flin Flon Gilbert Plains Gillam
Gimli Gladstone Glenboro Glenella Grand Rapids Grandview
Gretna Grunthal Hamiota Hartney Headingley Holland Inglis
Inwood Kenton Killarney La Rivière Lac du Bonnet Landmark
Laurier Lowe Farm MacGregor Manitou Melita Miami
Miniota Minnedosa Minto Moosehorn Morden Morris
Neepawa Newdale Ninette Niverville Oak Bank
Oak Bluff Oak Lake Oak River Oakburn Oakville
Pilot Mound Pinawa Pine Falls Pine River
Plum Coulee Plumias Portage la Prairie
Reston Rivers Riverton Roblin
Rorketon Rosenort Rossburn Russell
St. Lazare Ste. Rose du Lac Sandy Lake
Sanford Selkirk Shoal Lake Souris
Sprague Starbuck Steinbach Stonewall
Strathclair Swan Lake Swan River Teulon
The Pas Thompson Treherne Virden
Vita Waskada Whitemouth Winkler
Winnipeg Winnipeg Beach Winnipegosis

Manitoba's Credit Unions

Credit unions serve 112 communities throughout the province, giving Manitobans substantially better access to quality financial services and products than any other financial institution.

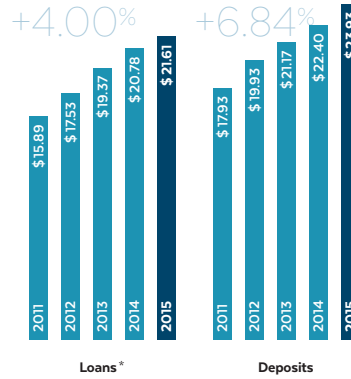
In 62 of those communities, a credit union is the only financial institution in place to serve local residents and businesses.

CREDIT UNION ASSETS (\$ billions)



The combined assets of Manitoba's credit unions increased by \$1.77 billion in 2015. That represents a 7.35% increase over 2014. Since 2005, the assets of the Manitoba credit union system have increased by more than 150%, rising from \$10.17 billion to \$25.91 billion. In terms of total assets, Manitoba's credit union system ranks third in Canada, behind only British Columbia and Ontario.

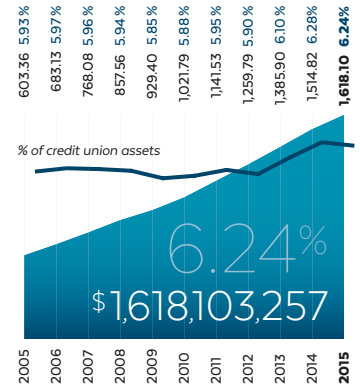
LOANS AND DEPOSITS (\$ billions)



After several years of double-digit growth, loan growth slowed somewhat in 2015, increasing by 4.00% or \$830 million (net of allowances) to \$21.6 billion. Deposit growth remained strong, rising by 6.84% or \$1.53 billion to \$23.9 billion overall.

* net of allowances

CREDIT UNION EQUITY (\$ millions)



Credit union equity, comprised of member share capital, surplus shares, preferred shares, contributed surplus and retained earnings, is a key indicator of financial strength. In 2015, the consolidated equity of Manitoba credit unions rose to \$1.62 billion, an increase of 6.82% over 2014. Credit union equity as a percentage of assets now stands at 6.24%, down marginally from 6.28% in 2014.

This graph does not include earnings retained by Credit Union Central of Manitoba or the Deposit Guarantee Corporation of Manitoba.

MANITOBA'S CREDIT UNIONS

Branch locations as of December 31, 2015

- Access Credit Union** – Altona, Carman, Dominion City, Emerson, Gretna, Grunthal, Lowe Farm, Manitou, Miami, Morden, Morris, Oak Bluff, Plum Coulee, Sanford, Sprague, Vita, Winkler
- Amaranth Credit Union** – Amaranth
- Assiniboine Credit Union** – Winnipeg (19), Gillam, Thompson
- Austin Credit Union** – Austin, Gladstone, MacGregor, Plumas, Portage la Prairie
- Beautiful Plains Credit Union** – Neepawa, Glenella
- Belgian-Alliance Credit Union** – Winnipeg (3)
- Cambrian Credit Union** – Winnipeg (10), Selkirk
- Carpathia Credit Union** – Winnipeg (4)
- Casera Credit Union** – Winnipeg (3)
- Catalyst Credit Union** – Dauphin, Ethelbert, Gilbert Plains, Inglis, Pine River, Roblin, Winnipegosis
- Crocus Credit Union** – Brandon (2)
- Crosstown Civic Credit Union** – Winnipeg (9)
- Entegra Credit Union** – Winnipeg (4)
- Erickson Credit Union** – Erickson
- Flin Flon Credit Union** – Flin Flon
- Grandview Credit Union** – Grandview
- Me-Dian Credit Union** – Winnipeg, Grand Rapids
- Minnedosa Credit Union** – Minnedosa
- Niverville Credit Union** – Niverville, Landmark
- North Winnipeg Credit Union** – Winnipeg (2)
- Noventis Credit Union** – Arborg, Ashern, Eriksdale, Fisher Branch, Gimli, Headingley, Moosehorn, Riverton, Selkirk, Starbuck, Winnipeg Beach
- Oak Bank Credit Union** – Oak Bank, Birds Hill, Dugald
- Portage Credit Union** – Portage la Prairie (2), Oakville
- Prairie Mountain Credit Union** – Ste. Rose du Lac, Laurier
- Rorketon & District Credit Union** – Rorketon
- Rosenort Credit Union** – Rosenort
- Steinbach Credit Union** – Steinbach, Winnipeg (2)
- Strathclair Credit Union** – Strathclair, Newdale, Oakburn, Shoal Lake
- Sunova Credit Union** – Beausejour, Inwood, Lac du Bonnet, Oak Bank, Pinawa, Pine Falls, Selkirk, Stonewall, Teulon, Whitemouth, Winnipeg (3)
- Sunrise Credit Union** – Baldur, Boissevain, Brandon, Cypress River, Deloraine, Hartney, Holland, Melita, Minto, Reston, Sandy Lake, Treherne, Virden, Waskada
- Swan Valley Credit Union** – Swan River, Benito, Birch River
- Vanguard Credit Union** – Binscarth, Birtle, Brandon, Hamiota, Kenton, Miniota, Oak Lake, Oak River, Rossburn, Russell, St. Lazare
- Westoba Credit Union** – Brandon (4), Carberry, Cartwright, Glenboro, Killarney, La Rivière, Ninette, Pilot Mound, Rivers, Souris, Swan Lake, The Pas, Winnipeg (2)
- Winnipeg Police Credit Union** – Winnipeg

CREDIT UNION CENTRAL OF MANITOBA

is the trade association and service provider for the province's 34 autonomous credit unions and is governed by Manitoba's *Credit Unions and Caisses Populaires Act* and the *Cooperative Credit Associations Act*. CUCM manages liquidity reserves, monitors credit granting procedures and provides trade services in areas such as corporate governance, government relations, representation and advocacy. CUCM also provides payment and settlement systems, banking, treasury, human resources, research, communications, marketing, planning, lending, product/service R & D, business consulting and legal services to credit unions. Manitoba credit unions jointly own CUCM and representatives from nine provincial districts sit on its board of directors. CUCM is financed through assessments and fee income derived through its operations.

- 2** A Made-in-Manitoba Success Story
- 7** Credit Union Employee Giving, System Sponsorships
- 8** Message from the Chairman
- 10** Board of Directors
- 12** Corporate Governance
- 15** CUCM's Guiding Statements
- 16** Message from the CEO
- 18** Executive Management
- 19** The Seven Co-operative Principles
- 20** CUCM Employee Giving and Community Service
- 22** Manitoba Credit Unions Order of Merit Award
- 24** Management Discussion and Analysis
- 30** Summary Consolidated Financial Statements
- 36** Long Service

A Made-in-Manitoba Success Story

Humble Beginnings

When Father Arthur Benoit brought together his parishioners to form Manitoba's first credit union in St. Malo back in 1937, it's unlikely he could have foreseen the economic impact their actions would have on the province nearly 80 years later.

Given the climate of the times, it's equally unlikely he was concerned with such far-off achievements. In the midst of the Great Depression, Father Benoit recognized that his parishioners — like most rural Canadians of the day — were suffering. Years of high unemployment and low wheat prices had taken a toll, as had a lack of access to credit.

In creating the first credit union to be chartered under provincial legislation — a 1937 amendment to the *Companies Act* — Father Benoit helped ensure the members of his fledgling credit union might finally have the means to acquire small loans, savings accounts and other critical financial services they weren't able to get from the big banks of the day.

Indeed back in that prewar era, large swaths of the Manitoba population found themselves on the outside looking in when it came to being able to get a loan to start a business or buy a needed piece of equipment for their farm.

It was only through the efforts of Father Benoit and others like him that a new way of banking and a new, co-operative way of doing business were introduced in this province.

Along with fellow Manitobans like the members of Norwood Grove Study Group Number 1 — who established Norwood Credit Union, the first credit union in Winnipeg, in 1938 — Father Benoit helped to introduce the co-operative movement in Manitoba. The first loan by a Manitoba credit union, for the sum of \$56.50, helped to finance the purchase of a cream separator. (In 2005, in recognition of

their contributions to the birth of the credit union movement in Manitoba, both Father Benoit and the members of Norwood Grove Study Group Number 1 were inducted into the Manitoba Credit Union Order of Merit.)

From those humble beginnings, the movement took off, growing steadily over the subsequent decades. In 1946, the provincial government of the day passed the *Credit Unions Act* (later the *Credit Unions and Caisses Populaires Act*). During the 1950s, credit union assets grew by 700 per cent, although the majority of credit unions remained small, with 68 per cent having less than \$50,000 in assets and fewer than 250 members. Most credit unions still operated with a part-time or volunteer manager.

By 1963, the number of credit unions in the province had swollen to 258. As the movement matured, credit unions came together to form organizations of their own to oversee the education, organization and financing services needed to further the system's growth. Those organizations would eventually be consolidated in 1979 under the umbrella of the Co-operative Credit Society of Manitoba (later renamed Credit Union Central of Manitoba).

While amalgamations have reduced the number of credit unions in the province since the peak in the 1960s, today Manitoba stands as one of the shining examples of the success of the co-operative movement in Canada.

Manitoba's 34 credit unions are sophisticated, competitive financial co-operatives — each still locally owned, operated and democratically governed by their member-owners, just as they were in Father Benoit's day. The difference is that instead of tiny operations run from someone's kitchen table,



Father Arthur Benoit



A vintage cream separator

today's credit unions are the preeminent providers of financial services to individuals, small businesses and agricultural producers in Manitoba.

Important Contributions

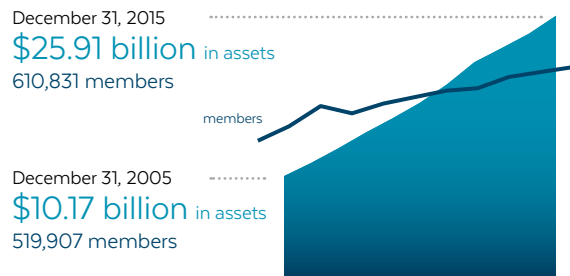
To understand just how far credit unions have come, you need look no further than some of the numbers. Consider, for instance, that together, Manitoba's credit unions have over \$21.6 billion out on loan, with 53 per cent of the commercial loan market and 37.8 per cent of the residential mortgage market. That's a far cry from \$56.50 for a cream separator, but the principle is the same: credit unions are providing members with access to credit and important financial services, thereby allowing them to purchase homes, grow their businesses and contribute to the economic success of the province.

Credit unions are making important contributions to the provincial economy in other ways, too. For instance, over the past five years, Manitoba credit unions have spent an average of \$25.8 million each year on new buildings and facility improvements. They also shared \$20.8 million in profits with members last year, in the form of patronage allocations and dividends. That's an important point of distinction between credit unions and other financial institutions: rather than sending those profits out of province, credit unions return them to members so they can use them as they see fit, right here in the Manitoba communities credit unions serve. Credit unions also provide skilled, well-paying jobs to Manitobans. The province's credit unions employ more than 3,300 Manitobans, with a total payroll of \$132 million.

In short, today's credit unions offer much-needed access to critical financial services, contribute in

significant, tangible ways to the Manitoba economy and provide meaningful employment for thousands of Manitobans. We continue to reap the benefits of the seeds sown by Father Benoit and the rest of the Manitoba credit union pioneers.

Thriving and Growing



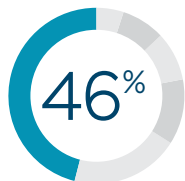
Perhaps best of all, Manitoba's credit unions continue to thrive. In fact, as of the end of 2015, the province's 34 credit unions had combined assets of nearly \$26 billion, an increase of more than \$15 billion over just a decade earlier. Likewise, the number of members has increased dramatically over the same period. There are now more than 610,000 members in Manitoba, up from about 519,000 10 years ago.

Among Manitoba consumers, 43.6 per cent are credit union members. Even more impressive, 47 per cent of Manitoba businesses deal with a credit union. Market research¹ has also shown that 34.8 per cent of consumers and 46 per cent of small and medium-sized businesses consider a credit union to be their primary financial institution. In such a highly competitive industry, with a litany of established competitors and emerging entrants, those are impressive numbers by any estimation.

1. Based on primary research conducted by CUCM in January of 2016. The survey sample was comprised of 1,000 Manitoba consumers ages 18 and older. Results are considered accurate within plus/minus 3%, 19 times out of 20.

Serving Small Business

When it comes to serving the needs of small businesses in Manitoba, credit unions lead the way. In fact, **no other financial institution even comes close** — 46 per cent of Manitoba small businesses use a credit union as their primary financial institution, more than twice the number served by their nearest competitor.



So what is it about credit unions that has sustained them for more than three-quarters of a century and continues to fuel their growth today? What continues to draw Manitobans to the financial co-operative model?

Well, for starters, credit unions adhere to the seven International Co-operative Principles, which emphasize service, equality, respect, autonomy, community, democracy and education.

They also offer arguably the best lending and deposit rates — and charge some of the lowest fees — in the province. All while remaining committed to providing friendly, personalized service in the communities their members live in, as evidenced by the fact that a credit union is the only financial institution in town in 62 Manitoba communities.

But credit unions today are also blending the traditional strengths of a financial co-operative —

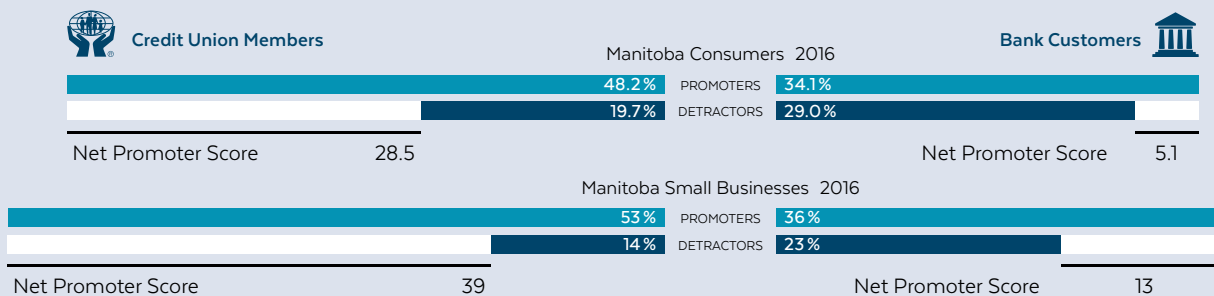
open and transparent member ownership, industry-leading member service and a commitment to community — with a strong focus on providing members with leading-edge technology and services that consumers are coming to expect from a modern financial institution. Together with credit unions from across Canada — a true reflection of the co-operative spirit — they’re working to develop new technological services that will propel credit unions in the years to come.

As a result, Manitobans continue to express high degrees of satisfaction with their credit unions. Research has found that 44.4 per cent of members say they’re “very satisfied” with their credit union (34.9 per cent of bank customers are “very satisfied” with their bank). Credit unions also score highly when it comes to key factors such as trust, rates and fees and how focused they are on member needs.

Net Promoter Score® (NPS®)² is another measurement tool commonly used by financial institutions. Research has shown that a brand’s NPS acts as a leading indicator of growth. Here again, Manitoba credit unions score very well, with an NPS of 28.5. Manitoba consumers gave banks a Net Promoter Score of 5.1.

Among small and medium-sized enterprises³ (SMEs), credit unions fare well again, with 58.1 per cent of Manitoba SMEs indicating they were very satisfied with their credit union in 2015 (41.6 per cent of SMEs reported they were very satisfied with their bank).

2. Net Promoter Score is based on the answer to a single question, using a 0–10 scale: How likely is it that you would recommend [brand] to a friend or colleague? Respondents are grouped as “Promoters” (score 9–10), “Passives” (score 7–8) and “Detractors” (score 0–6). Subtracting the percentage of Detractors from the percentage of Promoters yields the Net Promoter Score.
3. CUCM defines small and medium-sized enterprises as businesses with up to \$20 million in annual sales revenue.

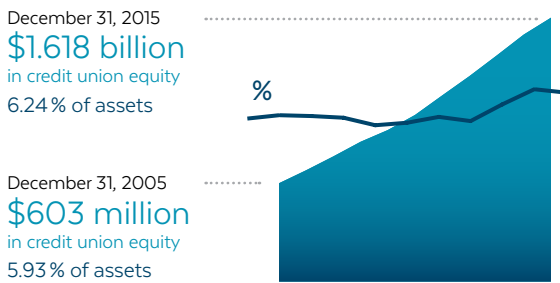


Peace of Mind

Great rates, exceptional service and innovative products and services are unquestionably important, but there's one additional reason Manitobans choose credit unions: they know their money is safe and secure.

Equity is one of the leading indicators of financial strength and Manitoba's credit unions have steadily increased their equity levels in recent years. In 2015, system equity stood at \$1.618 billion, or 6.24 per cent of system assets. That's up from \$603 million or 5.93 per cent a decade earlier.

Safe and Solid



The 100 per cent deposit guarantee gives members further confidence in their credit union. The guarantee means that every dollar on deposit with a credit union in Manitoba is guaranteed without limit by the Deposit Guarantee Corporation of Manitoba⁴ (DGCM).

4. The Deposit Guarantee Corporation of Manitoba is established under the Credit Unions and Caisses Populaires Act. A board of directors, appointed by the Lieutenant Governor in Council of Manitoba, oversees the Deposit Guarantee Corporation of Manitoba.

Together, a strong equity position and the deposit guarantee give members the peace of mind they need to know that their hard-earned savings will be safe with their credit union.

Our Role

Credit Union Central of Manitoba's (CUCM) role is to manage liquidity reserves, monitor credit granting procedures and provide trade services in areas such as corporate governance, government relations, representation and advocacy.

CUCM also provides payment and settlement systems, banking, treasury, human resources, research, communications, marketing, planning, lending, product/service R&D, business consulting and legal services to credit unions.

Beyond those services, however, CUCM's vision is to be a trusted and valued partner to Manitoba's credit unions. To that end, CUCM works at all levels of the system to help credit unions embrace co-operation, and to foster the development of common tools and approaches that will help credit unions respond to where the industry is heading.

With an eye on developing the expertise needed by credit unions in today's changing financial services industry, CUCM is also working to access, build and share knowledge in the areas of environmental analysis, policy and regulatory changes, technology opportunities and risks, and consumer demands and opinions.

Credit union members / 1,000 population

Q3 2015





By working with credit unions to meet their strategic and operational needs, advocating on their behalf at both the provincial and national levels and promoting the co-operative principles, CUCM strives to strengthen and support the system as it continues to grow.

A Made-in-Manitoba Success Story

Thousands of jobs. Millions in profit returned to members. Billions in assets, loans and deposits. Branches in 186 locations around the province. Hundreds of thousands of members.

No other province boasts as many credit union members per capita as Manitoba. Manitobans have eagerly supported credit unions for nearly eight decades and, as a result, credit unions have grown to become a significant part of the provincial economy.

And credit unions aren't resting on their laurels. They're working hard every day to provide members with the products and tools they'll need in the future, all while maintaining the high level of service members have come to expect.

What Father Benoit and his contemporaries started back in the late 1930s has blossomed into a true Manitoba success story.

Manitoba credit unions opened four new buildings in 2015 (from top): Steinbach Credit Union's new branch and corporate office in Steinbach; Noventis Credit Union's Selkirk branch, its 11th; a new branch and corporate office in Brandon for Sunrise Credit Union; and Sunova Credit Union's 13th location, its third in Winnipeg.

Credit Union Employee Giving and Community Service

Credit unions adhere to the co-operative principle of Concern for Community, routinely supporting organizations and events in the communities they serve. This support manifests itself in a variety of ways, including paid volunteer hours for employees, donations in kind, and direct financial contributions. Over the past five years, Manitoba's credit unions have contributed an annual average of \$3.29 million in sponsorships and donations. Credit unions have also provided more than 92,000 hours of employee volunteer time during that period.

System Sponsorships

In addition to the donations and sponsorships made by individual credit unions, the Manitoba credit union system as a whole also sponsors several worthy causes on a collective basis, based on a set of shared criteria. Last year, five such sponsorship opportunities received funding from the system:

Manitoba High Schools Athletic Association

The Credit Unions of Manitoba Scholar Athlete Award is awarded annually to four students who maintain a minimum 85 per cent average and participate in at least two interscholastic high school athletic activities. Manitoba's credit unions award each student a \$1,000 scholarship.

Manitoba 55-Plus Games

The Manitoba 55-Plus Games provide a healthy and fun atmosphere for Manitobans ages 55 and over to compete in a wide variety of sporting events, including golf, bowling, swimming and track. Formerly known as the Manitoba Society of Seniors Games, this provincial competition has been held every year since 1983. Manitoba's credit unions are proud sponsors of the 55-Plus Games, which promote the benefits of healthy active living for older Manitobans.

Curl Manitoba Masters Championships

The Manitoba's Credit Unions Masters Provincial Championship is the showcase event for Manitoba curlers ages 60 and over. Each year, men's and women's teams from across the province take part in this prestigious bonspiel.

Wasagaming Foundation Camp Wannakumbac

Located on the west shore of Clear Lake in Riding Mountain National Park, Camp Wannakumbac is a not-for-profit organization that provides exciting camping experiences for all participants through innovative instruction that fosters creative learning. Camp Wannakumbac is operated by the Wasagaming Foundation Inc., a registered charity that receives funding from Manitoba's credit unions.

University of Winnipeg Chair in Co-operative Enterprises

The Chair in Co-operative Enterprises was established in and is affiliated with the Business and Administration Department at the University of Winnipeg. The Chair promotes the teaching of, and research into, co-operative enterprises in Canada. It interacts with both the co-operative sector (co-operatives and credit unions) and the provincial government, as well as with the rest of Canada and other countries through public lectures, seminars, teaching and research. The Chair promotes regional, national and international research through a series of conferences, grants and publications.

MESSAGE FROM THE CHAIRMAN

The ability to assess and adjust the overall strategy and direction of an organization is one of the key competencies required of any board of directors. For an organization such as Credit Union Central of

Manitoba (CUCM), which operates in an industry that exerts enormous pressures on its participants to constantly adapt and evolve, the need for foresight and an educated, comprehensive understanding of the road ahead is critical to its long-term success and sustainability.

To that end, CUCM's board of directors undertook a pair of important tasks in 2015: participating in a scenario-planning exercise that involved studying a trio of possible scenarios that might affect the organization, and developing the basis for a competency-based board governance model.

Scenario planning has been a staple of CUCM's strategic planning process for several years now. From a board perspective, this exercise helps directors evaluate the current state of the organization and its ability to respond to potential developments in the system or the industry at large. Specifically, CUCM's board examined the impact of a large Manitoba credit union pursuing federal credit union status, the possibility of credit union mergers that would result in approximately 80 per cent of Manitoba system assets being held by three credit unions, and the possible removal of a key operational function from within CUCM.

Following the exercise, the board asked management to provide the details for a fourth scenario that would see the merger of two of the five largest credit unions, along with the merger of a number of small and mid-sized credit unions. The implications of each scenario were then weighed, along with mitigation strategies to address those implications.

The value this scenario-planning exercise offers to the board is inestimable; in essence it provides directors with a roadmap for the years ahead.

As important as it is to have an understanding of where the organization might be heading, it's equally important to ensure the composition of the board includes the key competencies required to provide clear, insightful guidance going forward. For that reason, the CUCM board began to explore a competency-based governance model in 2015.

As part of a broader discussion of succession planning, the development of a process to identify and fill competency gaps on the board was a significant focus for CUCM's board over the past year. The aim of this work is to move to a nomination process built around finding board candidates who combine the right knowledge, skills and behaviours to help CUCM fulfill its vision, mission and purpose.

In an industry as fluid and demanding as ours, the board believes a formalized competency-based model will help ensure emerging subject area needs and anticipated board vacancies will be addressed in a manner that allows the board to continue to effectively and prudentially guide CUCM now and into the future.

On the subject of effective leadership and guidance, I would like to formally thank two directors



As we as a board move into 2016, we're energized by the opportunities ahead of us

who retired from CUCM's board in 2015. Dave Abel (District 4) and Peter Enns (District 5) could always be counted on to provide thoughtful, measured and knowledgeable advice to management and their fellow board members. Their input to the board's work over the years was both invaluable and appreciated. While the board will miss their voices around the table, we wish them both well in their retirement.

I'd also like to formally welcome Darryl Loewen (Peer Group 4) and Gord Kirkwood (Peer Group 5), who joined the board partway through the year. Both have already proven themselves to be eminently capable and enthusiastic directors and it's clear they

will be effective representatives of the credit unions in their peer groups.

As we as a board move into 2016, we're energized by the opportunities ahead of us. I'm confident CUCM is well positioned to deliver on its mission to provide the leadership and high-value products and services that Manitoba's credit unions have come to expect from the organization.

Finally, sincere thanks to CUCM's senior management team, led by CEO Garth Manness. Their collective commitment to CUCM's strategic outlook and the overarching vision for the organization continues to stand us in good stead.



RUSSELL FAST

Chairman, Board of Directors

BOARD OF DIRECTORS

CUCM CHAIR

PEER GROUP 1

Russell Fast

First Vice-Chair,
Steinbach Credit Union

CUCM board
meeting attendance 12/13



CUCM VICE-CHAIR

PEER GROUP 3

Paul Holden

Vice-Chair,
Cambrian Credit Union

CUCM board
meeting attendance 12/13



PEER GROUP 2

Kevin Sitka

Chief Executive Officer,
Assiniboine Credit Union

13/13 CUCM board
meeting attendance

FORMER DISTRICT 4

Dave Abel

Casera Credit Union

3/3 CUCM board
meeting attendance

FORMER DISTRICT 5

Peter Enns

Crosstown Civic Credit Union

2/3 CUCM board
meeting attendance

PEER GROUP 4

Darryl Loewen

Chair,
Access Credit Union

CUCM board
meeting attendance 10 / 10



PEER GROUP 4

Randy Brown

VP Member Solutions,
Westoba Credit Union

12 / 13 CUCM board
meeting attendance



PEER GROUP 5

Gordon Kirkwood

Chief Executive Officer,
Entegra Credit Union

CUCM board
meeting attendance 10 / 10



PEER GROUP 5

Lee Gregory

Chair,
Noventis Credit Union

13 / 13 CUCM board
meeting attendance



PEER GROUP 6

Gord Sylvester

General Manager,
Beautiful Plains Credit Union

CUCM board
meeting attendance 13 / 13



PEER GROUP 6

Alexander (Sandy) Wallace

President,
Niverville Credit Union

13 / 13 CUCM board
meeting attendance



The transition from CUCM's previous district structure to the new peer group structure, which officially came into effect following the annual general meeting in March, formed the basis for much of the CUCM board's work early in 2015, as the board was re-aligned in accordance with the new structure.

The composition of the board's various committees was also examined, with an eye towards improving committee effectiveness and balancing the workload among committee members. As a result of this work, the Governance, Policy and Planning Committee was merged with the Conduct Review Committee. Previously, members of the Audit and Risk Committee also served on the Conduct Review Committee. The new committee, named the Governance and Conduct Review Committee, came into effect at the board reorganization meeting in April.

Succession planning was also a significant focus of the board in 2015, rising out of discussions that took place at the board's annual planning session in June. The planning session examined succession planning for the CEO, the board chair and vice-chair, and key staff positions within CUCM. During the session, the development of a process to identify and fill competency gaps on the board was also discussed.

Best practice suggests that a move to a competency-based nomination process is required, one that is

centred on the knowledge, skills and behaviours needed to help CUCM achieve its missions and goals. Under this approach, directors would continue to be elected by peer group delegates, but on the basis of a pre-determined criteria that clearly articulates what competencies, skills and experiences are needed on the board and which, if any, are missing.

The process would include the development of a competency matrix aligned to CUCM's strategy, the opportunities and challenges facing the organization, and succession and diversity needs. Annual completion of a skills matrix and gap analysis, based on anticipated vacancies and emerging subject area needs, would assist in the development of a running list of prospective members and their backgrounds. Input would also be gathered from current directors, credit union leaders and other stakeholders.

An advance nomination process would be incorporated into the process to allow the Governance and Conduct Review Committee to evaluate prospective nominees against a list of attributes,

PEER GROUP 1

Steinbach Credit Union

PEER GROUP 2

Assiniboine Credit Union

PEER GROUP 3

Cambrian Credit Union

PEER GROUP 4

Access Credit Union

Crosstown Civic Credit Union

Westoba Credit Union

PEER GROUP 5

Carpathia Credit Union

Catalyst Credit Union

Entegra Credit Union

Noventis Credit Union

Sunova Credit Union

Sunrise Credit Union

Vanguard Credit Union

competencies and experience to ensure candidates meet the requirements. The committee would then endorse candidates who meet the criteria.

The board also gave consideration to a democratic model that consists of a blend of peer group-elected and independent directors, which would address competency gaps. Should this route be taken, changes will be required to credit union legislation.

As a first step in this process, CUCM has implemented a director nomination form and 30-day advance nomination notice period for the 2016 peer group elections. In addition, the call for nominations from the floor at peer group meetings has been eliminated.

During 2016 (for implementation in 2017), a collaborative process between the Governance and Conduct Review Committee and the Democratic Control Review Committee will begin to consider the recommendations for change.

Plans are in place for the board to conduct a competency review and gap analysis during the first quarter of 2016.

The board also spent time in 2015 reviewing an analysis of three potential scenarios and their impact on CUCM. The scenarios included a large Manitoba credit union pursuing federal status, credit union mergers that resulted in approximately 80 per cent of Manitoba system assets being held by three credit unions, and the removal of a key operational function from within CUCM. These scenarios were presented in detail at the November system meeting.

Throughout the year the board also provided vital input into CUCM's advocacy strategy, which shapes how the organization represents the interests and perspectives of Manitoba credit unions when engaging with government and regulators, as well as the drafting of the organization's Emergency Liquidity and Indemnity Protocols (ELIPS), which are intended to ensure liquidity sources are available when required and to minimize confusion and any potential negative impacts on the system's reputation during a liquidity crisis.

PEER GROUP 6

Amaranth Credit Union

Austin Credit Union

Beautiful Plains Credit Union

Belgian-Alliance Credit Union

Casera Credit Union

Crocus Credit Union

Erickson Credit Union

Flin Flon Credit Union

Grandview Credit Union

Me-Dian Credit Union

Minnedosa Credit Union

Niverville Credit Union

North Winnipeg Credit Union

Oak Bank Credit Union

Portage Credit Union

Prairie Mountain Credit Union

Rorketon & District Credit Union

Rosenort Credit Union

Strathclair Credit Union

Swan Valley Credit Union

Winnipeg Police Credit Union

MEETING ATTENDANCE

[CHAIR]	Lee Gregory	5/5
[VICE-CHAIR]	Gord Sylvester	5/5
	Gord Kirkwood	4/4
	Sandy Wallace	4/4
	Dave Abel	1/1
	Peter Enns	1/1

MEETING ATTENDANCE

[CHAIR]	Gord Sylvester	2/2
[VICE-CHAIR]	Paul Holden	2/2
	Randy Brown	2/2
	Darryl Loewen	2/2

GOVERNANCE, POLICY & PLANNING
COMMITTEE MEETING ATTENDANCE

[CHAIR]	Sandy Wallace	2/2
[VICE-CHAIR]	Russ Fast	2/2
	Randy Brown	2/2
	Lee Gregory	2/2

CONDUCT REVIEW COMMITTEE
MEETING ATTENDANCE

[CHAIR]	Lee Gregory	1/1
[VICE-CHAIR]	Gord Sylvester	1/1
	Dave Abel	1/1
	Peter Enns	1/1

GOVERNANCE & CONDUCT REVIEW
COMMITTEE MEETING ATTENDANCE

[CHAIR]	Sandy Wallace	2/2
[VICE-CHAIR]	Russ Fast	2/2
	Paul Holden	2/2
	Kevin Sitka	2/2

AUDIT AND RISK COMMITTEE

This committee oversees CUCM's external and internal auditors and the organization's risk management processes, including the appointment and compensation of the external auditors, the Director of Internal Audit and the Chief Risk Officer. The committee reviews and reports on the audited financial statements, reviews difficulties encountered by the auditors in the performance of their audits, reviews critical and significant recommendations on the subjects of internal control, financial risk or process improvement — and management's response thereto — and ensures that management maintains an appropriate system of internal controls. The committee also reviews the risk appetite framework, including risks identified by management through the risk register, and provides input to the approval of changes to business strategies and the corresponding risk appetite. It also reviews significant risks and exposures, and management's response to those risks, and the impact of changes to investment and lending policies recommended by the investment committee.

INVESTMENT COMMITTEE

This committee oversees CUCM's investment policies and strategic investments. It reports to the board on exceptions to policy and reviews, and approves and presents for board approval any strategic investment opportunity pursuant to the General Investment Policy

GOVERNANCE AND CONDUCT REVIEW COMMITTEE

This committee was formed in 2015 through the merger of the Governance, Policy and Planning Committee and the Conduct Review Committee. This committee oversees the quality and effectiveness of CUCM's corporate governance. Among a wide range of responsibilities, the committee studies, recommends and reviews the development of, and compliance with, board policies and procedures to advance good corporate governance. The committee oversees board succession and the population of other board committees. It develops and oversees training programs for the board and maintains a matrix of director talents and board requirements to identify skill strengths of directors and any gaps on the current board. This committee also carries out duties required by the *Cooperative Credit Associations Act*. It applies CUCM's conflict of interest policies and procedures in reviewing conflict of interest situations and all transactions with related parties of CUCM.



VISION

OUR VISION FOR THE FUTURE IS THAT:

Manitoba credit unions see CUCM as their trusted and valued partner and a respected thought leader. They consider CUCM to be their first source of support, information and service.

CUCM is a source of creative solutions that contribute to credit union success and an outstanding promoter of credit union and co-operative values to Manitobans.

MISSION AND PURPOSE

CUCM serves Manitoba's credit unions by providing leadership and ensuring the delivery of high-value products and services that help them achieve their vision.

Every day, we:

- Help Manitoba credit unions meet their strategic and operational business needs,
- Represent and advocate for Manitoba credit unions, globally, nationally and locally,
- Promote co-operative principles and facilitate co-operative action.

VALUES

WE BELIEVE IN:

RESPECT FOR PEOPLE	All individuals are highly valued and are treated equitably.
INTEGRITY	We are reliable in our word, honouring commitments & promises.
EXCELLENCE	We pursue the best possible outcomes in all that we do.
SERVICE	We take pride in providing outstanding service to our members and other clients.
COMMUNITY	We value community service and leadership as a contribution to healthy, vibrant communities.
INNOVATION	We innovate with products, services and approaches that help credit unions succeed.
COLLABORATION	We value: a consultative relationship with our members, a participative relationship among employees and a collaborative relationship with system partners (provincially, regionally and nationally).

PRINCIPLE

Learn from the past. Excel in the present. Shape the future.

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Manitoba's credit unions operate in a tightly regulated, technologically demanding and deeply competitive environment. The increasingly stringent regulatory and compliance requirements introduced into the financial services industry in the wake of the global financial crisis, coupled with the ever-increasing

expectation of high-end mobile apps and online banking offerings, and the pressures of competing not only with entrenched, deep-pocketed financial institutions but also myriad new entrants from outside the traditional boundaries of the industry, have combined to create an intensely challenging operating environment for today's credit unions.

And yet the province's credit unions, thanks in large part to an emphasis on innovation, efficiency and a commitment to exceptional member service, are not only surviving in this challenging environment, they're thriving. The 34 credit unions in Manitoba now have combined assets of more than \$25 billion, roughly two and half times the level of just a decade earlier. Nearly one in every two Manitobans is now a credit union member and almost half of Manitoba businesses deal with a credit union.

Primary research conducted by Credit Union Central of Manitoba (CUCM) has shown that 44.4 per cent of Manitoba credit union members describe themselves as "very satisfied" with their financial institution, compared to 34.9 per cent of Manitoba bank customers. Among small and medium-sized businesses, the percentage of very satisfied credit union members rises to 58 per cent. And roughly half of credit union

members say they'd be willing to recommend their credit union to a family member or friend, one of the strongest indicators of overall satisfaction and loyalty.

Clearly, Manitobans continue to embrace credit unions. In turn, credit unions are growing and contributing to the provincial economy in very tangible ways. Credit unions employ more than 3,300 Manitobans, with an overall payroll in excess of \$132 million. Over the past five years, Manitoba credit unions completed more than \$128 million in new buildings and construction. They've also contributed an average of \$3.44 million in donations, sponsorships and scholarships each year over the same period, as well as an average of more than 18,000 hours in volunteer time by employees.

All told, it's a Manitoba success story more than three-quarters of a century in the making. And at CUCM, our job is to support that success.

Strictly speaking, as the trade association for Manitoba's credit unions, CUCM's role is to manage liquidity reserves, monitor credit-granting procedures and provide trade services in areas such as corporate governance, government relations, representation and advocacy. From a broader perspective, CUCM's vision, mission and purpose is to be a trusted and valued partner to credit unions, providing leadership and high-value products and services that help them achieve their vision.

Over the course of 2015, CUCM worked hard to fulfill that vision, focusing on several strategic priorities, including: proactively providing system-level expertise and knowledge in key areas impacting credit union sustainability; ensuring the availability of services and tools that enable credit union sustainability; and expanding CUCM's advocacy roles and capabilities.



The province's credit unions... are not only surviving in this challenging environment, they're thriving.

We provided system-level support to credit unions in a variety of areas, including strategic intelligence and system research, ongoing compliance and risk support, the development and implementation of new payment technologies, treasury services, lending services, policy and procedure manuals support and the continued development of a formalized knowledge management framework.

From an advocacy perspective, CUCM represented the interests and views of Manitoba credit unions when engaging with government and regulators, as well as national bodies and working groups. CUCM advocated on behalf of Manitoba credit unions with both the federal and provincial governments in 2015, addressing several issues of importance to credit unions, including the relationship between credit unions and Farm Credit Canada (FCC) and the growth of the Manitoba Agricultural Services Corporation (MASC).

CUCM also facilitated a consultative process between the Deposit Guarantee Corporation of Manitoba (DGCMB) and the Financial Institutions Regulation Branch (FIRB) to understand and assess the proposed Basel III implementation and its impact on credit unions. Work was also done under the advocacy umbrella to address concerns of the Credit Union Prudential Supervisors Association (CUPSA) related to the Group Clearer arrangement, and on the development of Emergency Liquidity & Indemnity Protocols (ELIPS). Lastly, CUCM continued to foster collaboration among Manitoba credit unions through the development of the Credit Union Collaboration Initiative.

As we move into 2016, the aforementioned challenges persist for credit unions. The global economy remains fraught with uncertainty, the

financial services industry will continue to adapt to new and more stringent regulatory requirements and competition will likely only stiffen. I'm confident, however, that Manitoba's credit unions will respond to these challenges with continued vigour and that Manitobans will continue to see the value in belonging to a member-owned, democratically controlled financial institution.

Likewise, we at CUCM will continue to strive to provide credit unions with the guidance, expertise, services and support they need to succeed in this market.

I'd like to thank CUCM's senior management team for their knowledge and leadership over the past year, as well as all CUCM employees for their hard work and dedication to the overall success of the organization and its member-owners, our credit unions.

I'd also like to thank CUCM Board Chair Russ Fast and the rest of the board for their guidance and stewardship throughout the year.



GARTH MANNESSE
President and Chief Executive Officer

EXECUTIVE MANAGEMENT

PRESIDENT and
CHIEF EXECUTIVE OFFICER
Garth Manness



SENIOR CONSULTANT to the
CHIEF EXECUTIVE OFFICER
Bob Lafond



SENIOR VICE-PRESIDENT, FINANCE
and CHIEF RISK OFFICER
Barrie Davidson



SENIOR VICE-PRESIDENT,
MEMBER SOLUTIONS
Wilson Griffiths



SENIOR VICE-PRESIDENT,
GOVERNANCE & STRATEGY
and CORPORATE SECRETARY
Marilyn Brennan



The Co-operative Principles

The Seven International Co-operative Principles are guidelines by which co-operatives put their values into practice. Part of CUCM's mission is to promote these principles.

1 VOLUNTARY AND OPEN MEMBERSHIP

Co-operatives are voluntary organizations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination.

2 DEMOCRATIC MEMBER CONTROL

Co-operatives are democratic organizations controlled by their members, who actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to the membership. In primary co-operatives members have equal voting rights (one member, one vote) and co-operatives at other levels are also organized in a democratic manner.

3 MEMBER ECONOMIC PARTICIPATION

Members contribute equitably to, and democratically control, the capital of their co-operative. At least part of that capital is usually the common property of the co-operative. Members usually receive limited compensation, if any, on capital subscribed as a condition of membership. Members allocate surpluses for any or all of the following purposes: developing their co-operative, possibly by setting up reserves, part of which at least would be indivisible; benefiting members in proportion to their transactions with the co-operative; and supporting other activities approved by the membership.

4 AUTONOMY AND INDEPENDENCE

Co-operatives are autonomous, self-help organizations controlled by their members. If they enter to agreements with other organizations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their co-operative autonomy.

5 EDUCATION, TRAINING AND INFORMATION

Co-operatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their co-operatives. They inform the general public – particularly young people and opinion leaders – about the nature and benefits of co-operation.

6 CO-OPERATION AMONG CO-OPERATIVES

Co-operatives serve their members most effectively and strengthen the co-operative movement by working together through local, national, regional and international structures.

7 CONCERN FOR COMMUNITY

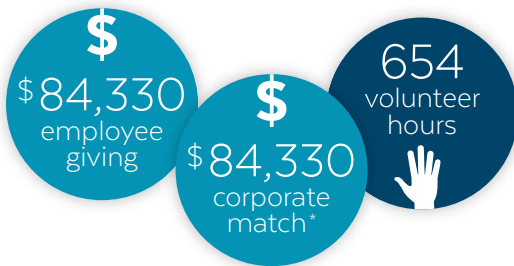
Co-operatives work for the sustainable development of their communities through policies approved by their members.



By adding a Community Leadership & Engagement score to the company balanced scorecard, CUCM incents employees to donate time to organizations' ongoing activities or special projects.



CUCM EMPLOYEE GIVING AND COMMUNITY SERVICE



CUCM's corporate giving is driven by decisions its employees make — as individuals and as a group through staff club events and the United Way/All Charities Campaign — about their own philanthropy. CUCM matches employee donations to organizations whose aims are consistent with CUCM's core values and the spirit of Co-op Principle #7, Concern for Community. Through matching, **employees and CUCM have contributed more than \$1 million** (an annual average of \$113,422) over the past nine years to organizations that have a broad range of goals.

CUCM exposes employees to community organizations by inviting them to speak prior to CUCM staff meetings. And, by adding a Community Leadership & Engagement score to the company balanced scorecard, CUCM incents employees to donate time to organizations' ongoing activities or special projects.

- Alpha House
- ALS Society of Manitoba
- Alzheimer's Society
- Canadian Cancer Society
- Canadian Diabetes Association
- Canadian Liver Foundation
- Canadian National Institute for the Blind
- Canadian Parks & Wilderness Society
- CancerCare Manitoba
- Cerebral Palsy Association
- Children's Wish Foundation
- Co-operative Development Foundation
- CURE Foundation
- Dream Factory
- Firefighters Burn Fund
- Grace General Hospital Foundation
- Habitat for Humanity (includes Women's Build)
- John Howard Society of Manitoba
- Kidney Foundation of Canada
- La Leche League
- Marymount
- Mennonite Central Committee
- Never Alone Foundation
- Rossbrook House
- Spina Bifida & Hydrocephalus Association
- Heart & Stroke Foundation
- Immigrant & Refugee Community Organization of Manitoba
- Salvation Army
- Siloam Mission
- Society for Manitobans with Disabilities
- United Way of Winnipeg
- Winnipeg Harvest
- Canadian Blood Services
- Canadian Breast Cancer Foundation
- Children's Hospital Book Fair
- Christmas Cheer Board
- Earth Day Clean-Up
- Manitoba Community Services Council
- Manitoba Lung Association (Breath of Spring)
- Terry Fox Foundation

* Corporate match includes \$3,750 of in-kind giving



MANITOBA CREDIT UNIONS

Order of MERIT

recognizes individuals who, by their exemplary service, their leadership and their commitment to the Seven International Co-operative Principles, have demonstrated a significant commitment to Manitoba credit unions and the communities in which they operate.

Val Soltys *nominated by* ERICKSON CREDIT UNION



Over the course of her 43-year career, Val Soltys has held almost every position within Erickson Credit Union including, since 2006, general manager. Under her leadership, the credit union has grown by an average of 7.75 per cent per year. Asset growth is just one way to measure success, though, and Val's contributions — to the credit union, the wider system and the community —

started much earlier than 2006.

As described by the Erickson board in their nomination of her for this award, Val has played an important leadership role at the credit union for many years. She motivates staff to perform to the best of their abilities, gladly steps into any role when she's needed, and focuses on solutions when challenges present themselves, such as recent ones to systems and reporting requirements.

In serving the wider system, Val has been a long-serving member of the Credit Union Small Market Planning Committee, a group that meets regularly to share best practices of operating in smaller, primarily rural, communities. The group discusses — and often forges alliances in — such areas as banking systems and technology, marketing, human resources and management.

Erickson is the epitome of a credit union with a 'community' bond of association, and throughout her career Val has, whether on behalf of the credit union or from a sense of civic duty (we suspect it's

both) served her community well. At the board and committee level she has served the Canadian Legion, Erickson Curling Club, Recreation Association, Erickson Jamboree, local blood donor clinic and, for the past 13 years, the Erickson Chamber of Commerce. She has taught co-operative courses at the elementary and high schools and mentored other staff to get involved in the teaching process. She reaches out to First Nations communities and attends their functions.

In 2010, the citizens of Erickson elected her mayor, a post she held until 2014.

"As mayor, Val approached all matters with an open heart and mind," the board wrote. "Her support of the community has made this a great place to live and her style of leadership has inspired others to stand beside her to carry on building this community. She took our community from competing with other communities to co-operating with them."

In 2014, from a field of nominees across the west including Brandon, Val was nominated for the YWCA's Western Manitoba Woman of Distinction Award. Initially reluctant to accept the nomination, she did so because she felt it might inspire young women in the community to rise to their potential. She won the award.

Val has asked that the \$1,000 bursary attached to her Order of Merit award go to a student graduating from Erickson Collegiate who demonstrates leadership and mentorship qualities, concern for community and a commitment to personal growth and learning.

Order of Merit recipients have the honour of selecting a Manitoba secondary or post-secondary educational institution and faculty or program to receive a \$1,000 bursary to award to a student based on achievement, need or other criteria.

The Order of Merit Selection Committee comprises two director representatives chosen by Directors' Forum and two management representatives selected by CUMAM, which shares the cost of the bursaries with CUCM.

Dave Omichinski *nominated by* PORTAGE CREDIT UNION

Dave Omichinski started his career in the system in 1972, as a management trainee with Portage Credit Union. In 1973, he left to embark on a path that took him to Co-operators Credit Union (1973–78), CUCM (1978–83), DGCM (1983–85, where he co-led the first Performance Improvement Program, working with financially impacted credit unions to rethink and retool how they, and other credit unions, conduct business), Heritage and Cambrian (1985–89), then DGCM. The skills he developed in those two decades allowed him to return home in 1992 as general manager (CEO) of Portage Credit Union.

The credit union has thrived under Dave's leadership. His career experience instilled in him a healthy appreciation for good governance, which became a focus for the board after he arrived. Portage broke \$50 million in assets in 1988, \$100 million in 2000, \$200 million in 2010 and currently sits at just under \$300 million. Equity sat at 6.19 per cent in December 2014.

He began serving the wider system in 1978, working on CUCM committees dedicated to model lending and personnel policies, liquidity and financial management, and orderly development. He also serves or served on CUCM's Management, Human Resources and Insurance advisory committees and the Manitoba Credit Union Collaboration Group. Nationally, he was a member of the CUMIS National Appeals Committee.

Dave has been a very active member of his community. Currently president of the Portage & District Chamber of Commerce, he serves or served on the Portage & Area Beautification Committee, Portage Golf Club, Portage Public Art Steering Committee,

and Downtown Business Association, which he co-founded. He also sat on the Premier's Blue Ribbon Panel on Aboriginal employment and moderated two civic election all-candidates forums. In addition to formal committees, a long list of organizations and initiatives dedicated to crime prevention, community engagement, redevelopment, and other efforts have benefitted from his enthusiasm, knowledge and expertise.

His belief in community service is contagious. In 2000, Portage Credit Union employees were awarded the Volunteer Award for Manitoba Business from the Volunteer Centre of Winnipeg. For 17 consecutive years, 100 per cent of PCU employees have supported the United Way through bi-weekly payroll deduction.

Dave received the chamber's Executive of the Year award in 2002, the credit union was named Business of the Year in 2004 and, in 2013, Dave was named Portage la Prairie's Citizen of the Year.

"Dave lives and breathes the co-operative principles, willingly acting as a valuable resource to community members as well as fellow credit union system members," the Portage board said in its nomination of Dave. "He's a testament to people helping people."

Dave has asked that the \$1,000 bursary attached to this award go to a 2016 graduate of Portage Collegiate Institute who will be furthering their education, with a preference to a student going into the business world.



This section of the annual report providing management's discussion and analysis ("MD&A") of the consolidated results of Credit Union Central of Manitoba ("CUCM") should be read in conjunction with the audited consolidated financial statements and notes as at and for the year ended December 31, 2015. The consolidated financial statements are reported in Canadian dollars and have been prepared in accordance with International Financial Reporting Standards ("IFRS"). This MD&A is dated February 17, 2016 and provides comments regarding CUCM's core strategies, financial operating results, risk management and business outlook.

CAUTION REGARDING FORWARD-LOOKING STATEMENTS

This report includes forward-looking statements. By their very nature, forward-looking statements require management to make assumptions that involve a number of factors, many of which are beyond management's control and which may cause actual results to differ from the expectations expressed in the forward-looking statements. These factors include, but are not limited to, changes in general economic conditions including: interest rates, currency exchange rates and liquidity conditions; the effects of economic conditions on the Manitoba credit union system; legislative or regulatory developments; changes in accounting standards or policies; and CUCM's success in anticipating and managing the risks inherent in these factors. Readers are cautioned that the foregoing list is not exhaustive. CUCM does not undertake to update any forward-looking statements contained in this annual report. Undue reliance should not be placed on forward-looking statements, as actual results may differ materially from expectations.

MANITOBA CREDIT UNION SYSTEM

Growth in deposits in The Manitoba Credit Union System ("System"), which excludes associate members of CUCM, increased to 6.8% in 2015 from 5.8% in 2014. Deposit growth is the primary funding source for System asset growth. System assets grew 7.3% in 2015, up from 6.2% in 2014. Loan growth in the System fell to 4.0% in 2015 from 7.3% in 2014.

Because deposit growth outpaced loan growth, System deposits at CUCM grew substantially in 2015 and, excluding the impact of mark-to-market, ended the year \$861 million higher, an increase of 39% year-over-year. As a percentage of total credit union members' deposits, System deposits held at CUCM ended the year at 13.8% (2014: 10.9%). Year-over-year, excluding the impact of mark-to-market, short-term System deposits (original term less than 13 months) rose by \$946 million while the longer-term System deposits fell by \$85 million.

Throughout the year, members continued to show a strong preference for keeping their deposits in short terms. At year end, 93% of deposits matured

within 13 months, up from 86% in 2014. The primary reason for this preference continues to be the very low market interest rates as well as the financial margin distributions paid on short-term deposits. To the extent that members are taking advantage of the opportunity to lock in longer-term loan rates while keeping their deposit terms short, maintaining liquidity in shorter-term deposits may also help members manage interest rate risk.

A recent survey of credit unions indicates little expected change in the level and composition of liquidity deposits over the coming year.

CUCM PROFILE

On behalf of its members and associate members, CUCM manages liquidity reserves, facilitates clearing and settlement transactions through the Bank of Canada, monitors credit granting procedures, and provides trade services in areas such as corporate governance, government relations, representation and advocacy.

CUCM also provides banking, treasury, human resources, research, communications, marketing, planning, lending, procurement, product/service research and development, business consulting and legal services to its members.

Costs for providing these services are passed on to the users of the services, mainly in the form of assessments and fee-for-service.

CUCM YEAR IN REVIEW

The messages from the Chairman of the Board, the President & CEO and other items earlier in this annual report contain highlights and major developments, internal and external, that affected CUCM in 2015.

OPERATING RESULTS

RETURNS ON MEMBERS' DEPOSITS

The Bank of Canada cut rates by 50 basis points ("bps") during 2015, in two 25 bps moves (in January and again in July). This is the primary reason that CUCM's weighted average cost of funds declined in 2015, from 1.307% in 2014 to 0.904% in 2015.

The average cost of funds paid on short-term liquidity balances (Canadian and US balances, combined) was 52.6 bps on current accounts and 80.2 bps on short-term deposit balances, for a combined average cost of 71.5 bps. Financial margin distributions in 2015 equated to an additional 93.11 bps on short-term deposits (both current accounts and short-term deposits), resulting in a total average payment of 164.61 bps.

The average cost of funds paid on longer-term deposits was 270.9 bps. An additional distribution of financial margin of 7.3 bps was paid on these deposits (reflecting the additional income earned from the bond investments matched to these deposits), for a total payment of 278.2 bps on longer-term deposits.

Finally, the incremental income earned on loans is distributed in proportion to excess liquidity deposits; in 2015, this component of financial margin equated to an additional 2.3 bps, down from 6.0 bps in 2014. As excess liquidity grew, the need for loans declined.

FINANCIAL MARGIN

The main components of financial margin earned, excluding unrealized gains (losses), are investment earnings attributed to member deposits and share capital. These two portfolios are managed separately and the earnings are distributed to members

in the form of financial margin distributions and dividends, respectively.

Short-term deposits continued to benefit from unusually high spreads earned on asset swaps (longer-term debt instruments combined with interest rate swap agreements to generate a rate of return that resets monthly or quarterly). These asset swaps are used to manage associated interest rate risk and foreign exchange risk. Returns on asset swaps have been the main contributor to the financial margin distributions paid on short-term deposits.

Deposit growth in the last months of 2015 coincided with excellent market opportunities which CUCM seized to transact additional asset swaps at very attractive spreads. Absent a significant change in deposits during 2016, and assuming asset swap opportunities remain at current levels, the average financial margin distributions are expected to continue in the range of mid-90 bps for short-term deposits, and remain below 10 bps for longer-term deposits. Incremental margin earned on credit union borrowings will likely remain immaterial given the low volumes. Future financial margin returns always depend on investment opportunities available over the year and changes to the size of the liquidity pool.

CUCM is also forecasting a decline in financial margin attributed to share capital and paid in the form of dividends. With the passage of time, investments made in prior years and at higher rates are maturing. These funds, as well as the proceeds of recent capital issuances, are being invested at today's lower yields.

RECOVERIES

CUCM's operations are mostly financed through recoveries, from members, of the costs incurred to provide services to members. These recoveries mainly take the form of assessments to members (basic and

liquidity management) and fee income charged for services to members.

In 2015, the main factor in the year-over-year rise was increased Research & Development activities funded by Basic Assessment. Other changes from 2014 that are of significance are: increased costs in the treasury area raised the Liquidity Management Assessment and higher volumes of clearing and settlement transactions increased Clearing Fees and Other Financial Charges.

CAPITAL

Capital levels, share capital and retained earnings at CUCM, are regulated by the Financial Institutions Regulation Branch of Manitoba Finance and the Office of The Superintendent of Financial Institutions. In addition to their regulations, policies regarding capital levels have also been established by CUCM's board of directors. The board's policy for the level of retained earnings is guided by CUCM's operating principle that the System's equity belongs with credit unions, so earnings retained by CUCM are minimized.

BALANCED SCORECARD

The Balanced Scorecard ("BSC") is a management system as well as a measurement system, and enables CUCM to clarify vision and strategy and translate them into action. It aligns to CUCM's goals and provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic results.

The BSC establishes measures of organizational success across four balanced perspectives: financial, customer focus, process, and organizational capacity. All measures selected reflect CUCM's focus on continuous improvement. In 2015, the overall BSC result was 82.93 points out of a possible of 100.

ECONOMIC OUTLOOK

Two stories that dominated economic headlines in 2015 were low oil prices and the economic slowdown in China. Economists have a hard time deciding which of these events had the bigger impact on the global real GDP growth, but there is agreement that both of them will be very important stories in 2016 and even out to 2017.

The gap between growth rates in advanced and developing/emerging economies is becoming narrower than in the past. Although developing/emerging economies still contribute to over 70% of global growth, 2015 was the fifth consecutive year that their growth rates declined. Some of the economies in this group (Brazil, Russia, Nigeria) are facing serious fiscal and trade deficits. They will have to either increase their foreign debt to stimulate the economy or cut public consumption to balance budgets (with potentially negative effects on growth). The developing/emerging economies overall growth in 2015 is estimated to be 4.0% by the International Monetary Fund and the World Bank (compared to 4.6% in 2014).

Among advanced economies, the general outlook is more positive, and growth is expected to reach 1.9% (compared to 1.8% in 2014). There are still some problems in the Euro area, but some countries (Italy, Spain, France) that went through recessions or very low growth expect to finish 2015 with growth of 0.8% to 3.2% (final numbers are unavailable). Japan is also growing again, but the really bright spot is the U.S. economy that recorded stable growth for most of 2015 and is expected to finish with 2.5% real GDP growth.

Most economists are forecasting better world growth in 2016 than in 2015. The expectation is that advanced economies will grow by 2.1% and developing/emerging economies by 4.3%. This would bring the global output growth to 3.4%, the same growth as in 2014 (up from 3.1% in 2015).

The major drivers of growth in the U.S. in 2015 were residential investments, with a positive change for the first time since 2008 (6.6% growth), and business investment (4.4% growth). Consumer spending grew by 3.1%, but its impact on the overall economy may be the most significant as it represents 68.4% of total GDP (this includes \$1.5 trillion — 8.6% of GDP — of government funded health care expenses).

The most encouraging indicator in the U.S. economy is employment growth of 2.1% that brought the unemployment rate to 5.3%, a level not seen since 2008.

Economists expect that the U.S. will continue with a relatively strong growth rate of 2.4% to 2.6% in both 2016 and 2017, based on consumer and business confidence. The housing market is expected to continue recovering and the unemployment rate is expected to decline to 4.7% to 4.8%. A negative impact on growth may come from gradual tightening in government's monetary and fiscal policies that may lead to a decline in business's and consumers' interest in further borrowing. Another negative impact may come from the structure of employment. Most job growth in the last year was in low-paying retail and food service jobs. This means that purchasing power of American consumers did not grow at the same pace as the employment numbers. A third risk for the economic forecast is a reduction of investment in oil research and production that may have significant impact on states that benefited from developments in these sectors over the last few years.

The Canadian story is very different. The natural resources sector usually contributes about 20% to Canadian GDP. With commodities' prices, mainly oil, minerals and metals, being very low since the second half of 2014, the contribution of natural resources to overall 2015 GDP was much lower and, as a result, GDP growth was only 1.2% (compared to 2.2% in 2014). Business investment was down by 7.5%.

The Canadian dollar depreciated significantly (from \$0.90 in October 2014 to \$0.71 in January 2016) and helped Canadian exporters to record growth of 3.0%. Other contributors to GDP growth were residential investments (3.5%), consumer (1.9%) and government spending (1.3%). Reduced business investment was the cause of growing unemployment (reaching 6.9%) and low employment growth (0.8%). However, low oil prices led to low CPI (1.1%).

The Canadian economy is expected to record stronger growth in 2016 than in 2015. Expectations are that growth may reach 1.7% to 1.8%. Oil prices are expected to stabilize between \$30 and \$35 per barrel for most of the year, although Morgan Stanley's and World Bank's economists think that it may be below \$30 per barrel until the end of 2016. Any of these prices will keep exchange rates low compared to the U.S. dollar. The situation will be favourable for Canadian exporters and unfavourable for Canadian consumers who will continue to pay more for most imports (especially fresh produce) and travel. Benefits for exporters may also be limited based on the proportion of U.S. components in their final products. Their investments in advanced technologies (and consequently productivity) will also stay more expensive than in the period 2008–2014 as most of the technologies are imported from the U.S.

In this environment, business investment is expected to shrink again albeit at a slower pace (3.5% to 5.1%) than in 2015 (where it was 7.2% to 7.5%). Economists agree that employment growth may reach only 0.7% (compared to 0.8% in 2015), but there is disagreement about the expected unemployment rate. While some economists expect that it may grow to 7.2%, others think that it may decline to 6.8%. These predictions are not differing because of different growth forecasts; rather it is differing assumptions about participation rates and the number of unemployed people who may decide not to look actively for a job.

The federal government is expected to increase its investment in infrastructure creating a positive impact on GDP growth, but consumer spending and residential investment growth are expected to stay at a similar level as 2015.

The housing market and household debt will be issues that may attract a lot of attention in 2016. Government monetary and fiscal policies may encourage further increases in borrowing which may lead to some overheated (more than today) housing markets (mainly in Vancouver and Toronto) and to record household debt levels. Fortunately, Canadian households' ability to service debt is better than any time after the 1990s and, without a significant increase in interest rates, it will stay at that level.

Manitoba's growth in 2015 was relatively weak (1.8%), but significantly higher than the growth on the national level. However, reasons for the slower than previously expected growth are similar to that of seen in the Canadian economy. A drop in business activity in other Prairie provinces led to disappointing results in some parts of the manufacturing sector (machinery and fabricated metals). Nevertheless, some manufacturing companies benefited from a recovery in the U.S. and lower exchange rates and increased their exports.

Non-residential construction and consumer spending were other factors that drove GDP growth. Growth in the agricultural sector was stable after a drop in 2014 (because of a bumper crop in 2013).

The provincial unemployment rate stayed at a very low level (5.6%) with employment growth of 1.6%. With high levels of immigration in the last few years, it is counterintuitive that the unemployment rate remained so low. However, more analysis would be needed in order to determine if this is the result of the successful inclusion of immigrants in the workforce or due to statistical methods in the measurement of labour force statistics.

In 2016, Manitoba is expected to be one of the top performing provinces. According to the Conference Board of Canada, the construction industry will be booming. Other sources of strength for the province will be manufacturing, wholesale, retail, and transportation sectors. Agriculture is also expected to be a strong contributor to growth. GDP growth forecasts are between 2.1% and 2.4%. The unemployment rate is expected to go down to 5.3%. The housing market will stay stable, with the only concern being an increase in the fiscal deficit.

The Canadian dollar and exchange rates were frequently discussed in 2015 on all levels (governments, businesses, consumers). The weakness of the dollar was mainly caused by low oil prices and to some extent by the strength of the U.S. economy. Both consumers and businesses felt the impact of dollar depreciation. Price increases for imported goods were partially offset for consumers by lower gas prices. In a similar manner, benefits from higher exports were reduced for businesses by higher costs for components and technology imports.

The Canadian dollar is expected to finish 2016 at a higher level than the \$0.70 recorded in January. According to some forecasts, the exchange rate will be close to \$0.75, with further appreciation in 2017. If the Canadian economy shows stronger than expected results, the exchange rate may be even slightly higher than forecasted.

Interest rates may also have an impact on the exchange rate. At this moment, the Bank of Canada's overnight rate is at 0.50%, and the expectation is that it will not change before the first quarter of 2017. The U.S. Fed rate is at 0.50% with an expectation that it may rise by 0.25% each quarter in 2016. Movements of both rates will depend on the economic situation in their respective economies. The Bank of Canada has very little space to stimulate the economy through interest rate reductions without further eroding the exchange rate and according to the latest statements by Stephen Poloz, the Bank of Canada governor, now is the time for the federal government to step in and increase government investment in the economy.



CREDIT UNION CENTRAL *of* MANITOBA

MANAGEMENT REPORT

February 25, 2016

The accompanying financial statements were prepared by Management, which is responsible for the integrity and objectivity of the data presented, including amounts that must necessarily be based on judgements and estimates. The financial statements were prepared in conformance with International Financial Reporting Standards, and in situations where acceptable alternative accounting principles exist, Management selected the method that was thought to be most appropriate in the circumstances. Financial information appearing throughout this Annual Report is consistent with the financial statements.

In discharging its responsibilities for the integrity and fairness of the financial statements and for the accounting systems from which they are derived, Management maintains the necessary system of internal controls designed to provide assurance that transactions are authorized, assets are safeguarded and proper records are maintained.

Ultimate responsibility for financial reporting to our members rests with the Board of Directors. The Audit & Risk Committee, which is appointed by the Board of Directors, meets at least twice a year to review, with Management and the appointed external auditors, the scope of the annual audit and the final audited financial statements.

The financial statements have been examined by PricewaterhouseCoopers LLP, whose report expresses their opinion with respect to the fairness of the presentation of the statements.

A handwritten signature in blue ink, appearing to read 'Garth Manness'.

GARTH MANNESSE
*President and
Chief Executive Officer*

A handwritten signature in blue ink, appearing to read 'Barrie Davidson'.

BARRIE DAVIDSON
*Senior Vice-President, Finance;
Chief Risk Officer and Treasurer*



February 25, 2016

Report of the Independent Auditor on the Summary Consolidated Financial Statements

To the Members of Credit Union Central of Manitoba Limited

The accompanying summary consolidated financial statements, which comprise the summary consolidated statement of financial position as at December 31, 2015 and the summary consolidated statements of operations and comprehensive income, members' equity and cash flows for the year then ended, and related notes, are derived from the audited consolidated financial statements of Credit Union Central of Manitoba Limited for the year ended December 31, 2015. We expressed an unmodified audit opinion on those consolidated financial statements in our report dated February 25, 2016.

The summary consolidated financial statements do not contain all of the disclosures required by International Financial Reporting Standards. Reading the summary consolidated financial statements, therefore, is not a substitute for reading the audited consolidated financial statements of Credit Union Central of Manitoba Limited.

Management's responsibility for the summary consolidated financial statements

Management is responsible for the preparation of a summary of the audited consolidated financial statements on the basis described in Note 1 to the summary consolidated financial statements.

Auditor's responsibility

Our responsibility is to express an opinion on the summary consolidated financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "Engagements to Report on Summary Financial Statements".

Opinion

In our opinion, the summary consolidated financial statements derived from the audited consolidated financial statements of Credit Union Central of Manitoba Limited for the year ended December 31, 2015 are a fair summary of those consolidated financial statements, on the basis described in Note 1 to the summary consolidated financial statements.

PricewaterhouseCoopers LLP

Chartered Professional Accountants

PricewaterhouseCoopers LLP
 Richardson Building, One Lombard Place, Suite 2300, Winnipeg, Manitoba, Canada R3B 0X6
 T: +1 204 926 2400, F: +1 204 944 1020

*"PwC" refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.

SUMMARY CONSOLIDATED FINANCIAL STATEMENTS

Summary Consolidated Statement of Financial Position

as at December 31

in thousands of Canadian dollars

Assets

Liquidity pool
Derivative financial instruments
Income taxes recoverable
Intermediation pool
Property and equipment
Other assets
Deferred income taxes

Liabilities

Accounts payable
Members' deposits
Obligations under repurchase agreements
Derivative financial instruments

Members' equity

Share capital
Accumulated other comprehensive income
Retained earnings

	2015	2014
	3,762,315	2,739,983
	9,002	7,450
	782	1,935
	27,686	72,139
	16,087	17,187
	4,766	2,025
	4,257	140
	<u>3,824,895</u>	<u>2,840,859</u>
	20,298	11,632
	3,487,335	2,537,949
	—	80,210
	66,942	30,741
	<u>3,574,575</u>	<u>2,660,532</u>
	241,434	151,943
	1,225	1,225
	7,661	27,159
	<u>250,320</u>	<u>180,327</u>
	<u>3,824,895</u>	<u>2,840,859</u>

Approved by the Board of Directors

DIRECTOR

DIRECTOR

Summary Consolidated Statement of Operations and Comprehensive Income

for the year ended December 31

in thousands of Canadian dollars

	2015	2014
Financial revenue		
Liquidity pool	78,830	71,100
Intermediation pool	892	1,606
	<u>79,722</u>	<u>72,706</u>
Cost of funds	27,135	32,093
	<u>52,587</u>	<u>40,613</u>
Unrealized gains (losses) on non-derivative financial instruments	(448)	23,221
Unrealized losses on derivative financial instruments	(24,389)	(22,578)
Net cost of derivative financial instruments	(21,861)	(14,667)
	<u>(46,698)</u>	<u>(14,024)</u>
Financial margin	5,889	26,589
Other income (expense)		
Share of Celero's income	1,251	889
Share of NEI's income	262	597
Rental income — net	176	169
Net operating recovery (expense)	473	(46)
	<u>2,162</u>	<u>1,609</u>
Income before credit union patronage distributions	8,051	28,198
Credit union distributions		
Financial margin distribution	(25,455)	(21,540)
Distribution of Celero's income	(1,251)	(889)
Distribution of NEI's income	(262)	(597)
	<u>(26,968)</u>	<u>(23,026)</u>
Income (loss) before income taxes	(18,917)	5,172
Income tax expense (recovery)	(4,501)	1,280
Net income (loss)	<u>(14,416)</u>	<u>3,892</u>
Other comprehensive income		
Change in unrealized gains on available-for-sale assets	—	—
Comprehensive income (loss)	<u>(14,416)</u>	<u>3,892</u>

SUMMARY CONSOLIDATED FINANCIAL STATEMENTS

Summary Consolidated Statement of Members' Equity

in thousands of Canadian dollars	Share Capital	Accumulated Other Comprehensive Income	Retained Earnings	Total
Balance at December 31, 2013	159,095	1,225	27,679	187,999
Net income for the year	—	—	3,892	3,892
Dividends to members	—	—	(4,412)	(4,412)
Members' shares redeemed	(7,152)	—	—	(7,152)
Balance at December 31, 2014	151,943	1,225	27,159	180,327
Balance at December 31, 2014	151,943	1,225	27,159	180,327
Net loss for the year	—	—	(14,416)	(14,416)
Dividends to members	—	—	(5,082)	(5,082)
Members' shares issued	89,491	—	—	89,491
Balance at December 31, 2015	241,434	1,225	7,661	250,320

Summary Consolidated Statement of Cash Flows

for the year ended December 31

in thousands of Canadian dollars

Cash provided by (used in)

Operating activities

	2015	2014
Net income (loss) for the year	(14,416)	3,892
Items not affecting cash		
Unrealized losses (gains) on financial instruments held for trading and designated as FVTPL	24,837	(643)
Depreciation of property and equipment	1,595	1,603
Loss on disposal of property and equipment	206	—
Deferred income tax expense (recovery)	(4,117)	222
Decrease (increase) in liquidity pool assets	(1,039,725)	38,400
Net change in derivative financial instruments	10,261	(6,333)
Decrease in intermediation pool assets	44,453	23,754
Increase in members' deposits	950,496	108,540
Decrease in repurchase agreements	(80,210)	(123,150)
Net change in other assets and accounts payable	7,077	1,043
	(99,543)	47,328

Investing activities

Acquisition of property and equipment	(701)	(683)
Sale of property and equipment	—	—
	(701)	(683)

Financing activities

Members' shares issued (redeemed)	89,491	(7,152)
Dividends to members	(5,082)	(4,412)
	84,409	(11,564)

Increase (decrease) in cash

Cash — Beginning of year	83,996	48,915
Cash — End of year	68,161	83,996

Supplementary cash flow information

Income tax paid	65	2,782
Income tax received	1,691	3,073

1 Basis of presentation of the summary consolidated financial statements

These summary consolidated financial statements have been derived from the audited consolidated financial statements of Credit Union Central of Manitoba for the year ended December 31, 2015, which are prepared in conformity with International Financial Reporting Standards (IFRS).

The criteria developed by management for the preparation of the summary consolidated financial statements is as follows: that the information included in the summarized consolidated financial statements is in agreement with the related information in the complete consolidated financial statements, and that the summarized consolidated financial statements contain the information necessary to avoid distorting or obscuring matters disclosed in the related complete consolidated financial statements, including the notes thereto, in all material respects. The detailed notes included in the audited consolidated financial statements are not included in these summary consolidated financial statements.

A full set of the consolidated financial statements including significant accounting policies and other explanatory information is available from Credit Union Central of Manitoba or online at www.creditunion.mb.ca.

2 Compliance with minimum capital requirements

At December 31, 2015 the Organization is in compliance with the capital requirements established by the regulations to *The Credit Unions and Caisses Populaires Act* and by the Office of the Superintendent of Financial Institutions Canada.

Readers of the summary consolidated financial statements are advised that in order to appropriately interpret the Organization's capital, the reader must refer to the audited consolidated financial statements and notes for the years ended December 31, 2015 and 2014 which contain the information detailing the calculation.

The strength of the Manitoba credit union system is people.

Please join us in congratulating these individuals who have worked and volunteered to make their credit unions and the system what they are today.



40-44 years

Yvonne Brelinski Member Services Supervisor · Swan Valley Credit Union

Leona Falk Financial Service Supervisor · Access Credit Union

Allen Friesen Loans Manager · Rosenort Credit Union

Diane Graham Business Analyst · Access Credit Union

Don Loewen Chief Financial Officer · Steinbach Credit Union

Carol Taylor Member Service Manager · Minnedosa Credit Union

Caroline Willis Credit Administration Supervisor · Swan Valley Credit Union

35-39 years

Debbie Clement Account Manager, Lending Services · Credit Union Central of Manitoba

Cindy Janzen Member Service Supervisor · Access Credit Union

Doug Kent Financial Planner · Access Credit Union

Dennis Matthies Area Manager · Access Credit Union

Brian McLarty Branch Manager · Crosstown Civic Credit Union

30-34 years

Bonnie Badger Information Systems Coordinator · Vanguard Credit Union

Tanis Ducharme Manager of Member Services · Access Credit Union

Shannon Dyck Marketing Analyst · Steinbach Credit Union

Tom Fehr Director, Board Secretary · Flin Flon Credit Union

Susan Glasgow Finance Manager · Minnedosa Credit Union

Marlene Heise Vice-President, Member Service · Vanguard Credit Union

Jan Hunt Member Service Supervisor · Access Credit Union

Marge McLean Supervisor, Member Contact Centre · Steinbach Credit Union

Marlene Rempel Manager of Teller Services · Steinbach Credit Union

Jeanne Shore Loan Compliance Administrator · Steinbach Credit Union

Glenda Sidoryk Executive Assistant · Vanguard Credit Union

Lori Smith Assistant Manager, Financial Services · Portage Credit Union

Carpathia, **Flin Flon** and **Rosenort** credit unions were chartered in 1940, and celebrated their 75th anniversaries in 2015.

Beautiful Plains Credit Union received its charter in 1955, making 2015 its 60th anniversary.

Chartered in 1960, **Amaranth** and **Integra** credit unions each celebrated 55 years.

25–29 years

- Zoe Asaminew** Director, Treasury Services · Credit Union Central of Manitoba
- Kathy Brooks** Vice-President, Corporate Services · Vanguard Credit Union
- Kelly Chuchmuck** Member Service Representative · Vanguard Credit Union
- Valerie Cook** Manager, Member Service · Assiniboine Credit Union
- Gary Epler** Director, Board Vice-Chair · Rosenort Credit Union
- Ed Froese** Agricultural Account Manager · Rosenort Credit Union
- Pam Froese** Credit Administration Officer · Swan Valley Credit Union
- Brad Funk** Controller · Steinbach Credit Union
- Brenda Gibson** Teleservice Representative · Westoba Credit Union
- Rod Gourlay** Director, Board President · Flin Flon Credit Union
- Brenda Klassen** Member Service Representative · Access Credit Union
- Crissy Kowal** Commercial Teller · Minnedosa Credit Union
- Bob Lafond** Senior Consultant to the CEO · Credit Union Central of Manitoba
- Debbie Lechner** Branch Manager · Belgian-Alliance Credit Union
- Shirley Lee** Financial Service Officer · Flin Flon Credit Union
- Bettie Anne Mack** Member Services Supervisor · Crosstown Civic Credit Union
- Colleen Mangin** Member Solutions Supervisor · Westoba Credit Union
- Shelley Munnoch** Consumer Credit Administrator · Assiniboine Credit Union
- Debra Robinson** Member Service Representative II · Westoba Credit Union
- Sara Stoesz** Manager of Member Services · Access Credit Union
- Lydia Suprun** Customer Service Representative II · Credit Union Central of Manitoba
- Shelley Sutherland** Information Systems Coordinator · Westoba Credit Union
- Susan Wagner** Inbound Representative · Assiniboine Credit Union
- Shawna Wilkins** Wealth Advisor · Westoba Credit Union

Incorporated in 1950 by Statute of
the Province of Manitoba, Canada

EXTERNAL AUDITORS

PricewaterhouseCoopers LLP

SOLICITORS

Pitblado LLP

CONSULTING ECONOMISTS

Dr. Michael Benarroch

Dr. John Loxley

MNP LLP



CREDIT UNION CENTRAL *of* MANITOBA

400-317 Donald Street | Winnipeg, Manitoba R3B 2H6 | 204.985.4700 | creditunion.mb.ca