



Alberta International Offices

Business Report

2013-14





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About Us – Alberta’s International Office Network

Staffing overview:

Alberta’s international office network currently consists of 13 offices operating in nine countries worldwide. As of April 1, 2014, there were 12 Canada-based staff abroad and 31 locally-hired employees working hard to promote Alberta’s interests around the world.

Alberta has a strong, diversified economy with a reputation as a secure and reliable trading partner and a world leader in responsible energy development. Alberta’s strong economy is part of what makes the province a desirable place to invest, live, work, and raise a family.

A key part of ensuring Alberta continues on this road to success is accessing new markets for Alberta’s products and services. Increasing market access allows Alberta to get fairer prices for our exports, which in turn helps our province maintain the quality of life that Albertans have come to expect. With a positive story to tell and so much to offer, one of our greatest assets in building and maintaining relationships within the global marketplace is our network of international offices.

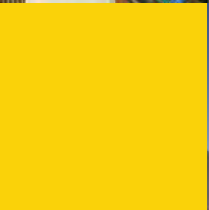
Alberta’s international offices report to the Ministry of International and Intergovernmental Relations and support the four objectives of Alberta’s International Strategy as outlined below.

Alberta’s international offices work in partnership with Alberta companies and departments across government to market the province’s strengths as a world-class supplier of value-added products and services. Additionally, they work at attracting and retaining increased international investment, which is central to Alberta’s long-term economic growth and prosperity. Equally important is the role Alberta’s international offices play in building strong cultural, academic, and government partnerships that help prepare Albertans for success in today’s complex global landscape.

Alberta’s international offices play a critical role in supporting the Government of Alberta’s efforts to reduce trade barriers and enhance access to key international markets for Alberta businesses. Improved market access for our products and resources will create new opportunities for growth as we continue to build a responsible, sustainable future for all Albertans.

Alberta’s International Strategy advances four strategic objectives

Objectives	Diversify markets to expand the economy	Build Alberta’s reputation as a global citizen	Prepare Albertans for success in the global community	Prioritize and integrate government action
Strategies	<ul style="list-style-type: none"> • Further develop current markets and investment sources. • Expand the export of goods and services to new markets and attract investment and labour from new sources. 	<ul style="list-style-type: none"> • Highlight a broader set of Alberta’s strengths and ensure Alberta is recognized and trusted internationally as an engaged and responsible global citizen and producer. 	<ul style="list-style-type: none"> • Equip Albertans with the tools and international mindset to compete in the global marketplace. • Ensure Albertans have the resources they need to capitalize, engage and succeed in a dynamic global environment. 	<ul style="list-style-type: none"> • Align efforts for a single government approach to support Alberta’s international strategy. • Build effective partnerships and networks and increase collaboration with Alberta’s stakeholders.



A History of Accomplishments

For nearly 45 years, Alberta's international offices have been providing support for trade promotion and investment attraction, contributing valuable advice to the Alberta government on policy issues, and strengthening Alberta's presence and reputation on the world stage. Through their work, the international offices have helped identify and facilitate international opportunities that have produced considerable results for Alberta organizations and businesses. Along with their advocacy efforts to promote Alberta's interests abroad and support the facilitation of exports and foreign direct investment, the work of Alberta's international offices has:

- increased international partnerships between Alberta and international education institutions and research facilities;
- increased participation of Alberta small and medium enterprises (SMEs) in international markets;
- diversified export markets for Alberta's goods and services, particularly in

emerging markets and markets where barriers to trade are high;

- represented Alberta's priorities in international discussions on key market access issues such as free trade agreements and policy changes; and
- facilitated municipal, regional, and provincial twinning agreements and memoranda of understanding.

Every year, Alberta's international offices assist hundreds of Alberta companies and organizations that are either already working in, or looking to expand into, international markets. The offices work behind the scenes to identify opportunities, share market intelligence, and tell Alberta's story as a responsible resource developer and attractive place to invest.

The importance of Alberta's international office network is highlighted by Alberta's growing number of international agreements in trade, culture, education, and research as well as increased exports to key markets, reduction in trade barriers, and increased knowledge and awareness of Alberta on the international stage.

Alberta's international office network through the years:

1970

1970
Alberta
Japan
Office

1980
Alberta
Hong Kong
Office

1988
Alberta
Korea
Office

1988
Alberta
Taiwan
Office



2014

2014
Alberta
New Delhi
Office

2014
Alberta
Singapore
Office

2014
Alberta
Chicago
Office

2010
Alberta
Shanghai
Office

2004
Alberta
Washington
Office

2003
Alberta United
Kingdom
Office

2002
Alberta
Germany
Office

2002
Alberta
Mexico
Office

2000
Alberta
China
Office



Alberta's New International Offices

Alberta's international objectives include raising the province's profile in priority markets around the globe. Alberta's international offices build linkages and networks with key decision-makers, buyers, and investors to facilitate ease of access for Alberta businesses and institutions looking to expand into these regions. The service offering and geographic locations of our offices are

targeted to deliver maximum value in markets where barriers are high and face-to-face government representation and engagement is most valued.

The 2013-14 fiscal year saw the opening of three new Alberta international offices in key markets: Chicago, New Delhi, and Singapore.



Molly Bañuelos
Senior Commercial Officer
Alberta Chicago Office

Alberta expanded its presence in the United States with the opening of an office in Chicago – a central hub of the Midwest and a key market for Alberta. Chicago is a major export destination for Alberta's products and services as well as an important source of foreign investment and tourism. Molly Bañuelos, Senior Commercial Officer, oversees Alberta's Chicago Office and brings a wealth of experience and expertise to her role in strengthening ties with one of Alberta's most important trade regions.

Alberta Chicago Office (ACHO)

The United States remains Alberta's largest trading partner, accounting for 86 per cent of Alberta's global exports from 2009 to 2013. Annually, more than 56 per cent of these exports to the United States go to the Midwest. The United States is also the source of two-thirds of foreign direct investment to Canada and 60 per cent of tourists coming to Alberta.

into the diverse Midwest economy with a focus on its transportation, infrastructure, energy, and agricultural sectors. The office provides critical advice to Alberta businesses operating in the region and works within Alberta's U.S. office network to advocate strongly for Alberta's market access interests, showcasing the province's leadership in responsible energy development, trade and investment opportunities, and positive business climate.

Considering the importance of this trade relationship, the Alberta Chicago Office is strategically located to provide unique insight

The Midwest United States ¹	2010	2011	2012	2013
Population (millions) ²	66.93	66.98	67.15	67.55
Nominal GDP, current prices (2009) (billions of U.S. dollars) ³	3,005	3,061	3,125	3,183
Alberta Domestic Exports (millions of Canadian dollars) ⁴	38,362	46,061	48,950	52,660

¹ States making up the Midwest: North Dakota, South Dakota, Kansas, Missouri, Iowa, Minnesota, Nebraska, Wisconsin, Illinois, Indiana, Michigan and Ohio.

² Data compiled from the U.S. Census Bureau – American Fact Finder as of July 2014.

³ Data compiled from the U.S. Bureau of Economic Analysis as of July 2014.

⁴ Industry Canada Trade Data as of July 2014.

⁵ Data compiled from the International Monetary Fund, World Economic Outlook database as of July 2014.

⁶ An international dollar has the same purchasing power over GDP as the U.S. dollar has in the United States.

⁷ Statistics Canada, Table 376-0051 as of July 2014.

Alberta New Delhi Office (ANDO)

In today's competitive global economy, securing access to emerging markets is becoming increasingly important. With a fast-growing economy currently ranked as the third largest on the planet, India is a key market of interest for many Alberta businesses looking to expand internationally. The Alberta New Delhi Office is a valuable resource for Alberta businesses looking

for critical help and advice in navigating this new market. Alberta's New Delhi office can provide valuable insight into cultural and business protocol, help identify key opportunities, ensure timely communication to stakeholders in Alberta, and make important connections to help facilitate two-way trade and investment.

India	2009	2010	2011	2012	2013
National Population (millions) ⁵	1,178	1,195	1,211	1,227	1,243
Nominal GDP, current prices (billions of U.S. dollars) ⁵	1,365	1,709	1,880	1,859	1,871
GDP/Capita, PPP (current international ⁶ dollars) ⁵	3,141	3,457	3,708	3,900	4,077
Alberta Domestic Exports (millions of Canadian dollars) ⁴	121.58	66.56	116.69	110.66	116.75
Total Investment in Canada (millions of Canadian dollars) ⁷	6,217	4,364	3,737	3,814	3,776

* See footnotes on page 6

Alberta Singapore Office (ASPO)

Strategically located in the economic hub of Southeast Asia and Oceania, the Alberta Singapore Office advances Alberta's market access priorities in this dynamic and economically vibrant region. Alberta's relationship with Southeast Asia and Oceania revolves around the importance of regional oil and gas related industries, agriculture and

agri-foods products, and strong telecommunications connections. Recent partnerships in higher education and research, in addition to Alberta's participation in the Trans-Pacific Partnership negotiations, signal new opportunities for Alberta businesses in the region.

Singapore	2009	2010	2011	2012	2013
National Population (millions) ⁵	5.0	5.1	5.2	5.3	5.4
Nominal GDP, current prices (billions of U.S. dollars) ⁵	190.16	233.92	272.32	284.30	295.74
GDP/Capita, PPP (current international ⁶ dollars) ⁵	50,712	58,019	61,413	62,130	64,584
Alberta Domestic Exports (millions of Canadian dollars) ⁴	218.84	150.79	151.88	174.98	140.33
Total Investment in Canada (millions of Canadian dollars) ⁷	251	91	1,193	1,079	683

* See footnotes on page 6



Rahul Sharma
Managing Director
Alberta New Delhi Office

New Delhi is the site of Alberta's first international office in India. Managing Director Rahul Sharma has extensive experience in the Emerging Markets Branch of the Ministry of International and Intergovernmental Relations. He is charged with oversight of the new office and building connections in this important emerging market.



Robert Simmons
Managing Director
Alberta Singapore Office

Alberta's Managing Director in Singapore, Robert Simmons, has nearly a decade of experience assisting Albertan and Canadian companies in Singapore and Southeast Asia and Oceania. He works in close partnership with Government of Alberta ministries to identify opportunities for Alberta companies and advocate for Alberta's interests in the region.

Performance Framework



The Government of Alberta is committed to increasing Alberta’s international profile and access to markets. An important part of this includes communicating the role of Alberta’s international offices and ensuring the benefits and results of their work are assessed annually. The performance framework sets out measures that help evaluate the budgets, activities,

and outcomes of the Alberta international office network. Alberta’s international offices report to the Ministry of International and Intergovernmental Relations and support the four objectives of Alberta’s international strategy. Each measure, or output, supports the targeted outcomes for Alberta’s international office network.

¹ Collected by Google Analytics.

² Intelligence reports provided to Alberta on foreign market, provided to foreign market regarding Alberta, and reports posted to the Alberta International Offices websites.

³ Events (seminars, trade shows, and exhibitions) that the office staff attended or visited, one-on-one meetings, or telephone or video conferences).

⁴ Missions include those participated in or organized by an international office.

⁵ New business introductions between an Alberta company or organization and other companies or organizations in which there is potential for either a future or continuing business relationship.

⁶ Events that the international office was an active participant in, whether through hosting a display, coordinating a booth, or serving as chairman or speaker.

⁷ Subsequent business meeting after an introduction facilitated by the international office with aims to reach mutually acceptable terms for joint venture, partnering agreements, strategic alliance, or trade and investment contracts.

Output	Outcomes
<ul style="list-style-type: none"> • Number of unique visitors to the international offices websites ¹ • Local market and industry intelligence reports generated ² • Number of meetings and events attended ³ • Number of missions/delegations to Alberta ⁴ • Number of companies/investors participating in missions/delegations to Alberta • Number of missions/delegations to the market ⁴ • Number of Alberta companies/organizations participating in missions to the market • Number of business introductions ⁵ • Number of seminars, trade shows and events sponsored/hosted ⁶ • Number of negotiations and follow-up meetings/calls generated (investment and trade) ⁷ 	<ul style="list-style-type: none"> • Increased knowledge and readiness of Alberta companies entering the international marketplace. • Increased market share and market diversification for Alberta-made products and services. • Increased competitiveness and productivity of Alberta companies due to exposure to the international marketplace. • Increased awareness among international businesses about the advantages of doing business in Alberta.

The International and Intergovernmental Relations 2013-14 Annual Report provides a detailed overview of the ministry’s performance measures and how the international offices contribute to the department’s priorities and goals. The report can be found at www.international.alberta.ca.

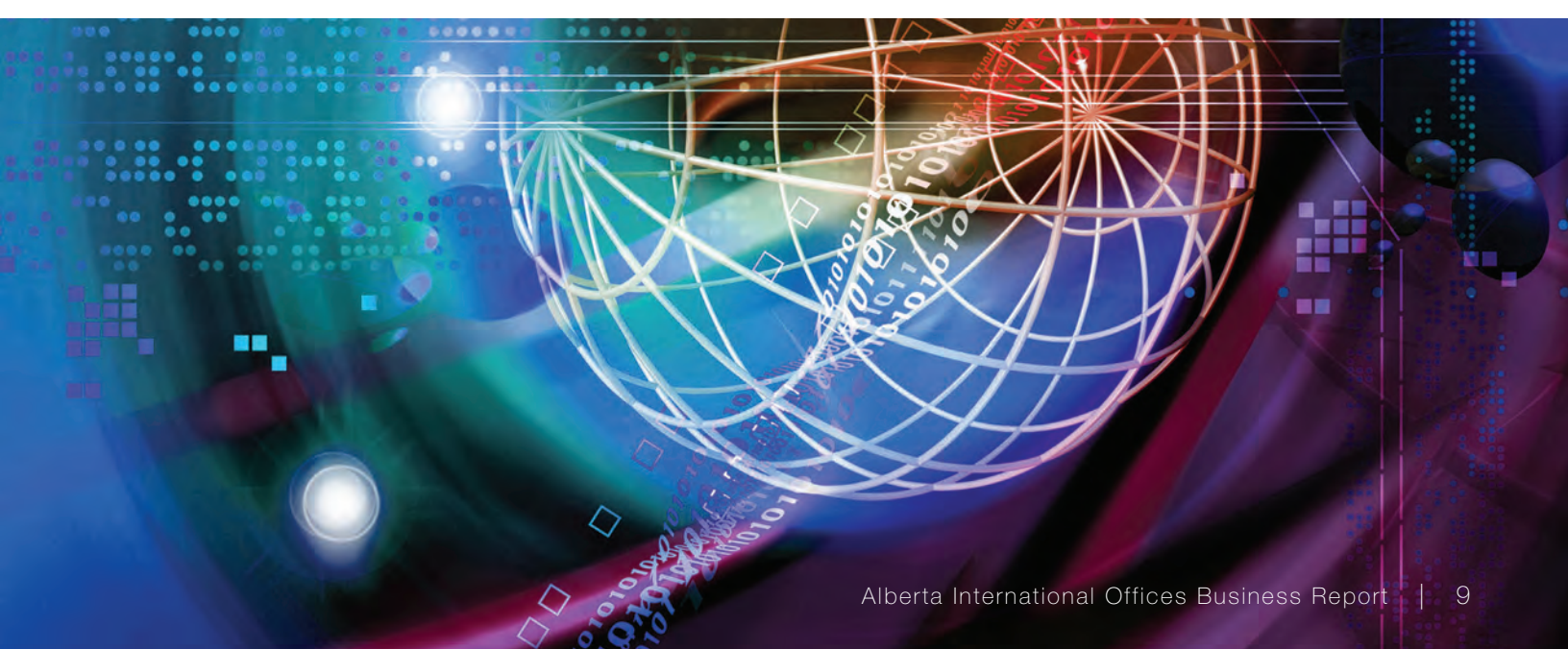
Output Measures

	Output Measure ^{1,2,3}	2011-12 actual	2012-13 actual	2013-14 target	2013-14 actual	2013-14 % of target
1	Number of unique visitors to international office websites	29,882	31,222	30,150	29,428	98%
2	Number of local market and industry intelligence reports generated	101	105	142	132	93%
3	Number of meetings and events attended	3,305	3,454	3,050	2,899	95%
4	Number of missions/delegations to Alberta	111	128	123	110	89%
5	Number of companies/investors participating in missions/delegations to Alberta	330	455	340	306	90%
6	Number of missions/delegations to the market	260	272	257	273	106%
7	Number of Alberta companies/organizations participating in missions to the market	641	651	599	617	103%
8	Number of business introductions	1,525	1,406	1,250	1,728	138%
9	Number of seminars, trade shows, and events sponsored/hosted	195	163	161	224	139%
10	Number of negotiations and follow-up meetings/calls generated (investment and trade)	277	197	211	183	87%

¹ Given its focus on advancing Alberta's policy interests in Washington, D.C., the Alberta Washington Office was not included under these measures, which focus on trade promotion and investment attraction activities. Starting in 2014-15, the Alberta Washington Office will report on a separate set of performance measures relevant to its mandate.

² Data Limitations: totals reflect "best efforts" reporting by international office staff and may differ from actual totals.

³ See variance analysis on page 10.





Measuring Success

Variance:

Actual vs. Target 2013-14

Targets for the Alberta international offices' performance measures were set ambitiously for the 2013-14 fiscal year, with an increase on average of 24 per cent compared to the previous year's targets. With increased efforts towards international expansion, the international offices either met or exceeded these ambitious targets in most cases. For four offices, reduced operational capacity due to staffing vacancies limited their activity levels and ability to achieve the 2013-14 targets.

The number of delegations to Alberta was slightly below the target of 123 incoming missions. With fiscal restraint still a commonality in many worldwide economies, expenditures on international missions may have been reduced. In particular, in locations where Alberta's international offices experienced staffing vacancies and no Alberta-based representative was present, there was a significant reduction in the number of missions from the market to Alberta.

With a positive economic outlook in Alberta, Alberta's business sector continued to set its sights on international markets. As a result, expectations for outgoing missions and Alberta company participation in missions abroad were met. With so many firms eagerly looking to make contact with investors, clients, and customers overseas, the international offices participated in more seminars, trade shows, and events than anticipated. This subsequently led to increased opportunity to complete business introductions.

The international offices' target for negotiations generated was ambitiously increased by 32 per cent for the 2013-14 fiscal year. A number of offices were not able to meet their increased target – a trend that was particularly notable in offices with staffing vacancies or where no managing director was present for a large portion of the fiscal year.

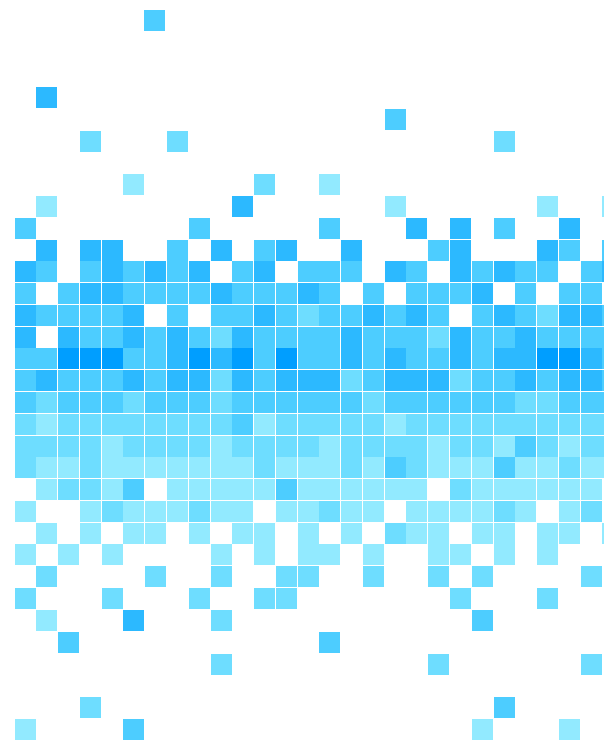
Variance:

2011-12 and 2012-13 Actual vs. 2013-14 Actual

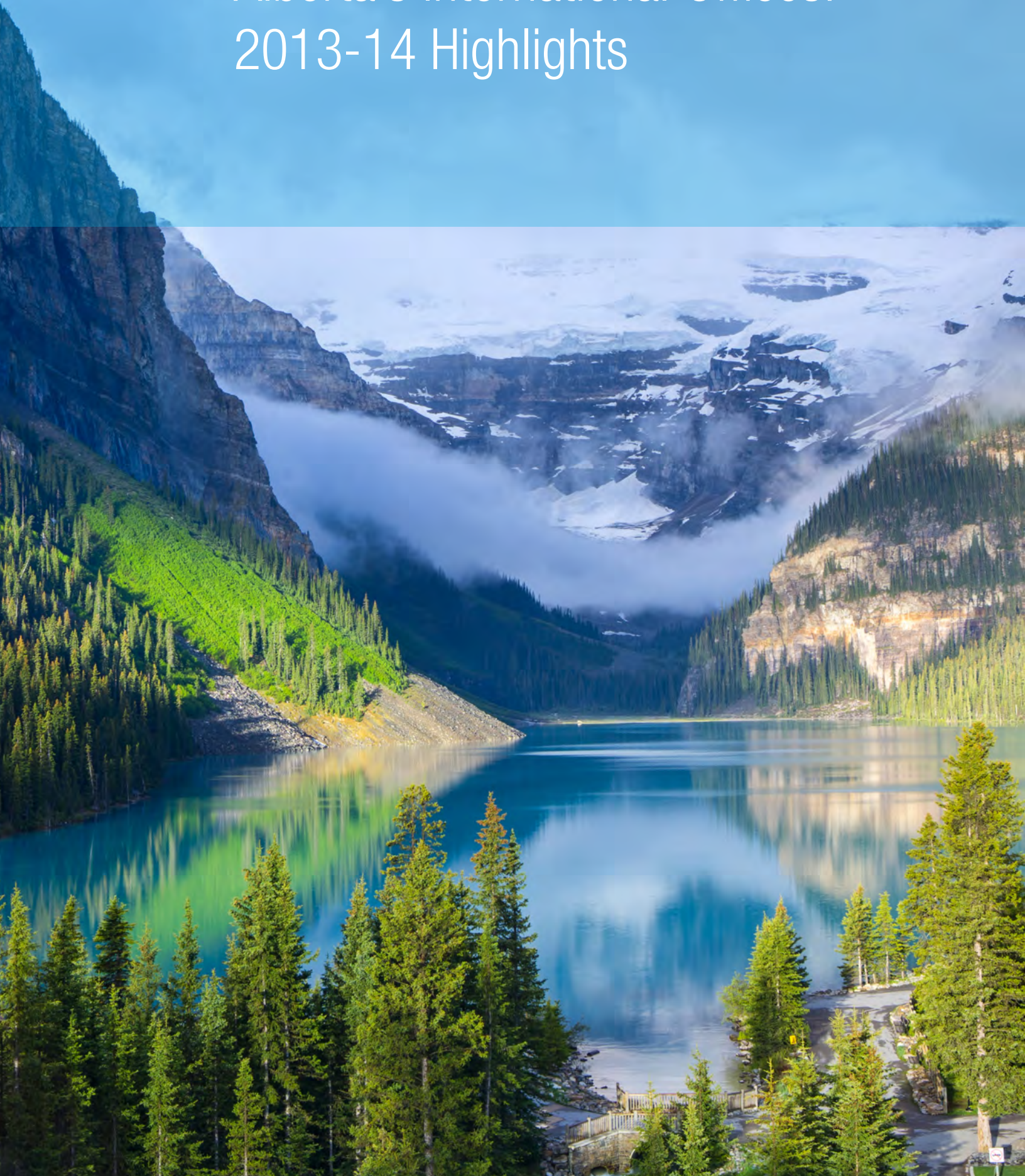
When comparing activity outputs year over year, the 2013-14 fiscal year does not reflect a significant difference from previous years. One exception is output measure two (number of local market and industry intelligence reports generated), which was specifically targeted for increased attention with a higher target in 2013-14. The result was a large increase compared to previous years.

While normal variations in the number of participating companies may affect results, outputs from the 2013-14 fiscal year are generally slightly lower than the previous two periods. This can be attributed to the large staffing and reporting changes that occurred throughout the international office network. In particular, a number of offices operated through the 2013-14 without an Alberta-based managing director, reducing the capacity to achieve the previous year's results.

Efforts are currently underway to fill vacancies and ensure staffing consistency in order to support the tremendous work of the international offices.



Alberta's International Offices: 2013-14 Highlights



2013-14 By-the-numbers



More than 600 Alberta companies participated in missions to market with support from Alberta's international offices.



Alberta's international offices facilitated nearly 200 negotiations, resulting in more than 50 trade outcomes or inward investment projects.



Alberta's international offices supported ministerial visits to 12 countries, enhancing Alberta's profile in priority markets and facilitating trade and investment opportunities for Alberta businesses.



Alberta's international office network grew in 2013-14 with new offices opening in Chicago, New Delhi, and Singapore.



Alberta's international office network facilitated the province's participation in more than 200 events, trade shows, and exhibitions in overseas markets.



One of Alberta's offices in Asia provided support to an inward investment project worth more than \$440 million.

Achieving Alberta's International Objectives – At a Glance

Diversifying Markets to Expand the Economy

Calgary Scientific – reaching around the globe with Alberta's international offices

Calgary Scientific develops technology for the medical industry, a sector with rigorous demands for access to visually rich data, privacy, and security. Calgary Scientific has become recognized as a global technology leader in providing enterprise-wide access to medical images and has extended its reach from medical imaging to the broader IT application market.

This Alberta-based company has achieved recent success in the U.K. and Asian markets. In 2014, the company set up its Asian headquarters in Hong Kong. The Alberta Japan Office worked closely with Calgary Scientific as it broke into the Japan market. Calgary Scientific continues to work closely with Alberta's international offices in Asia and the U.K. as it establishes itself firmly in markets across Asia and around the world.

“The Alberta Japan Office has played an instrumental role in our continued success. Their professional insight, business acumen, and knowledge of the country and the culture helped us open doors we were knocking on with little success. Their experience and diligent support gave us an opportunity to deliver our message to several potential customers and allowed us to close a partnership deal with one of the top healthcare vendors in Japan.”

Raul Conde
Managing Director/Director of Sales
Calgary Scientific (Asia Pacific)
Limited

Building off of success: Technology North Corporation reaches new markets

Significant successes in research collaboration and commercialization have come out of the Jalisco-Alberta Innovation and Commercialization Fund, made possible through a memorandum of understanding between the State of Jalisco, Mexico and the Government of Alberta. The Alberta Mexico Office is part of the selection committee, evaluating and selecting projects for funding.

One of the 12 projects funded to date is a partnership between Technology North, an Alberta based information technology company, and Mexico-based masFusion². The partnership leverages the best capabilities of each company, expanding Technology North's eHealth care management solution tool across platforms and into a multi-lingual system, as well as improving the user experience through masFusion² expertise in user experience study and design.

The benefits of the partnership extend well beyond the direct collaboration. In fact, during a February 2014 visit to Mexico, Technology North also met with a number of potential clients in the market. The two firms are setting the stage for future projects to be funded through the Jalisco-Alberta Innovation Fund.

Following its success in North American markets, Technology North set its sights on Europe, deciding on Germany and German-speaking markets as the ideal starting place. Technology North counts on the support of the Alberta Germany Office in its efforts to bring its product to the European market.

“The Alberta Germany Office is simply amazing and we consider this office as our mission critical partner, always exceeding our expectations. The value they provide through their intimate knowledge of German speaking European markets and their broad network simply cannot be replicated. The team has taken the time to truly understand our vision and needs. We truly appreciate having the Alberta Germany Office beside us for the long haul, supporting us through all the inevitable ups and downs of international new market entry.”

Ling Huang
CEO
Technology North Corporation



Building Alberta's Reputation as a Global Citizen

The Alberta Taiwan Office - sharing green expertise

Edmonton's reputable waste management

Alberta has established a global reputation as a leader in waste management and innovative agrifood research. Representatives from the Chung-Hua Institute of Economic Research's Center for Green Economy and the Taiwan Ministry of Economic Affairs and Environmental Protection Administration attended the Alberta program prior to Vancouver's GLOBE conference and trade fair in March 2014. The delegation visited the Edmonton Waste Management Center and the Alberta Agrifood Discovery Place to learn about the province's advanced waste management techniques and application of clean technologies in agricultural production.

Carbon Capture and Storage (CCS) mission to Alberta

With the support of the Alberta Taiwan Office, the Taiwan Institute of Economic Research organized a mission to Alberta to learn about Alberta's CCS technologies and development. The delegation consisted of representatives from five leading Taiwanese research organizations, including the Taiwan Institute of Economic Research's Clean Coal Master Project. The delegates met with Alberta energy companies engaged in CCS, officials from Alberta Energy, Alberta Environment and Sustainable Resource Development, and Alberta Innovates as well as not-for-profit think-tanks and environmental organizations. The visit was a great opportunity for Alberta to discuss future research and development collaboration, increase ties with the Taiwan delegation, and lay the groundwork for even stronger information sharing networks.

Preparing for Success in the Global Community

Alberta students go global

Invited by China Confucius Institute Headquarters, 19 Alberta high school students participated in the Chinese Bridge Summer Camp for Canadian students in Beijing and Harbin from July 20-31, 2013. The program was sponsored by Hanban and the Confucius Institute, not-for-profit public institutions promoting Chinese language and cultural study.

The summer camp builds multiculturalism and cultural awareness through social activities and cultural site visits. During their visit, the Alberta students gained an international perspective while increasing their understanding of Chinese language and culture. The Alberta China Office and Alberta Education worked closely with Hanban to ensure the success of the student summer camp.



Advocating for Alberta and Prioritizing and Integrating Government Action

Turning barriers into collaborative opportunities

As Europe looks to increase its energy security by developing domestic energy resources and greening energy production, new opportunities are emerging for Alberta in this area. Europe is very interested to learn from Alberta's leadership in carbon capture and storage and the province's regulatory framework for energy development. The Alberta United Kingdom Office (AUKO) stays abreast of current interests and issues in Europe, exploring opportunities for potential cooperation and serving as a voice for Alberta's interests across the European continent.

As part of its outreach efforts, the AUKO facilitated concurrent missions to the European

Union (EU) for the Ministers of International and Intergovernmental Relations and Environment and Sustainable Resource Development in September 2013. The missions gave the Ministers the opportunity to meet with senior government officials in 11 EU member states to discuss Alberta's concerns with the proposed Fuel Quality Directive.

In November 2013, the AUKO also arranged Minister McQueen's participation in the 19th United Nations Framework Convention on Climate Change Conference of Parties (COP) in Warsaw, Poland. While at the convention, Minister McQueen met with senior Polish government officials to discuss areas of potential cooperation in developing Poland's energy resources.

Through open communication and on-the-ground engagement, the AUKO advocates for Alberta's interests in Europe to ensure Alberta has a say in important issues that could affect our future prosperity. The AUKO works in close partnership with Alberta Energy, Alberta Environment and Sustainable Resource Development, industry associations, and Alberta firms to ensure that EU member state officials are well informed of the facts about Alberta's responsible energy development. Telling Alberta's story in the EU is critical to ensuring that EU initiatives such as the Fuel Quality Directive are based on facts and science and do not unjustifiably discriminate against Alberta's oil sands.



Alberta China Office (ACO)

Office Established	2000
Location	Beijing
Staff	1 Government of Alberta 9 locally-hired

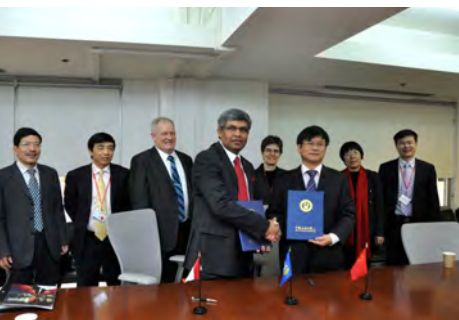
China	2009	2010	2011	2012	2013 (est.)
Population (millions) ¹	1,334.50	1,340.91	1,347.35	1,354.04	1,360.76
Nominal GDP, current prices (billions of U.S. dollars) ¹	4,991	5,930	7,322	8,229	9,181
GDP/Capita, PPP (current international ⁴ dollars) ¹	6,730	7,487	8,304	9,051	9,844
Alberta Domestic Exports (millions of Canadian dollars) ²	2,706	2,881	3,039	3,684	3,322
Total Investment in Canada (millions of Canadian dollars) ³	12,220	12,112	15,359	16,445	16,697

¹ Data compiled from the International Monetary Fund, World Economic Outlook database as of July 2014. GDP deflator (base year 1990) 2009-266.254, 2010-283.930, 2011-306.089, 2012-312.196, 2013-317.513.

² Industry Canada Trade Data as of July 2014.

³ Statistics Canada, Table 376-0051 as of July 2014.

⁴ An international dollar has the same purchasing power over GDP as the U.S. dollar has in the United States.



Expanding the Economy and Diversifying Markets

Exploring opportunities for Alberta expertise in burgeoning Chinese sectors

Dairy production

Alta Genetics Inc., headquartered in Airdrie, has operations worldwide and is a global leader in dairy genetics and artificial insemination. Through its wholly-owned subsidiary in China, Agricornp China, the company is expanding its marketing efforts in Tianjin and surrounding areas while supporting academic and government cooperation with Tianjin's dairy industry. For example, Agricornp organized the 2013 Modern Dairy Production Management Senior Seminar in Dorbod County, Heilongjiang Province. The seminar included expert presentations to business and academic leaders from the dairy cattle breeding industry of Heilongjiang.

The ACO furthered academic cooperation efforts between the regions by coordinating a meeting between Tianjin Agriculture University and the University of Alberta. The two universities have identified the following areas for cooperation: dairy genetics, disease control, waste treatment, and farm management.

China's expanding dairy market and high demand for technology and production improvements provides important opportunities for Alberta's established dairy industry.

Unconventional resources

The ACO teamed up with representatives from the Government of Alberta, Alberta industry, and the Government of Canada on a shale gas mission to China in January 2014. During the mission, participants gained a comprehensive understanding of the status of China's unconventional resources sector. Specifically, the group visited a shale gas demonstration zone in Chongqing to learn more about shale gas development in China, including opportunities and challenges facing the industry. In Beijing, a workshop brought together 50 local industry leaders, providing a valuable platform to promote the expertise of Alberta companies in exploration and production in the unconventional resource sector and identify opportunities for Alberta service, equipment, and technology companies.

Opening new markets for forestry products through government and research partnerships

Strong partnerships exist between Alberta and China in forestry and engineered wood products research. Alberta Innovates and Technology Futures (AITF) actively searches for partnership and research opportunities with Chinese universities and government agencies with the goal of expanding access to the Chinese market for Alberta engineered wood products. The ACO provided support for

this cross-ministry initiative spearheaded by AITF and Alberta Environment and Sustainable Resource Development.

Government and academic support have proven to be key factors in identifying new opportunities for Alberta businesses in China. Ainsworth Engineered Canada LP, a leading Canadian oriented strand board (OSB) manufacturer, recently re-opened its OSB plant in High Level, Alberta – in large part thanks to the product and market development work conducted in partnership with AITF and China-based Nanjing Forestry University. While OSB is a structural panel typically used in North American residential construction,

Ainsworth's High Level mill now markets an innovative and specially formulated product line to China that meets the stringent requirements of industrial uses and provides significant benefits to customers in terms of performance, sustainability and environmental benefits.

The ACO continues to work with government partners in Alberta and China, as well as research institutes and universities, to strengthen these valuable relationships in the forest product sector and help diversify international opportunities for Alberta producers.

A Global Community – Building Alberta's Brand

Joint study programs for the University of Calgary (U of C)

A delegation from the U of C carried out a mission to China in January 2014 to visit 20 universities throughout the country. The purpose of the mission was to promote U of C programs in engineering and science. Two agreements for joint study programs were signed during the visit, enabling

students to earn engineering and science degrees by completing part of their studies in China and the rest at the U of C. The signing ceremony was facilitated by the ACO. These learning exchange opportunities will significantly enhance Alberta graduates' ability to succeed on the international stage and are a testament to the positive profile that Alberta's education programs have gained globally.





Promoting Alberta and Investment Attraction

Spreading the word about investing in Alberta

The ACO works to raise Alberta's profile as an attractive investment destination through speaking engagements, information sessions with potential investors, and networking events. Highlights of recent events include:

- Organizing the Alberta Investment Seminar in Guangzhou: Capitalizing on the Alberta Week in Hong Kong, the ACO invited 15 Alberta companies to participate in an investment seminar in Guangzhou in May 2013. The seminar elevated the profile of Alberta in the market, promoting investment opportunities in energy, agriculture, and real estate in Alberta. The event was led by the Government of Alberta and supported by the Consulate of Canada in Guangzhou, the Guangdong Oil and Gas Association, and the Bureau of Foreign Trade and Economic Cooperation of Guangzhou Municipality.
- Speaking at the Asia Pacific Unconventional Gas Coal Bed Methane Summit 2013: At the summit, the ACO highlighted Alberta's coal bed methane development and investment opportunities. The event gave ACO staff the opportunity to make important connections with potential investors and technology partners for Alberta firms while increasing Alberta's profile in the local market as a responsible developer of coal bed methane resources.
- Accompanying the Treasury Board and Finance Minister to the Shanghai Administration Institute: The

ACO supported the Minister as he delivered remarks on the Alberta financial system to local civil servants and private sector business leaders.

- Speaking at a forum sponsored by the Chongqing Foreign Trade and Economic Relation Commission: In conjunction with the 16th China (Chongqing) International Investment and Global Sourcing Fair, the ACO was invited to engage in discussions and speak about Alberta's attractive investment climate at a forum that brought together 100 participants from the business community with interests in mining, energy, and manufacturing.

Nisku's business park exemplifies Alberta opportunity

In September 2013, Hilong Petropipe Company Ltd. (Hilong) opened the doors of its pipe coating facility in Nisku, Alberta. This Canadian subsidiary of the Hilong Group of Companies exemplifies the opportunities available for international investors in Alberta throughout the energy industry's value chain. The province's reliable natural resources, strong economy, and stable political climate make Alberta an attractive place to invest for the long term. Nisku is at the heart of the energy services industry in Alberta and is an ideal site for establishing operations. The ACO worked closely with Hilong throughout the initial stages of Hilong's decision to open facilities in Alberta to advise on site selection and assist with investment initiatives and a development plan.



Alberta Shanghai Office (ASHO)

Expanding the Economy and Diversifying Markets

Alberta agricultural products reach new markets at SIAL Shanghai 2013

Three Alberta beef and bison producers teamed up with the Alberta Livestock and Meat Agency Ltd. to explore export opportunities in the market and participate in SIAL Shanghai 2013, Asia's leading food and beverage exhibition. During the visit, the ASHO set up meetings with the Canadian embassy's agriculture trade and market access team and arranged for the companies to meet with the China Meat Association. These meetings provided Alberta companies with an understanding of Chinese meat production and market demand as well as an evaluation of opportunities in the market.

Richardson International is Canada's largest agribusiness and has extensive operations across the prairie provinces,

including 27 locations in Alberta from High Level in the north to Magrath in the south. The company has recently expanded its international presence, opening overseas offices in Asia and Europe. Richardson Oilseed, a division of Richardson International, participated in the Canadian Pavilion at SIAL Shanghai 2013 and garnered much attention, including product requests and potential new customers. As Richardson expands into the Chinese market, the Alberta international offices continue to work with the company, consulting on topics related to marketing, packaging, intellectual property rights, and regulations on nutritional labelling. As Richardson steps up to meet burgeoning demand in Asian markets, this Canadian producer is helping to increase interest in China for Canadian and Albertan agricultural products.



Office Established	2010
Location	Shanghai
Staff	2 locally-hired

A Global Community – Building Alberta's Brand

A 2010 education mission leads to "Study in Alberta" exchange

In 2010, the ACO and ASHO participated in a "Study in Canada" mission with the Government of Canada. The international offices represented Alberta education institutions and presented "Study in Alberta" opportunities. Connections were made with representatives in Jiangsu Province and opportunities for collaboration were identified during this mission. The ACO and ASHO have followed up

with continued efforts and activities in southeast China, including participation in the annual China Education Expo in Shanghai.

In March 2013, three years after the initial mission, Jiangsu Province's Suzhou University High School sent three teachers and 16 grade five and seven students to Red Deer to participate in four months of classes with Red Deer Public Schools.



Alberta Hong Kong Office (AHKO)

Office Established	1980
Location	Hong Kong
Staff	1 Alberta Representative 4 locally-hired

Hong Kong	2009	2010	2011	2012	2013 (est.)
Population (millions) ¹	7.00	7.05	7.11	7.18	7.24
Nominal GDP, current prices (billions of U.S. dollars) ¹	214	229	249	263	274
GDP/Capita, PPP (current international ⁴ dollars) ¹	43,789	46,945	49,732	50,917	52,722
Alberta Domestic Exports (millions of Canadian dollars) ²	99.22	146.93	141.77	121.12	181.47
Total Investment in Canada (millions of Canadian dollars) ³			Not Available		

¹ Data compiled from the International Monetary Fund, World Economic Outlook database - as of July 2014. GDP deflator (base year 2011) 2009-95.962, 2010-96.222, 2011-100.00, 2012-103.703, 2013-104.958.

² Industry Canada Trade Data as of July 2014.

³ Statistics Canada, Table 376-0051 as of July 2014.

⁴ An international dollar has the same purchasing power over GDP as the U.S. dollar has in the United States.



Expanding the Economy and Diversifying Markets

Paving the way for small and medium-sized enterprises (SMEs)

Cooperation between government institutional bodies is a significant factor in ensuring international business success, particularly for SMEs looking to expand into Asian markets. The AHKO supports government and institutional collaboration on research and development as well as commercialization of advanced technologies in high technology sectors. The Alberta Ministry of Innovation and Advanced Education has fostered strong partnerships with private and public research groups in Hong Kong, which the AHKO leverages to help strengthen business relationships and pave the way for Alberta companies to expand their

business and achieve success in the region. See the text box below for three examples of the AHKO's work supporting Alberta SMEs.

Supporting Alberta's forestry industry

The AHKO keeps up-to-date on new and emerging trends in the wood and building products industry in Hong Kong and neighboring Chinese provinces. The office's efforts support Alberta Environment and Sustainable Resource Development's (ESRD) work to assist Alberta forestry and wood product producers, while spreading the word about Alberta's forestry resources to potential partners in Asia.

The AHKO supports Alberta SMEs

The innovation climate in Hong Kong is a key driver of economic growth in this dynamic market, and the business climate offers an excellent starting point for Alberta firms looking to reach Asian markets. Alberta companies in the health technology sector are particularly suited to take advantage of these opportunities.

In 2013, the AHKO supported a medical device and supply mission to Hong Kong where two Alberta companies participated in the Hong Kong Medical Devices and Supplies Fair as part of the Alberta booth. Calgary Scientific, one of the participants, has seen increased success in its pursuit of Asian markets and has selected Hong Kong as the location for their headquarters in Asia.

An Alberta swine genetics company accomplished sizable business success in south China, including the sale of breeding stock and farm equipment in the market as well as the establishment of an operations base in Asia. The AHKO and Alberta Agriculture and Rural Development provided support to this Alberta company in achieving its international growth objectives.

The World SME Expo in Hong Kong is a major trade promotion event aimed at helping SMEs explore business opportunities in Hong Kong, mainland China, and internationally. In 2013, four Alberta municipalities and regions were featured at the Expo, generating valuable contacts and increasing awareness and interest in Alberta.

The AHKO's work is exemplified by its efforts to facilitate high-level government meetings in Shunde District, Guangdong Province. Shunde is the furniture manufacturing hub of China and a centre for importing Malaysian rubberwood. The AHKO facilitated meetings between Government of Alberta officials and the Shunde People's Government, Shunde Bureau of Education, Shunde

Polytechnic, and Shunde Wood Industry Association. These meetings gave Alberta a platform to promote business opportunities and exchange market information on Alberta wood products. Building on the success of these meetings, ESRD led a development mission to Shunde in the fall of 2013, identifying opportunities for expanded exports of Alberta and Canadian wood products into Shunde District.

Promoting Alberta and Investment Attraction

Showcasing investment opportunities in Alberta

The AHKO helped facilitate Alberta investment seminars in Hong Kong and Guangzhou. Participants included 19 Alberta companies from the energy, agriculture, real estate, and business services sectors. During the seminars, the Alberta companies presented to more than 100 participants, including representatives of regional industry associations and businesses. The AHKO also arranged targeted business matchmaking for the Alberta companies and helped identify investment opportunities in cattle and

feedlot beef production, land acquisition for industrial and agriculture use, hydroponics, and energy.

In conjunction with the January 2014 Canadian shale gas mission to China, the AHKO teamed up with Alberta Innovation and Advanced Education to put on the Energy, Shale Gas and Unconventional Energy Resources Investment Attraction Seminar in Hong Kong. The event aligned with the Asian Financial Forum, a flagship event for the financial sector in Hong Kong. Four Alberta and Canadian organizations presented industry overviews and highlighted investment opportunities to more than 120 potential investors.

A Global Community – Building Alberta's Brand

Combining efforts to reach a broad audience

The comprehensive promotion of Alberta's investment opportunities during the Alberta Investment Seminar in Hong Kong in May 2013 also included a number of cultural activities. The AHKO coordinated the promotional events, which showcased Alberta agrifood products, investment opportunities, cultural and educational exchanges, and tourism.

Key highlights included a Hockey Night in Hong Kong as well as a local Hong Kong high school ball-hockey tournament that drew the participation of National Hockey League (NHL) alumni. A barbeque luncheon showcased Alberta beef, and six Alberta post-secondary institutions were in attendance to conduct student recruitment and promote Alberta education.

Travel Alberta also participated to provide tourism resources and promote travel to the province. The AHKO's work to coordinate the seminar helped ensure the needs of each sector were met and that overall efforts resulted in an effective in-market promotional event.

Guangdong environment mission to Calgary

The Guangdong Association of Environmental Protection Industry and the Consulate General of Canada in Guangzhou led a delegation from Guangdong Province to Calgary in 2013. The objectives of the mission included promoting partnerships in environmental protection innovation and research. The AHKO assisted in organizing a half-day seminar in Calgary for the delegates to meet with Alberta environmental companies and explore environmental practices and opportunities for collaboration.

First University of Alberta (U of A) degree program offered in China

The Master of Financial Management (China), a globally oriented program, is the first full U of A degree program offered in China. The U of A partnered with Xian Jiaotong University to offer the program in Shanghai and Shenzhen. The partnership is a clear sign of the growing academic and business links between Alberta universities and their Chinese counterparts. The AHKO is actively involved with the extensive alumni networks, which include prominent business community members in Hong Kong, and will continue to be an important link for graduates of this new program as they enter their careers either in Hong Kong or Alberta.

Other activities in support of Alberta's forestry industry:

- The Canadian Forestry and Wood Seminar in Xiamen, Fujian Province, jointly organized by the AHKO and the British Columbia trade office in South China: The event was attended by 80 local wood and lumber companies and professionals. Trade and investment opportunities in Alberta's lumber and wood products industry were presented.
- A Canadian wood grading seminar in Dongguan in November 2013 co-hosted by the AHKO, Alberta Environment and Sustainable Resource Development, the Canada Wood China Office, and British Columbia Forestry Innovation Investment: Local industry representatives learned about Canada's high quality standards and lumber grading system.
- Green building seminar and business partnering event in October 2013 in conjunction with the visit of the Canadian Environment and Green Building Mission to Hong Kong: The mission was organized by the Hong Kong Trade Development Council in conjunction with the Consulate General of Canada and the provincial governments of Alberta, British Columbia, and Ontario. Alberta businesses participating in the mission learned about the market in Hong Kong and identified areas of opportunity.

Alberta Taiwan Office (ATO)

Office Established	1988
Location	Taipei
Staff	2 locally-hired

Taiwan	2009	2010	2011	2012	2013 (est.)
Population (millions) ¹	23.12	23.16	23.23	23.32	23.37
Nominal GDP, current prices (billions of U.S. dollars) ¹	378	428	465	475	489
GDP/Capita, PPP (current international ⁴ dollars) ¹	31,543	35,296	37,396	38,462	39,767
Alberta Domestic Exports (millions of Canadian dollars) ²	156.64	190.02	187.58	152.26	159.06
Total Investment in Canada (millions of Canadian dollars) ³	120	131	110	20	23

¹ Data compiled from the International Monetary Fund, World Economic Outlook database - as of July 2014. GDP deflator (base year 2006) 2009-97.250, 2010-95.336, 2011-92.562, 2012-93.661, 2013-94.904.

² Industry Canada Trade Data as of July 2014.

³ Statistics Canada, Table 376-0051 as of July 2014.

⁴ An international dollar has the same purchasing power over GDP as the U.S. dollar has in the United States.



Expanding the Economy and Diversifying Markets

Repeated success at Computex

For the fifth consecutive year, the ATO co-organized an Alberta-Canada pavilion at Computex Taipei. The exhibition is the largest information and communications technology exhibition in Asia with 1,724 exhibitors and 131,300 visitors from 173 countries worldwide.

During the show, the ATO organized a networking reception where four Alberta companies showcased their innovative products and services to over 30 local business contacts and media representatives. Also during the event, Alberta-based Wedge Networks and Accton Technology, a leading Taiwan networking products manufacturer, announced their strategic partnership. The partnership moves to integrate Wedge Networks' global network security solutions into the Accton/Wedge Security Operations Cloud, providing next generation security infrastructure.

Trusted Positioning Inc., a longstanding client of the ATO, officially announced the release of its Trusted Portable Navigator (T-PN) Beta software – highly accurate mobile embedded urban and indoor positioning software.

Held in conjunction with Computex, the ATO, the Canadian Trade Office in Taipei, and the Committee of Communications Industry Development co-organized the 2013 Smart Handheld and User Experience Forum, attracting approximately 100 attendees. During the event, Mr. Chris Goodall, CEO of Trusted Positioning, was invited to give a presentation on "Sensors – the next wave of core location technology." The event was a unique opportunity to

showcase the advanced technology and advantages brought forward by Alberta's innovative technology companies.

Connections for Alberta's high-tech sector

IntelligentNano Inc. is a private biotechnology firm in Edmonton, focused on developing solutions to existing problems in cell culturing and microbial fermentation technology currently used in the production of bio-pharmaceuticals and personalized medicines. The ATO has been vital in supporting IntelligentNano's international efforts and facilitating networking opportunities and business introductions. The ATO introduced IntelligentNano to contacts in Taiwan, leading to a signed memorandum of understanding with the Food Industry Research and Development Institute, Hsinchu, Taiwan. The agreement aims to deepen and extend collaboration in the area of applying ultrasound in food fermentation. Additionally, IntelligentNano is collaborating with researchers on nanomedicine research to prevent cancer metastasis. With the help of the ATO, this pioneering biotechnology company continues to expand its international network and increase the profile of Alberta's technical and research expertise in the market.

Alberta wood mission – August 2013

The ATO worked in partnership with the Canadian Trade Office in Taipei and the National Center for Research on Earthquake Engineering to co-organize the Wood Structure Durability Workshop: Applications of Engineered Wood on

Large-Scale Projects. This event provided an excellent platform to showcase the innovative characteristics and superior performance of Alberta's wood and building materials industry to local attendees.

Alberta Environment and Sustainable Resource Development provided an overview of Alberta's forestry industry, and FPInnovations, a Canadian non-profit forest research center, gave a presentation on the application of engineered wood on large-scale projects and its performance during seismic events. Local architects and professors were also invited to share their experiences and success stories. Approximately 70 people attended the workshop, including structural engineers, architects, wood product importers and manufacturers, as well as professors from the National Taiwan University and government officials from the Taiwan Forestry Research Institute

Alberta wheat producers primed to enter the market

Along with transitions that have occurred with the Canadian

Wheat Board, creating greater marketing choice, the ATO has been working with Alberta Agriculture and Rural Development and industry partners to promote Alberta's wheat producers in key regions abroad, including Taiwan. Flour mill companies in Taiwan have a particular interest in learning more about Canadian wheat and opportunities for Canadian producers to become a key source of supply. As a result, the ATO helped plan and coordinate a wheat buyers mission to Alberta in October 2013. Three industry participants, a representative of the Taiwan Flour Mills Association that handles bulk purchases for its members, and an officer from the Taipei Economic and Cultural Office in Ottawa travelled to Alberta to meet with the Alberta Wheat Commission and individual producers as well as visit a number of Alberta grain elevators.

The October mission followed closely on the heels of a March 2013 wheat mission to Taiwan which resulted in success for one Alberta producer who shipped several containers of wheat to a major Taiwanese flour milling company.

In 2013, Taiwan imported approximately 1.3 billion kilograms of wheat and meslin, mainly from the United States. Alberta wheat producers face many opportunities as the ATO continues its work to grow Alberta's share in this valuable market.



Promoting Alberta and Investment Attraction

City of Edmonton – May 2013

A delegation from the City of Edmonton, Edmonton Economic Development Corporation (EEDC), and the Alberta Industrial Heartland Association (AIHA) visited Taiwan to attend the 2013 Asia Petrochemical Industry Conference (APIC) and meet with key petrochemical companies. The visit introduced opportunities to Taiwanese companies for investment and business in the Edmonton area. The ATO arranged meetings with senior executives of petrochemical companies, strengthening network connections in this sector. As a result of the meetings, a delegation from an innovative multinational firm based in Taipei visited Alberta in June 2013 to further explore business development opportunities.

Supporting Alberta companies' investment attraction efforts

The ATO supported seven Alberta companies that took part

in an investment mission to Taiwan to participate in a number of Alberta investment events. The ATO assisted the Alberta companies on the ground, arranging targeted business matchmaking and one-on-one meetings for each participant as well as providing the Alberta companies with information on local markets and collaborative opportunities.

One of the mission participants, Calgary-based NutraPonics™ Canada Corporation, participated in a roundtable meeting with 25 participants from local government and industry. NutraPonics was established in 2010 and is dedicated to technology development and commercialization for high density natural food crop production. The company produces modular growing facilities and works in cooperation with industry and the scientific community to increase food safety and security through technological advancement.

“The Alberta Taiwan Office (ATO) provided outstanding service in assisting the City of Edmonton in our investment attraction efforts. The ATO has direct access to Taiwan's senior executives and provides insight and direction on working with potential investors. Our program would not have been successful without the ATO.”

Gary Klassen
General Manager
Sustainable Development, City of Edmonton

A Global Community – Building Alberta's Brand

Travel Kitchen

Travel Kitchen, a not-for-profit Taiwanese documentary team for culture and cuisine, visited Alberta with Chef Quentin Glabus, an Alberta-trained chef, to film a program introducing viewers to First Nations and Alberta culture and food. The 22-minute mini-documentary in Korean is

posted on TravelKitchen.org alongside episodes spotlighting Norway, France, Israel, Germany, Pakistan, and a number of other countries. The ATO played a valuable role in this project, facilitating communication between Travel Kitchen producers, Chef Glabus, and Edmonton Tourism.

Alberta Korea Office (AKO)

Office Established	1988
Location	Seoul
Staff	1 Government of Alberta 2 locally-hired

South Korea	2009	2010	2011	2012	2013 (est.)
National Population (millions) ¹	49.18	49.41	49.78	50.00	50.22
Nominal GDP, current prices (billions of U.S. dollars) ¹	834	1,015	1,114	1,130	1,222
GDP/Capita, PPP (current international ⁴ dollars) ¹	27,501	29,458	30,911	31,950	33,189
Alberta Domestic Exports (millions of Canadian dollars) ²	532.73	541.37	707.25	616.21	564.65
Total Investment in Canada (millions of Canadian dollars) ³	3,790	5,075	5,481	5,165	4,946

¹Data compiled from the International Monetary Fund, World Economic Outlook database - as of July 2014. GDP deflator (base year 2005) 2009-108.497, 2010-112.419, 2011-114.145, 2012-115.237, 2013-117.881.

²Industry Canada Trade Data as of July 2014.

³Statistics Canada, Table 376-0051 as of July 2014.

⁴An international dollar has the same purchasing power over GDP as the U.S. dollar has in the United States.

The Canada-Korea Free Trade Agreement is Canada's first free trade agreement in the Asia-Pacific region and will provide new access for Canadian businesses and workers to the 15th largest economy in the world and fourth-largest in Asia. The agreement is projected to increase Canadian exports to South Korea by 32 per cent. The AKO has been fostering relations between Alberta and Korea since the office was established in 1988 and is poised to provide a critical leg up for Alberta firms looking to take advantage of new opportunities as a result of the Canada-Korea Free Trade Agreement.

Expanding the Economy and Diversifying Markets

Creating connections for Alberta's energy sector

GasTech 2014

The AKO supported Alberta Energy at GasTech 2014, an annual oil and gas conference and exhibition showcasing innovation, technology, and developments across the gas value chain. The 2014 show was hosted by the Korean Gas Corporation (KOGAS) and drew more than 300 international exhibitors. Alberta's attendance provided an opportunity to showcase the province's liquefied natural gas opportunities and establish key contacts with global market players.

Canada-Korea Conference on Energy and Industrial Cooperation

Representatives from the AKO attended the Korean Chamber of Commerce and Industry Canada's-Korea Conference on

Energy and Industrial Cooperation. AKO staff delivered a presentation to key government officials and 130 representatives from private energy related companies, highlighting Alberta's energy sector and shale gas investment opportunities.

Ingredients for success

Two Alberta companies participated in a 2013 health ingredients mission to Korea to promote their products and technologies and look for opportunities to expand into the Korean market. The AKO provided targeted introductions and helped the Alberta firms gain a better understanding of market trends and the Korean business culture. The Alberta firms are now pursuing business objectives including licensing, distribution, and joint venture projects with their Korean counterparts.

Promoting Alberta and Investment Attraction

In March 2014, Prime Minister Stephen Harper visited Korea where he announced the Canada-Korea Free Trade Agreement. The AKO supported the Embassy of Canada during the mission, organizing a stakeholder's luncheon and media briefing. Participating in the mission events and the announcement of the Canada-Korea Free Trade Agreement provided a valuable opportunity for the AKO to gather intelligence on the agreement and establish key contacts in government and industry. The AKO is committed to providing

timely and pertinent information to Alberta regarding the increasingly important trade relationship with South Korea.

Visits to Korea in 2013 – laying the foundations for future success

The AKO supported the following high-level missions to Korea with meeting facilitation, logistical planning, and on the ground support:

Invest in Edmonton mission

The City of Edmonton, Alberta's Industrial Heartland, and Edmonton Economic Development travelled to Korea to meet with high ranking officials in the energy, high technology, chemicals, and manufacturing sectors. During the visit, the delegation promoted investment opportunities in the City of Edmonton and surrounding areas, focusing on energy, petrochemical, and metal fabrication manufacturers that have direct business interests in Alberta.

Associate Minister visits Korea

The Associate Minister of International and Intergovernmental Relations, Teresa Woo-Paw, visited Korea to meet with industry and government officials. During the mission, Associate Minister Woo Paw promoted the upcoming 40th anniversary of Alberta's sister-province relationship with the Gangwon Province, discussed recent

developments in Alberta's energy resource sector, and raised the profile of Alberta's agricultural products in the Korean market. The Associate Minister also met with trainees from the Gangwon government's Global Leaders Program who attended Mount Royal University in 2012 and continued discussions on further exchanges under the Global Leaders Program.

World Energy Congress

Alberta's Energy Minister attended the World Energy Congress in Korea in October 2013. While in Daegu, Korea, the Minister highlighted Alberta's role as a global energy supplier, promoted investment opportunities, and strengthened relations with the Korean Ministry of Technology, Industry and Energy (MOTIE). A memorandum of understanding on joint energy cooperation between Alberta Energy and MOTIE was renewed during the visit.



A Global Community – Building Alberta's Brand

Destination Alberta

Tourism

The AKO supported Travel Alberta's seminar in Seoul in March 2014. The seminar drew 56 tour operators, wholesalers, trade media, and airline representatives from the local market. Travel Alberta representatives highlighted Alberta's tourism industry, including the newly opened Glacier Skywalk above the Sunwapta Valley near Jasper, Alberta. South Korea is among Alberta's top 10 international tourism sources, with approximately 32,000 visitors from South Korea in 2012. Alberta's tourism marketing efforts in South Korea currently focus on winter attractions, sports, and outdoor activities as Pyeongchang, South Korea is set to host the 2018 Winter Olympics.

Education

The AKO supports Alberta education institutions in their student attraction activities in South Korea. In 2012, over 1,400 students from Korea were studying in Alberta, representing the third largest source of foreign students in

the province. Foreign student registrations are an important source of revenue for Alberta education institutions. They also serve to enhance learning and exchange opportunities as well as international connections for Alberta graduates.

In 2013, the AKO supported the University of Alberta, University of Calgary, MacEwan University, Northern Alberta Institute of Technology (NAIT), and Southern Alberta Institute of Technology (SAIT) on missions to Korea. The missions provided Alberta's post-secondary institutions with the opportunity to promote their international education programs and gain a better understanding of educational opportunities in Korea. Interest in Alberta's educational programs was strong at education fairs in Seoul in 2013 and garnered more than 20 on-the-spot registrations. Although South Korea's population of 50 million is small in comparison to other jurisdictions in Asia, Korea proves to be an important and growing source of international students for Alberta. The AKO supports Alberta's education institutions in their outreach and student attraction efforts in this important market.



Alberta Japan Office (AJO)

Office Established	1970
Location	Tokyo
Staff	1 Government of Alberta 5 locally-hired

Japan	2009	2010	2011	2012	2013 (est.)
National Population (millions) ¹	128.05	128.05	127.90	127.61	127.34
Nominal GDP, current prices (billions of U.S. dollars) ¹	5,035	5,495	5,905	5,937	4,902
GDP/Capita, PPP (current international ⁴ dollars) ¹	32,081	33,981	34,531	35,724	36,899
Alberta Domestic Exports (millions of Canadian dollars) ²	1,491	1,472	1,832	1,979	1,864
Total Investment in Canada (millions of Canadian dollars) ³	14,524	12,659	14,410	16,253	17,305

¹Data compiled from the International Monetary Fund, World Economic Outlook database - as of July 2014. GDP deflator (base year 2005) 2009-96.232, 2010-94.149, 2011-92.406, 2012-91.564, 2013-91.050.

²Industry Canada Trade Data as of July 2014.

³Statistics Canada, Table 376-0051 as of July 2014.

⁴An international dollar has the same purchasing power over GDP as the U.S. dollar has in the United States.

“The Alberta Japan Office has been our constant companion in the Japan market. Help is always there for us.”

John Sobota
CEO
Eleven Engineering
Incorporated

Alberta is the top Canadian exporter of honey to Japan, accounting for 49 per cent of domestic exports of natural honey from Canada in 2013.

Expanding the Economy and Diversifying Markets

Eleven Engineering

Thanks in part to the AJO's continuous and consistent support, Eleven Engineering Inc., an Edmonton-based wireless audio technology company, has landed a market-leading customer in Japan. Eleven Engineering's technologies are used in some of today's most advanced home theatre, wireless audio, and smart phone manufacturing. In 2014, the first Japanese shipments began for two products containing Eleven Engineering advanced technology and made-in-Alberta semiconductor components. The AJO continues to work closely with Eleven Engineering as it expands its presence in Japan's electronics manufacturing market.

The sweet spot – informing Alberta beekeepers about the impacts of regulatory changes

Regulation changes are an important issue for Alberta honey exporters. They must ensure they maintain their market abroad by clearly communicating changes to consumers while ensuring their products meet import requirements in Japan. The AJO works in partnership with Alberta Agriculture and Rural Development to convey regulatory information to stakeholders in Japan and educate Alberta beekeepers about the impact of Canadian regulatory changes on the marketing and exporting of their products in the Japanese market.

Alberta BBQ Heaven

It is well known in Alberta that summer time is BBQ time. As the snow melts, Albertans dust off their grilling equipment and serve up a spectacular quality and selection of meats home-grown in the province. Just in time for BBQ season 2013, the AJO along with Alberta Agriculture and Rural Development and Agri-foods Canada welcomed a media delegation to Alberta for the "Alberta BBQ Heaven" feature in the October issue of Be-Pal, a Japanese nature and outdoor life magazine with a circulation of 23,000 readers. Japanese food personality, Mr. Takeda BBQ, participated in the mission to Alberta and joined the delegation as they visited Alberta pork, beef, honey, canola oil, and barley producers.

A number of these Alberta producers later visited Japan for the Alberta BBQ Heaven Seminar and Networking Reception. The event in Tokyo brought a taste of Alberta grilling to Japan, generating positive press and attracting industry executives from the local market. The event was put on in partnership by the AJO, Alberta Agriculture and Rural Development, and Agri-foods Canada and was sponsored by the Embassy of Canada to Japan, Canadian industry organizations, and industry contributors. Participating Alberta companies had the opportunity to speak at the event and take part in networking activities, one-on-one meetings, and cooking demonstrations.



Promoting Alberta and Investment Attraction

Alberta Energy representatives speak at liquefied natural gas (LNG) conference

The AJO facilitated a speaking opportunity for Alberta Energy representatives at the LNG Producer-Consumer Conference in Tokyo in September 2013. The conference was organized by the Japanese Ministry of Economy, Trade and Industry and attracted more than 1,000 delegates from 50 countries,

including government representatives, heads of international organizations, and executives from public and private companies. Mr. Matthew Foss, Executive Director, Economics and Markets Branch, Alberta Energy, spoke about the province's responsible energy development and partnership opportunities in Alberta's energy sector. The event was an important opportunity to share Alberta's story on the world stage and engage global industry leaders.



A Global Community – Building Alberta's Brand

Building cultural connections with Hokkaido

While Alberta's connections with the Japanese region of Hokkaido date back to 1972, the partnership became official when the regions officially twinned in 1980. Cooperation and exchange between the regions covers many cultural facets from sports and education to formal partnerships between cities, schools, and other organizations. The AJO plays an important role in keeping the connections strong between Alberta and Hokkaido.

A long history of collaboration

Alberta's longest standing international museum agreement exists between the Royal Alberta Museum and the Historical Museum of Hokkaido. Working with the AJO, Alberta Culture completed a renewal of a Memorandum of Understanding on Friendly Museums between the facilities located in Edmonton and Sapporo. The agreement signals a renewed interest in integration and exchange of exhibits, research, and knowledge. The first stages of the partnership will include staff and curator exchanges as well as an upgrade to the "Alberta corner" at the museum in Sapporo.

Building education connections

Dr. Olenka Bilash, Professor, Coordinator of Second Languages and International Education at the University of Alberta, has been successfully conducting English language pedagogy seminars in Hokkaido for 14 years. Dr. Bilash travelled to Tokyo to promote the seminars and explore opportunities for expanding outside of Hokkaido. The AJO facilitated opportunities for Dr. Bilash to meet with federal and local educators and organized a master's class seminar in cooperation with the Embassy of Canada. The seminar was directed towards public school teachers in the Tokyo metropolitan area and included discussions and presentations on practical techniques.

Alberta Days in Hokkaido

The event was organized by the AJO in collaboration with the Hokkaido International Exchange and Cooperation Center. More than 80 local business leaders, educational representatives, and government officials were in attendance. The Associate Minister of International and Intergovernmental Relations, Teresa Woo-Paw, spoke to attendees about student exchanges and investment opportunities in Alberta. Discussions at the event focused on how Alberta can play a role in Hokkaido's growing economy. With longstanding ties in community and business in Hokkaido, there is tremendous opportunity for Alberta in the region.

Youth Exchange – The Bridge for Tomorrow

The Kakehashi Project – The Bridge for Tomorrow is a youth exchange program initiated by the Government of Japan and managed by the Asia Pacific Foundation and the National Federation of UNESCO Associations in Japan. In May 2013, 50 students and chaperones from Alberta visited Japan for a study term. In January 2014, the Alberta participants welcomed a reciprocal exchange group of 50 Japanese students and chaperones from Sakai City, Osaka and Iwakuni City.

The Kakehashi Project was a great success and catalyzed further partnerships between two of the participating schools. Takamizu High School in Japan and Paul Kane High School in St. Albert entered a sister-school relationship in 2014. The AJO supported and expedited the memorandum of understanding between the two schools and will continue to provide support to help the next generation of students develop a deeper knowledge and understanding of the global community.

In 2014, the AJO joined participants at the 33rd annual Hokkaido - Alberta Cup curling championship, held in Kitami City – home of the first ever indoor curling rink in Asia. The rink was built in 1981, one year after a team visit from an Alberta curling group and coinciding with the official twinning of Hokkaido and Alberta in 1980. Hokkaido remains the curling capital of Japan.



Alberta United Kingdom Office (AUKO)

Office Established	2003
Location	London
Staff	1 Government of Alberta 2 locally-hired

United Kingdom	2009	2010	2011	2012	2013 (est.)
National Population (millions) ¹	61.79	62.26	63.29	63.70	64.09
Nominal GDP, current prices (billions of U.S. dollars) ¹	2,217	2,296	2,464	2,484	2,536
GDP/Capita, PPP (current international ⁴ dollars) ¹	34,617	35,349	35,857	36,334	37,306
Alberta Domestic Exports (millions of Canadian dollars) ²	161.24	149.56	137.97	156.10	139.26
Total Investment in Canada (millions of Canadian dollars) ³	47,062	42,379	49,622	48,678	56,745

¹Data compiled from the International Monetary Fund, World Economic Outlook database - as of July 2014. GDP deflator (base year 2010) 2009-96.989, 2010-100.00, 2011-102.311, 2012-104.062, 2013-105.77.

²Industry Canada Trade Data as of July 2014.

³Statistics Canada, Table 376-0051 as of July 2014.

⁴An international dollar has the same purchasing power over GDP as the U.S. dollar has in the United States.

“Attending Ecobuild in London was an incredible opportunity for GlasCurtain to build bridges with the U.K. and European markets. The Canada Innovation Competition (CIC) helped us to forge key relationships with both government and industry figures – relationships that we will continue to foster as our company grows. Winning the CIC was an immense privilege for our team and for that we’re sincerely thankful to the Alberta United Kingdom Office and the High Commission of Canada to the U.K. They were a pleasure to work with and they helped us to open doors we couldn’t have opened on our own.”

Peter Dushenski
Marketing Director
GlasCurtain Inc.

Expanding the Economy and Diversifying Markets

Advancing healthcare solutions through technology – eHealth

The AUKO stays on top of trends in the U.K.’s eHealth and health technologies sector to capitalize on opportunities for Alberta companies. In partnership with the High Commission of Canada, the AUKO hosted the Canada-U.K. eHealth Seminar, which provided Canadian and U.K. companies with an opportunity to showcase their technologies and connect with potential partners. The event highlighted opportunities within the British National Health Service (NHS) and provided an excellent platform for two Calgary, Alberta-based technology firms, Strata Health and Calgary Scientific, to break into the U.K. market and introduce their technology solution products to the healthcare sector.

The reception spotlighted special guest GlasCurtain Inc., a Calgary-based producer of fiberglass composite wall framing systems. GlasCurtain won the Canada Innovation Competition for U.K. Green Building, which recognizes innovative Canadian products and services that meet current and emerging needs in the U.K. construction sector. GlasCurtain’s authentic, made-in-Canada products are tested for energy efficiency in sub-arctic conditions in northern Canada. Two other Alberta companies were also among the top five finalists in the competition.

Warming up to Alberta’s innovative green-building products

The AUKO regularly supports Alberta companies at EcoBuild, the world’s leading event for sustainable design, construction, and eco-building. EcoBuild attracted 44,538 visitors to its 2014 event. Building on EcoBuild’s success, the AUKO, High Commission of Canada, and Ontario’s London Office co-hosted a business networking reception in conjunction with the event for Canadian companies to meet potential U.K. businesses, partners, and investors.

Alberta’s participation at DSEI

The AUKO’s participation in the Defence and Security Equipment International Exhibition (DSEI) in September 2013 was a key activity in support of the Government of Alberta’s Aerospace and Defence Sector Strategy – Vector to Diversity. The AUKO worked in collaboration with provincial and federal government colleagues and key stakeholders to showcase Alberta’s capabilities in the aerospace and defence sector and facilitate matchmaking between Alberta businesses and potential European partners and clients. The AUKO supported six Alberta companies at DSEI and continues to work with U.K. defence and security companies interested in exploring Alberta as a supplier, investment destination, and partner in education and research and technology development.



Promoting Alberta and Investment Attraction

Global attention for the City of Calgary

Calgary is a growing financial and economic hub. With an exploding population and opportunity around every corner, many companies are establishing their corporate headquarters in this vibrant city. The AUKO, in partnership with the High Commission of Canada in London, hosted a luncheon during City Week 2014 in London, England. City Week is an international financial services forum that brings together major players in the global financial services sector, including senior representatives from government and industry. At the event, the City of Calgary was profiled as a leading financial services location, building on the AUKO's work to actively engage U.K. companies interested

in establishing Canadian operations and promoting Calgary as an attractive business location.

Attracting international businesses to Calgary creates local jobs, stimulates the economy, and increases Calgary's profile on the international stage in order to open doors for workers and firms in the global market.

In the 2013-14 fiscal year, the AUKO worked with U.K. companies in the financial services, recruitment services, manufacturing, and fashion sectors to explore Calgary as a potential business location. Calgary has had great success in attracting foreign enterprises, including Siemens, which recently established its Canadian energy headquarters in the city.

A Global Community – Building Alberta's Brand

Triathlon Canada

The International Triathlon Union's (ITU) World Triathlon Grand Final is hosted annually in some of the world's most iconic cities such as Auckland, Beijing, Hamburg, and Stockholm. The 2013 Grand Final was held in London, England in September 2013. During the event, the AUKO hosted a reception at Canada House on Trafalgar Square for Canadian competitors and their families which included award presentations. The reception was also an excellent

opportunity to promote the 2014 Grand Final in Edmonton, Alberta and encourage participants to attend. The AUKO also hosted a reception for key members of the ITU organizing committee and representatives from all of the participating nations' triathlon federations. The reception gave attendees an opportunity to meet the organizers of the Edmonton 2014 Grand Final, including Edmonton's then Deputy Mayor, Jane Batty.

Advocating for Alberta and Integrating Government Action

AIMCo extending its global reach

The Alberta Investment Management Corporation (AIMCo), an independently operated crown corporation of the Government of Alberta and one of Canada's largest and most diversified institutional investment managers, has established its first overseas office in London, England. The AUKO works closely with AIMCo to leverage the synergies in the AUKO's established contact network to ensure that Alberta's needs are efficiently met.

technology and partners around the world. In 2013, the AUKO hosted a seminar for Alberta Innovates – Energy and Environment Solutions. The seminar provided Alberta Innovates with a platform to network with U.K. environmental technology companies and research organizations and to discuss opportunities for collaboration in the sustainable development of Alberta's natural resources.

In March 2014, the AUKO also hosted a presentation and reception in collaboration with the Canadian Oil Sands Innovation Alliance (COSIA). During the reception, COSIA briefed U.K. businesses and organizations on its innovative model of cooperation with the energy industry on environmental research in the oil sands. COSIA also highlighted opportunities in Alberta for U.K. environmental technology companies.

Seeking partners in environmental technology innovation

Alberta is a leader in innovative environmental technologies for application in the energy industry. This is due in part to Alberta's commitment to seeking out the best

Alberta encourages partnerships with innovative firms abroad via open calls for proposals through Alberta's Climate Change and Emissions Management Corporation (CCEMC). One such open call was CCEMC's International Grand Challenge: Innovative Carbon Uses, which sought proposals for projects aimed at reducing greenhouse gas emissions through the development of innovative technologies that produce new carbon-based, value-added products for markets around the globe. The AUKO encouraged U.K. and European organizations to submit proposals to CCEMC. Three U.K. organizations were among the 24 winners of the first round of funding.



Alberta Germany Office (AGO)

Office Established	2002
Location	Munich
Staff	1 Government of Alberta 1 locally-hired

Looking forward – seeking opportunities for Alberta

During a mission to Germany in June 2013, the Deputy Premier and Minister of Enterprise and Advanced Education (EAE) highlighted Alberta and advanced the Government of Alberta's objectives in Germany through:

- A memorandum of understanding (MOU) between Alberta and the German Federal Institute for Materials Research and Testing (BAM), which aims to establish a collaborative, applied research initiative to develop and implement new global welding technologies.
- Discussion of an apprenticeship training partnership with Siemens AG under the recently signed MOU with Alberta.
- Meetings with the Technical University of Munich (TMU) to explore building connections between Alberta and Germany in graduate education and potential education-industry research partnerships. TMU is renowned for being forward thinking and entrepreneurial and was rated the top University in Germany in 2011, 2012, and 2013.
- A renewed MOU between Alberta and Bavaria on Research and Scientific Collaboration.

Germany	2009	2010	2011	2012	2013 (est.)
National Population (millions) ¹	81.80	81.75	80.33	80.52	80.80
Nominal GDP, current prices (billions of U.S. dollars) ¹	3,307	3,311	3,631	3,428	3,636
GDP/Capita, PPP (current international ⁴ dollars) ¹	34,034	35,797	38,410	39,335	40,007
Alberta Domestic Exports (millions of Canadian dollars) ²	84.68	72.38	155.93	70.43	84.34
Total Investment in Canada (millions of Canadian dollars) ³	9,371	8,161	10,982	9,195	10,114

¹Data compiled from the International Monetary Fund, World Economic Outlook database as of July 2014. GDP deflator (base year 2005) 2009-104.014, 2010-105.248, 2011-106.475, 2012-107.814, 2013-110.101.

²Industry Canada Trade Data as of July 2014.

³Statistics Canada, Table 376-0051 as of July 2014.

⁴An international dollar has the same purchasing power over GDP as the U.S. dollar has in the United States.

Expanding the Economy and Diversifying Markets

Renewed funding for the Alberta-Germany collaboration fund

The first round of funding through the Alberta Germany Collaboration Fund for Product Development and Commercialization supported four small and medium-sized Alberta companies in joint projects with German firms. Fall 2013 saw the announcement of a second round of funding of up to \$2,000,000. The call for proposals on this second round of funding closed on January 31, 2014.

With the support of the AGO, the German Canadian Centre for Innovation and Research (GCCIR) led a mission of 21 Alberta companies to attend symposiums in Dusseldorf, Munich, and Dresden in November 2013. The symposiums presented the Alberta-Germany Collaboration Fund and provided an opportunity for the Alberta companies to network with potential partners in the region. To date, nine

companies have confirmed they finalized new partner arrangements during the mission.

The first of the three symposiums was held in Dusseldorf and coincided with the Medica Trade Fair, the world's largest medical marketplace. Sixteen Alberta companies attended and participated in a program organized by the AGO and Alberta International and Intergovernmental Relations in conjunction with the trade fair. The Dusseldorf program included seminars and matchmaking sessions, which led to more than 100 one-on-one meetings for the Alberta companies. The AGO also organized a Germany market presentation for the delegation at the Consulate of Canada. The market presentation highlighted market entry strategies for the German and European markets in addition to other information to help the Alberta companies succeed in the world's second largest healthcare market.

Promoting Alberta and Investment Attraction

Siemens increases its footprint in Alberta

Siemens, a multinational German technology innovation company, announced its plans to establish its energy headquarters in Calgary. Siemens has also signed a memorandum of understanding with Alberta's Ministry of Enterprise and Advanced Education to work together to leverage the company's technological and industrial

capabilities with Alberta's innovation system and Alberta companies. Siemens also expects to strengthen its engineering capacity in the province in response to new projects through the Alberta-Siemens Canada Memorandum of Understanding. The AGO has a long-standing relationship with Siemens and has helped facilitate introductions between Siemens and representatives from Alberta Enterprise and Advanced Education.

Promoting Alberta to German SMEs

In February 2014, the AGO promoted the advantages of investing in Alberta at the Kanada Forum in Hannover. The Kanada Forum was organized by the Chamber of Industry and Commerce Hannover and the Canadian German Chamber of Industry and Commerce Toronto and was opened by the Canadian Ambassador to Germany, Marie

A Global Community – Building Alberta’s Brand

Exchanging ideas: University of Alberta professors showcase Alberta art and music

Printmaking Masters’ Class:

With the support of the AGO and a grant from the Alberta Foundation for the Arts, Ms. Liz Ingram, Distinguished Professor at the University of Alberta, travelled to Germany to teach a Masters’ Class on printmaking. Ms. Ingram and her students from the Schwaben Academy Irsee, a renowned art institute, presented the results of her printmaking class at the Schwabian Arts Summer Night on August 10, 2013.

Voices of Canada:

Dr. Milton Schlosser, Professor of Music, and Kathleen

Gervais-Vidricaire. The forum included presentations on the Comprehensive Economic Trade Agreement, labour mobility, and the most promising sectors in Canada. The event also incorporated two workshops on life sciences and construction and mechanical engineering. The event drew the participation of 70 attendees, most of which were German SMEs.

Corcoran, Associate Professor, at the University of Alberta Augustana Campus, travelled to Germany to perform at the Embassy of Canada in Berlin at a concert titled “Songs of the North: Voices of Canada.” The evening spotlighted the cultural and musical capacity of Alberta and Canada by showcasing two Alberta artists and Canadian compositions. It also brought together members of the local cultural community and provided networking opportunities for attendees, increasing awareness of Alberta and opportunities for cultural exchange. The AGO provided significant assistance in the organization and planning of the event, which was co-sponsored by the Embassy of Canada, the AGO, Alberta Culture, and the University of Alberta.



“The AGO was terrific and single-handedly got the Embassy and Alberta Culture on board. Without such enthusiasm, influence and care, the promotion of Alberta culture, trade, and educational institutions would be severely limited on the global stage.”

Dr. Milton Schlosser
Professor of Music
University of Alberta

Advocating for Alberta and Integrating Government Action

North Rhine-Westphalia delegation pay a visit to Alberta

Ms. Hannelore Kraft, Minister President of the German State of North Rhine-Westphalia visited Alberta in May 2013. Minister President Kraft led a delegation of 32 German officials, academics, and media to find out more about Alberta’s expertise in shale gas hydraulic fracturing and regulation, as well as to foster stronger ties in academic exchange and collaboration. The AGO assisted in preparations and arrangements for the visit, which included a tour of a hydraulic fracturing site.

The visit proved to be a valuable opportunity for Alberta to gather intelligence on German markets while strengthening the relationship between Alberta and the German region of North Rhine-Westphalia. The German delegation also gained first-hand knowledge on Alberta’s energy industry.

Connecting chambers of commerce

In 2013, the AGO consulted with the North Black Forest Chamber of Commerce to discuss their interest in visiting

Alberta to explore business opportunities. A three-day itinerary was put together for their visit in May and included introductions to the Edmonton, Calgary, and Wood-Buffalo Chambers of Commerce. The visit helped facilitate a better understanding of Alberta’s energy and unconventional resource sectors and resulted in an agreement for cooperation with aims to set up an energy supply chain seminar in the Black Forest region.

Bringing Alberta to the forefront – engaging with the EU

Her Excellency Marie-Anne Coninx, Ambassador of the European Union to Canada, made an official visit to Alberta in October 2013. During her visit, Her Excellency Coninx spoke at the opening ceremony for the European Union Centre of Excellence at the University of Alberta and met with the Premier and other senior government officials. The AGO presented an overview of the province and Alberta’s ongoing engagement with the EU during a round table briefing. Discussions reinforced the mutually beneficial relationship between Alberta and the EU and encouraged broader collaboration.





Alberta Mexico Office (AMO)

Office Established	2002
Location	Mexico City
Staff	1 Government of Alberta 2 locally-hired

Mexico	2009	2010	2011	2012	2013 (est.)
National Population (millions) ¹	112.61	114.29	115.69	117.05	118.40
Nominal GDP, current prices (billions of U.S. dollars) ¹	895	1,051	1,169	1,184	1,259
GDP/Capita, PPP (current international ⁴ dollars) ¹	13,376	14,021	14,684	15,345	15,563
Alberta Domestic Exports (millions of Canadian dollars) ^{2,5}	977	744	936	970	906
Total Investment in Canada (millions of Canadian dollars) ³	169	191	134	55	22

¹Data compiled from the International Monetary Fund, World Economic Outlook database as of July 2014. GDP deflator (base year 2008) 2009-103.489, 2010-108.152, 2011-113.798, 2012-117.511, 2013-119.914.

²Industry Canada Trade Data as of July 2014.

³Statistics Canada, Table 376-0051 as of July 2014.

⁴An international dollar has the same purchasing power over GDP as the U.S. dollar has in the United States.

⁵Trade statistics between Canada and Mexico do not take into account trade that passes through intermediaries in the U.S. – meaning that actual trade statistics may be greater than reported.

Mexico's oil deposits have been found to be over 50 per cent heavy oil deposits, increasing the demand for Alberta's specialized knowledge, expertise, and technologies in this area.

Expanding the Economy and Diversifying Markets

Mexico began a major energy reform process in 2013 that has the potential to accelerate market growth and create a new niche for Alberta technologies, products, services, innovation, and expertise in Mexico's energy sector. In light of these reforms, the AMO continues its work to ensure Alberta businesses have the market intelligence they need to stay abreast of major changes occurring throughout the Mexican energy sector. The following are just a few examples of the key connections the AMO is fostering between Alberta and Mexico.

Alberta, demonstrating the importance and expertise of Alberta's energy industry and sector leading technologies, products, and services.

During HOLA 2013, the AMO co-hosted the Canadian Heavy Oil Association (CHOA) technical workshop on heavy oil development, introducing Alberta's heavy oil industry and including presentations from leading Alberta companies. The workshop was attended by 100 local industry representatives.

HOLA 2013 – Alberta companies steal the show

The AMO worked closely with dmg events' global energy office located in Calgary. This included assisting dmg in coordinating meetings and securing a hosting contract for the 2013 Heavy Oil Latin America Conference and Exhibition (HOLA 2013). The event in Puerto Vallarta was hosted by Pemex, Mexico's state-owned petroleum company, and brought together regional and international industry representatives for discussions, networking, and an exhibition of leading industry innovations, processes, and technologies. The Alberta booth at the exhibition included representation from 15 Alberta-based companies. Additionally, Alberta representation included a number of multinational companies with large scale operations in

Doing Business in Mexico 101 – introducing Alberta companies to market

In June 2013, the ministry of International and Intergovernmental Relations (IIR) and the AMO, in conjunction with the Department of Foreign Affairs, Trade and Development and Export Development Canada, organized a trade mission for 17 Canadian companies to participate in the Congreso Mexicano del Petróleo in Cancún, Mexico. The delegation attended an orientation, which included a briefing on how to do business in Mexico as well as presentations and testimonials from companies successfully working in the Mexican market. Additionally, an individual matchmaking program was organized for participants.

“The Mexican market requires time, patience and resources to break into. AMR achieved fast track success through access to the fine business relationships the AMO had already established. The process yielded outstanding results for us in our choice of commercial representation in Mexico and seriously mitigated our costs.”

Steven Battle
Marketing and Sales Manager
AMR Process Inc.

IIR and the AMO have successfully run the program over a number of years and the 2013 program saw an increase in the number of participating companies for the same budget. To date, the 2013 mission has resulted in 11 negotiations or business transactions and 12 Export Development Canada financing leads for participating Alberta companies. Market share for a group of five Alberta companies has also increased by \$48.45 million year-over-year.

Alberta companies making their mark in Mexico

TransCanada Corporation Ltd. (TCC), headquartered in Calgary, is one of the most important Canadian players in the Mexican energy market with investments of over US\$2 billion. TCC was awarded two project bids in 2012 from the Mexican Federal Electricity

Commission. The AMO will continue to work closely with TCC as it uses its competitive advantage and expertise in connecting supply of natural gas with demand markets to increase its presence in Mexico and meet the growing demand for infrastructure.

Consultancy services firm sets up shop in Mexico

AMR Process Inc. (AMR) is a leading Canadian firm that supplies full process packages to the oil and gas sector. The firm, based in Leduc, Alberta, has operations in Canada, the United States, Russia, and Malaysia. In 2013, AMR visited Mexico on a customized mission supported by the AMO, resulting in negotiations for project bids with a number of Mexican firms.



A Global Community – Building Alberta’s Brand

Post-secondary institutions team up on the Energy Innovation Strategy

The University of Calgary (U of C) and the Monterrey Institute of Technology and Higher Education (ITESM) have signed a collaboration agreement as part of their global strategy.

The Global Faculty Program component of the agreement has already seen several assistant professors from the U of C travel to Mexico for a week of lectures and networking. Shared interest in energy innovation forms the basis of the agreement, which also includes an Academic Leaders Program and student exchanges. The AMO was instrumental in facilitating the signing of the agreement and will continue to work with both partners to increase international connections as well as culture and knowledge exchange through the program.

Common interests: Alberta and Mexico share best practices

Carbon capture and storage

Alberta is a pioneer and world leader in carbon capture and storage (CCS) technology. A delegation from Mexico visited Alberta to learn more about CCS and enhanced oil recovery projects that Alberta companies are undertaking. The Mexican delegation included representatives from the

World Bank, Pemex, Mexico’s Ministry of the Environment and Natural Resources and Federal Electricity Commission as well as representatives from research institutes and universities. The AMO coordinated the program in cooperation with Alberta Energy and Alberta Environment and Sustainable Resource Development.

Formal collaboration between regulators

With help from the AMO, Mexican officials with the National Hydrocarbons Commission (CNH) and Pemex travelled to Alberta in October 2013 on a study tour coordinated by the University of Calgary’s School of Public Policy, the Alberta Energy Regulator (AER), and the Government of Alberta. The purpose of the visit was to exchange information about shale gas regulation and showcase Alberta’s regulation model. Following the visit, CNH and AER signed a memorandum of understanding to work collaboratively and share best practices on the regulation of hydrocarbon resources. The MOU creates further linkages between Alberta’s and Mexico’s energy industries and increases opportunities for valuable exchanges of information on regulatory best practices. The MOU and demonstration of cooperation will also provide assurance and regulatory transparency for Alberta companies operating in Mexico.

Alberta Washington Office (AWO)

Office Established	2004
Location	Washington, D.C.
Staff	1 Alberta Representative 2 Government of Alberta 1 locally-hired

United States	2009	2010	2011	2012	2013 (est.)
National Population (millions) ¹	307.37	309.73	311.94	314.15	316.37
Nominal GDP, current prices (billions of U.S. dollars) ¹	14,418	14,958	15,534	16,245	16,780
GDP/Capita, PPP (current international ⁴ dollars) ¹	46,907	48,294	49,797	51,709	53,101
Alberta Domestic Exports (millions of Canadian dollars) ²	58,913	68,273	80,750	83,039	91,753
Total Investment in Canada (millions of Canadian dollars) ³	299,260	317,746	309,804	320,116	352,125

¹Data compiled from the International Monetary Fund, World Economic Outlook database as of July 2014. GDP deflator (base year 2009) 2009-100, 2010-101.211, 2011-103.198, 2012-105.002, 2013-106.588.

²Industry Canada Trade Data as of July 2014.

³Statistics Canada, Table 376-0051 as of July 2014.

⁴An international dollar has the same purchasing power over GDP as the U.S. dollar has in the United States.

Advocating for Alberta

The Alberta Washington Office represents the Government of Alberta in Washington, D.C., and promotes Alberta's interests in the U.S. Capitol. The office has a special mandate to engage with decision-makers and influencers on energy and environmental issues and advocate for Alberta on agricultural and other trade, regulatory, and transportation issues. The AWO was established in 2004, serving as Alberta's primary point of contact with key U.S. decision-makers.

During the 2013-14 fiscal year, the AWO facilitated eight missions to Washington, D.C. and New York City for the Premier and several cabinet ministers, including the ministers of International and Intergovernmental Relations, Energy, Environment and Sustainable Resource Development, and Agriculture and Rural Development. These missions were an important opportunity for Alberta officials to meet with members of Congress, the U.S. Administration, and members of the think-tank community. As well, a number of Government of Alberta MLAs attended the following key events during the year:

Ports-to-Plains Alliance Congressional Tour and Annual Energy Conference

Ports-to-Plains (PTP) is an advocacy group committed to improving transportation infrastructure and business networks within the 2,300-plus mile economic development corridor stretching from Texas to Alberta. Membership in

the alliance includes municipal and county governments from the nine U.S. states in the region, the Province of Alberta, economic development agencies, chambers of commerce, and private businesses. The alliance supports infrastructure needed for the energy and agriculture sectors of the region. Alberta is the northern anchor of the corridor and the Government of Alberta has been a member of PTP since 2009. MLA David Quest visited Washington to attend the Ports-to-Plains Congressional Tour and Annual Energy Conference in April 2013. During the mission, advocacy meetings were held with members of Congress representing PTP member jurisdictions. MLA Quest brought Alberta's interests to the forefront and supported the AWO's advocacy efforts in the U.S. Capitol in cooperation with the PTP.

Canadian/American Border Trade Alliance (Can/Am BTA) Conference

Canada-U.S. border and trade issues are of great interest to Albertans and Alberta businesses. As such, the AWO welcomed MLA Bridget Pastoor to Washington in October 2013 to attend the Canadian/American Border Trade Alliance Conference. The alliance aims to develop strategies to shape public policy and eliminate impediments to the efficient flow of goods and people across the border with goals of increased efficiency, job creation, and bilateral economic development.

During the Can/Am BTA conference, MLA Pastoor delivered a keynote address on the value of Alberta as a responsible, stable, and secure energy supplier as well as the importance of unimpeded border trade between Canada and the United States. The visit supported the AWO's advocacy efforts in promoting Alberta's reputation as a key trading partner and respected global citizen.

Telling Alberta's clean energy story first-hand

Transparency and reliability are two of Alberta's key strengths as a global energy provider. To help meet those objectives, the AWO coordinates opportunities for U.S. decision makers to get a first-hand look at Alberta's responsible energy development in action. In the 2013-14 fiscal year, the AWO coordinated four educational tours that brought U.S. Senate and Congressional members, U.S. administration officials, and members of the media to Alberta to learn more about the province's oil sands development.

On the world stage

The AWO is Alberta's on-the-ground presence in the U.S., representing the province at a variety of events, conferences, and meetings while providing expertise and

specialized knowledge on important issues to Alberta. During the 2013-14 fiscal year, AWO staff helped tell Alberta's story and advocate for the province's interests in the U.S. through speaking engagements and panel discussions:

- Panelist at the New York University Center for Global Affairs Energy Series: Fueling our Future – The Geopolitics and Economics of Energy in the 21st Century, New York, NY.
- Keynote speaker at the Missouri Petroleum Council: 6th Annual Conference on Missouri's Energy Future, Jefferson City, MO.
- Panelist at the Grafton Asset Management, Peter Rockefeller and G2 Investment Group: Global Energy Market Dynamics and the Canadian Opportunity, Tarrytown, NY.
- Participant in the World Energy Council Workshop, Washington, D.C.
- Presenter at the Keystone Center: Keystone Energy Board Meeting, Washington, D.C.
- Speaker at the Senate Presidents' Forum: The Keystone XL Pipeline - Economics, Environment, U.S. - Canada Relations, Seattle, WA.
- Keynote speaker at the DHL Public Policy Forum: The Energy Challenge, Washington, D.C.



APPENDIX 1: BUDGET INFORMATION

2013-14

Alberta's International Offices Budget vs. Actual Comparison (in thousands of dollars)
April 1, 2013 – March 31, 2014

Offices			Variance by % (-) indicates overspending
Alberta China Office	Budget Actual	1,287 1,046	19% ¹
Alberta Shanghai Office	Budget Actual	762 108	86% ²
Alberta Hong Kong Office	Budget Actual	338 290	14% ³
Asia Representative ⁴	Budget Actual	924 798	14% ¹
Alberta Taiwan Office	Budget Actual	255 251	2%
Alberta Korea Office	Budget Actual	819 614	25% ¹
Alberta Japan Office	Budget Actual	1,214 875	28% ^{1,3}
Alberta United Kingdom Office	Budget Actual	1,001 1,026	-3%
Alberta Germany Office	Budget Actual	618 478	23% ¹
Alberta Mexico Office	Budget Actual	605 614	-2%
Alberta Washington Office	Budget Actual	468 545	-16% ⁵
Washington Representative ⁴	Budget Actual	1,036 904	13% ⁵
Alberta Chicago Office	Budget Actual	381 59	84% ⁶
Alberta New Delhi Office	Budget Actual	526 144	73% ⁶
Alberta Singapore Office	Budget Actual	407 359	12%
Alberta Office in South China ⁷	Budget Actual	158 -	100% ⁶
Alberta Office in California ⁷	Budget Actual	133 -	100% ⁶
Total of All Offices	Budget Actual	10,932 8,111	26%

¹ Variance is due to staffing vacancies.

² Variance is due to staffing vacancies and reduced operational capacity as the office was changed from a stand-alone to a co-located office.

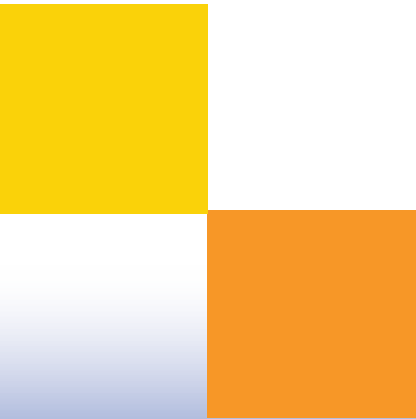
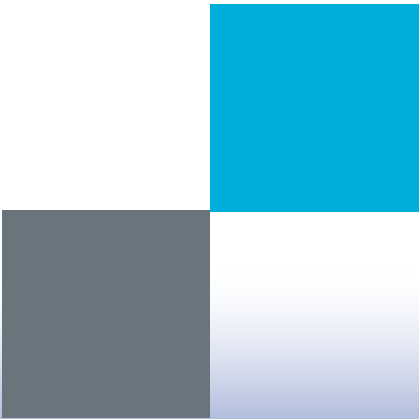
³ Alberta Japan Office rent credit applied to Alberta Hong Kong Office budget. Totals have been adjusted to reflect correct allocation.

⁴ The budgets for Alberta's Senior Representatives in Hong Kong and Washington D.C. are tracked separately and are not included in the AHKO and AWO office budgets.

⁵ Variance is due to mid-year budget re-distribution between the Alberta Washington Office and the Washington Representative.

⁶ Variance is due to delayed office opening.

⁷ Alberta did not proceed with opening offices in South China and California during the 2013-14 fiscal year. Allocated funds for the proposed offices remained as a surplus.



Alberta International Offices

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