



RESULTS. ON PURPOSE.

albertaenterprise
ANNUAL REPORT

2020
2021

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Accountability Statement

Alberta Enterprise Corporation was established in December 2008 upon proclamation of the *Alberta Enterprise Corporation Act*. The Alberta Enterprise Corporation (Alberta Enterprise) Board of Directors is accountable to the Minister of Jobs, Economy and Innovation (JEI).

RESULTS. ON PURPOSE.

As Alberta's technology sector continues to grow, these companies need access to the resources required to successfully develop new products locally – and compete internationally. Created in 2008, Alberta Enterprise continues to deliver on a highly strategic objectives with purposeful intent.

Purpose

- 1 To attract Venture Capital (VC) and VC firms to Alberta
- 2 To invest in VC funds that invest in Alberta technology companies
- 3 To build and promote a viable and profitable VC industry in Alberta
- 4 To assist Alberta tech startups through this VC activity
- 5 To help create high value technology jobs in the province

Results

In 2020 Alberta attracted a record amount of VC investments, doubling the 2019 record, at a time when Canada as a whole saw a decline in VC investments.

Alberta is once again proving that with our unshakeable entrepreneurial mindset – the sky is indeed the limit. As the latest numbers demonstrate, Alberta tech is generating waves, and is becoming a key player in the Alberta economy.

Results. On purpose. It is another way of saying the VC model is working in Alberta. As you will see, it is a sector whose impacts are being felt across the economy, and throughout the province.

Our Mission

Alberta Enterprise's mission is to foster a thriving Venture Capital industry in Alberta, one that provides access to Venture Capital and other resources needed to create successful Alberta technology companies.

We are invested in supporting entrepreneurial and globally competitive businesses that will create high skilled jobs for Albertans and contribute to a healthy provincial economy for the future Alberta.

HIGH VALUE JOBS. HIGH VALUE ECONOMIC RETURNS.

A strong tech sector brings high value jobs to Alberta. It allows us to entice our best and brightest to remain in Alberta, while providing a beacon for others to relocate here.

Alberta Enterprise focuses our investments toward key growth areas that diversify our economy, alongside many fields where Alberta has long excelled.



Industrial Technology

Energy, Clean Tech,
Industrial Internet of
Things, Materials, Mining



Information Technology

Software, Cloud
Computing, Telecom,
Internet of Things,
Artificial Intelligence,
Machine Learning,
Blockchain



Life Sciences

Biotechnology,
Nutraceuticals, Advanced
Food Manufacturing,
Ag Tech, Health/Wellness,
Medical Devices

At Alberta Enterprise, we do not invest directly in Alberta companies, but in VC funds that have a track record of success, strong global networks and a demonstrated commitment to the Province of Alberta.

Creating wise investments with Smart Capital.

Unlike a direct investment model, the fund model leverages our capital, creating access to a bigger pool of investment dollar for companies. But the provinces' startup technology companies need support beyond capital. The funds add further value by providing access to markets, mentors and management expertise for Alberta companies. This in-turn accelerates growth. Rather than a model with only one direct investment fund, this model spurs a VC industry with access to multiple funds for entrepreneurs to choose from.

It is important that Alberta supports its technology industry in this way. If companies aren't connected with the support they need, they may leave to find it elsewhere in other markets.



A unique role. A proven investment model.

Alberta Enterprise plays a unique role within Alberta's technology sector. We don't use taxpayer funds to provide loans or grants to technology companies. Instead, we help facilitate a free enterprise model, where the capital provided by the Government of Alberta to support the technology sector is invested. We expect to return our capital back to the Province.

It is an arms-length approach where we contribute to the success of Alberta's emerging technology leaders, while receiving a fair return on investment on behalf of Alberta taxpayers.

Through Alberta Enterprise's arm's-length Venture Capital model, the Province benefits not only from the potential return on our VC fund investments, but also in the creation of a local VC industry with resident professionals who support the creation of a stronger, more diversified economy.

HIGHLIGHTS

Every \$1 invested by Alberta Enterprise has resulted in **more than \$4.50 of investments back into Alberta companies.**

55 **Alberta Companies**
have been supported through our VC partnership

\$231 **Million**

committed for investment in 21 funds: 32 Degrees II, the Accelerate Fund I, II and III, Avrio II, Azure III and Azure Opportunities Fund, Builders VC and Builders II, Chrysalix III, EnerTech IV, Inovia 2011, 2018 and Inovia Growth Fund II, McRock iNFund and Fund II, New Acres Capital, Panache 2018, Relay III, Yaletown II and Yaletown Growth Fund.

>700% **increase in VC investment**
over the past 10 years into Alberta companies

*"In 2019, we set a record for VC investments into Alberta. In 2020 we shattered it – **doubling the previous record with \$455 million invested into 51 companies.**¹ This comes at a time when Canada as a whole saw a contraction in Venture Capital investments."*

Kristina Williams,
President and CEO, Alberta Enterprise

Estimated
11,000
Direct and Indirect Jobs Created

ROI. ON PURPOSE.

There are many ways to measure the Return On Investment Alberta Enterprise has provided over the past decade. It is seen in regional economic development, financial return on the investment, as well the growth and development of an Alberta-based VC industry. Here are some examples of the successes we have achieved.

1. Establishing access to smart capital.

Alberta Enterprise has committed \$231 million for investment in 21 funds. In turn, these funds contribute to our economy – and most importantly – provide the essential capital Alberta companies require to successfully bring their products and ideas to market. By investing strategically, we have leveraged our \$231 million capital commitments and created access to >\$2.6 billion of investment capital (11:1 leverage).

2. Investments into Alberta companies.

Our VCs and their partners have already invested over \$703 million in 55 Alberta technology companies. Every \$1 invested by Alberta Enterprise has resulted in more than \$4.50 of investments back into Alberta companies. The amount of investment in Alberta companies has increased by more than 700% in the last seven years² and is expected to grow significantly over the 10-year life of these funds.

3. Creation of jobs.

The 55 companies that have received Venture Capital from our funds have created more than 1,900 direct jobs and an estimated 9,100 indirect jobs³ in Alberta.

4. Delivering return on investment for Alberta taxpayers.

Every \$1 invested by Alberta Enterprise is currently worth \$1.31, meaning the value of the investments plus distributions received to date exceeds the capital called for investments and management fees.

The realized gains from our investments have outpaced Alberta Enterprise's operating costs since inception. By adhering to stringent budgeting and operational practices that are respectful of our role as a taxpayer-funded entity, we are delivering on our mandate in a cost-effective way.

Already, the results of our efforts are being realized. In the years since Alberta Enterprise Corporation was created a renaissance in Alberta's tech ecosystem has begun. Alberta Enterprise has been instrumental in providing advice, guidance and strategic support to the ecosystem, and our efforts are seen as critical to the VC industry's success.

The value of our investments is expected to grow significantly over the years to come, while also generating more investments in Alberta companies. In turn, this growth will serve to create more high value jobs and tax revenue in the province.

March 2013	\$79M	→	8 Companies
March 2014	\$171M	→	21 Companies
March 2015	\$280M	→	24 Companies
March 2016	\$305M	→	28 Companies
March 2017	\$375M	→	30 Companies
March 2018	\$406M	→	35 Companies
March 2019	\$494M	→	42 Companies
March 2020	\$563M	→	50 Companies
March 2021	\$703M	→	55 Companies

\$703M 55 Companies

² Change in dollars invested into Alberta companies from 2013 to 2021, divided by dollars invested into Alberta companies in 2013.

³ For every job in the technology subsector an estimated 4.8 additional jobs are created or supported. *CompTIA Cyberstates 2021 Report* and E Moretti, *The New Geography of Jobs*.



MESSAGE FROM THE BOARD OF DIRECTORS CHAIR

The last year has been not only been incredibly productive for Alberta Enterprise – it has been transformative. This can be attributed to the contributions of our tremendous team as well as the support of the Government of Alberta and our venture industry partners.

"2020 was a record year from an investment standpoint. In spite of barriers created by Covid-19, Alberta Enterprise was able to allocate \$46.4 Million toward three new Venture Capital funds."

I do not use the word 'transformative' lightly. This fiscal year, the Government of Alberta demonstrated its commitment to Alberta Enterprise and faith in our VC model, doubling its investment capital in Alberta Enterprise from \$175 Million to \$350 Million.

This increased investment capital will allow us to invest in 10 to 15 additional Alberta-oriented Venture Capital funds over the next three to four years. It also provides a timely opportunity to exit from the early funds we remain invested in, thus crystalizing the returns from those funds. This will enable us to reinvest this returned money back into new Venture Capital fund investments. The combination of new and recycled capital will enable us to continue fulfilling our mandate of facilitating growth of Alberta's Venture Capital infrastructure and community, while providing a steady source of new capital for Alberta tech entrepreneurs.

2020 was a record year from an investment standpoint. In spite of barriers created by Covid-19, Alberta Enterprise was able to allocate \$46.4 Million toward three new Venture Capital funds. These new VC funds are providing smart capital for entrepreneurs – and are focused on technology sectors generating the greatest demand for capital. For example, Accelerate Fund III is targeting technology ventures in need of seed funding. Inovia Growth Fund II was created for growth stage investments in Information and Communications Technology companies. Meanwhile, Builders II focuses on Series A and later stage investments in the Industrial Innovation space.

We continue to work hard to help Alberta diversify its economy and encourage entrepreneurial Albertans to start new technology ventures and accelerate the growth of existing ones. Since inception, Alberta

Enterprise has invested \$155 million in 21 new Venture Capital funds, attracting over \$703 Million of investment into Alberta technology startups. It is estimated that this has created 11,000 direct and indirect jobs in the province.

We are fortunate to have an excellent management team in place, lead by our experienced and forward-looking CEO, Kristina Williams. They are doing great work and are making a positive impact in building Alberta's venture community. The success of Alberta Enterprise can be attributed their relentless focus on achieving our mandate. Throughout the year, Kristina and her team continued to demonstrate fiscal restraint on behalf of taxpayers. Prudent cost management has allowed Alberta Enterprise to come in below our budgeted expenditures.

Our province is full of innovative entrepreneurs and visionary leaders. It has been gratifying to see the record amount of venture financing in Alberta, and to witness the individual successes of numerous Alberta-based companies over the last year. Tellingly, we have seen a large increase in the total number of technology companies headquartered in Alberta. Our Alberta technology ecosystem is growing and the sources of Venture Capital funding available to our innovators is increasing. The transformation is well underway.

[Original signed by]

Ted Redmond
Chair

"As a province, we have taken great strides in creating the conditions that foster the development of world-class technology companies right here at home – which is allowing Alberta entrepreneurs to compete globally."

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

As the theme for this year's report, *"Results. On Purpose."* encapsulates what has been a remarkably successful year for Alberta Enterprise. It reflects the fact that these results are not accidental. Rather, they are indicative of a long-term strategy rooted in our mission, mandate and proven model.

In 2019, we set a record for VC investments into Alberta. *In 2020 we shattered it – doubling the previous record with \$455 million invested into 51 companies.*⁴ This comes at a time when Canada as a whole saw a contraction in Venture Capital investments.

The success is driven by the hard-working Alberta entrepreneurs who are creating globally competitive companies. We have been able to attract smart capital in the form of Venture Capital to support these companies. Through our investments in funds that support Alberta tech ventures, and our industry development activities, we have been providing Alberta technology companies with more than just money. We provide them with critical access to markets, mentorship and management expertise.

Our investment model is unique, as we are generating economic development in Alberta, while also creating long-term financial returns for the Province on its original investment. Our model of investing in VC funds rather than directly into companies is a best practices approach: one

that is arms-length and market-driven. It allows us to leverage private capital, which can then be accessed by Alberta-based technology companies. All of this is achieved with relatively limited government involvement.

To date, every \$1 invested by Alberta Enterprise has resulted in more than \$4.50 of investments back into Alberta companies, and the dollars invested into Alberta companies by our funds and their partners has increased more than 700% in the last decade. We continued to focus on attracting investment into our new technologies with StartAlberta.com serving as a connection point between investors and entrepreneurs.

This year we have achieved solid financial returns, with our highest net investment income to date. Our investment income was slightly dampened by realized losses, resulting from impairments to our energy tech investments and the global impact of Covid-19. This has been offset by numerous wins, and every \$1 invested by Alberta Enterprise is currently worth \$1.31, a value that will increase even further as our funds mature.

We are delivering on our mandate in a cost-effective way. Alberta Enterprise has been a cost-neutral initiative of the Province of Alberta, as income from distributions received have outpaced our operating costs since our inception.



In 2020, the Government of Alberta Innovation Capital Working Group released its report which included a recommendation to increase the Venture Capital available in the province, which led to the Government of Alberta announcing a \$175M recapitalization of Alberta Enterprise.⁵ This came at a critical point. We had fully committed our existing capital. Our funds are directly linked to more than 50% of the Venture Capital investments in the province, and our inability to make new investments would have had a direct impact on the fundraising efforts of Alberta companies. This recapitalization signals the importance of the technology industry in Alberta for building the future economy of the province. I want to personally thank all the Innovation Capital Working Group members, all the community members who worked tirelessly to communicate the importance of access to Venture Capital, and finally, the Ministry of Jobs, Economy and Innovation as well as the Government of Alberta.

As a province, we have taken great strides in creating the conditions that foster the development of world-class technology companies right here at home – which is allowing Alberta entrepreneurs to compete globally. Our 2021 Deal Flow Study shows a healthy growth in the number of technology companies in Alberta. Not only are we adding companies, but they are also maturing.

[Original signed by]

Kristina Williams
President and CEO

⁵ *Innovation Capital Working Group Report and Recommendations*, Report to the Minister of Economic Development, Trade and Tourism, July 2020

RESULTS. ON PURPOSE. SUCCESS.

Alberta Tech Company Profiles

Alberta's history is steeped in the values of hard work and entrepreneurship. Local technology companies and the innovative minds behind them are following in the steps of a long line of Alberta 'mavericks' who have thrived in the face of challenge. Today, Alberta Enterprise's portfolio companies are taking on the world – thanks in part to the mentorship and access to Venture Capital that Alberta Enterprise fund investments provide. We've seen the quantifiable impact that equity financing has a upon the health of our tech ecosystem. The following companies exemplify what happens when you pursue results... with purposeful intent.

TUGBOAT LOGIC



Every SaaS business has information technology at its core. At Tugboat Logic, we aim to make that data more secure and trusted with our security assurance technology and platform.

Tugboat Logic is an enterprise solution provider that helps companies manage their security programs and meet the compliance requirements of their clients. Ultimately we help companies build trust so they can sell more.

Maintaining a good security posture isn't easy. Businesses need to have a robust information security program and ensure it's compliant with industry standards and regulations. Finally, they need to be able to offer visibility into their program, so prospects and customers can verify that the business is secure and trustworthy.

Tugboat Logic addresses each of these pain points. The platform helps businesses launch and scale an information security program that fits client needs, and reflects industry best practices. Tugboat Logic provides end-to-end support for security audits, reducing the time it takes to get compliant in half, and enables continuous compliance with a suite of automation tools. Lastly, it empowers businesses to offer visibility into their program and provides prospects and customers with the security assurance they need.

Tugboat Logic is headquartered in Calgary, with 120 employees across North America. We currently have over 800 customers, representing SaaS businesses of all sizes.

We offer our solution to the world, at scale, for clients of all sizes. Our team is seeking to expand into many new markets across North America and internationally.

We will continue investing in Alberta and the Calgary tech ecosystem. Alberta is one of the fastest-growing provinces in Canada, which comes with a number of big upsides. It boasts a wealth of talent, both homegrown but also transplants from cities like Toronto and Vancouver. The province has also made a concerted effort to diversify its economy and is making a substantial investment in innovation and technology. As a result, access to capital has skyrocketed.

Alberta Enterprise and **iNovia** obviously play a central role in shaping the province's ecosystem and enabling its entrepreneurs. They've been exceptional partners in Tugboat Logic's success. Beyond that, they're opening doors for many Alberta-based businesses and the economy is better for it.

iNovia has been a valued business partner in helping us scale our growth. During the depths of the pandemic last year, the iNovia team provided invaluable experience, mentorship and tools to help us understand the macroeconomic impact on our business. They advised us on how to take proactive steps to mitigate the headwinds to ensure our survival and growth.

Alberta has long had a reputation as an underdog in Canada's tech sector. Now, thanks to investment in technology and innovation, Alberta has established a strong international reputation: with thriving start-up ecosystems in Calgary and Edmonton, and the talent to support them. As of this year, the province has more than 2,500 tech companies, nearly half of which have achieved profitability. Tugboat Logic is proud to be part of this promising group of businesses that are defying expectations abroad.

Ray Kruck

CEO and Founder, Tugboat Logic

PAYSHEPHERD

A “blue collar friendly, white collar savvy” software that our users can’t get enough of. This is PayShepherd: a software solution created to serve the unique needs of industrial facilities.

PayShepherd makes the contracted services billing process more transparent and accurate – by standardizing the billing system and identifying anomalies in real time. The software gives financial teams a way to improve the bottom line, while allowing busy operations teams to spend more time focusing on safety, quality and schedule. The level of transparency fosters greater trust between facilities and their contractors. This optimizes communication and ensures contractors realize faster payment turnaround and reliable cash flow.

PayShepherd’s founding team has deep roots in the industry and extensive domain knowledge. In fact, the majority of us are most natural in steel toes and hard hats. As entrepreneurs behind an Alberta-based company, we also have special connection to the province.

For Jenn, it’s the pride of growing a business ‘here at home’, Alberta’s thriving entrepreneurial spirit, and the opportunity to hire many of the hardworking individuals we’ve met along the way.

For Wes (a naturalized Albertan from Montreal), it is Alberta’s strong resource sector, and an entrepreneurial belief that reward awaits those willing to take a big swing on an idea they believe in.

For Johan, it is the opportunity to create and grow a product that is a natural fit in a province that is Canada’s industrial heartland.



Over the next 12 months, PayShepherd will land and expand in pulp and paper. From there we will move strategically into other heavy process industries such as mining, steel mills, power plants, oil & gas and ship building. The part that excites us the most about PayShepherd is our unique ability to leverage insights into the payment process. As we grow, we see a future where PayShepherd can start to fund some of the transactions going through PayShepherd.

We are incredibly grateful for the ongoing support we have received from **Accelerate Fund III**. Pre-investment, we appreciated their clean and predictable process. As the interest and engagement grew, the fit became palpable. We were excited to be introduced to a variety of stakeholders on their team. Following their investment, Accelerate Fund III helped introduce us to talent and prospective customers. We have benefited from the clear expectations and flexibility displayed by their entire team. Their meaningful engagement has fostered trust and confidence, which are both vital pillars of PayShepherd’s culture.

Today, we get a real sense that Alberta’s tech sector is soaring. It’s all thanks to the infrastructure and an ecosystem where there is a genuine ‘pay it forward’ attitude you won’t find anywhere else. If you’ve ever felt the energy in the stadium during a battle of Alberta game, that is what it feels like for seed stage companies right now.

Wesley Sessenwein, Jenn Hunter and Johan Lee
Co-Founders, PayShepherd

DEAL FLOW STUDY

The Alberta tech and Venture Capital industry has demonstrated a sustained trajectory of growth and maturation over the last two years, highlighted by record-breaking Venture Capital investment.

While deal flow is a key indicator of a thriving technology ecosystem, it is difficult to track as there is often limited data available. To bridge this knowledge gap, and to provide deeper insight into the deal flow landscape in Alberta, Alberta Enterprise commissioned a Deal Flow Study to build upon our 2012, 2016 and 2018 reports. The study offers invaluable insights on the participants, types of companies, funding, founder makeup and more.

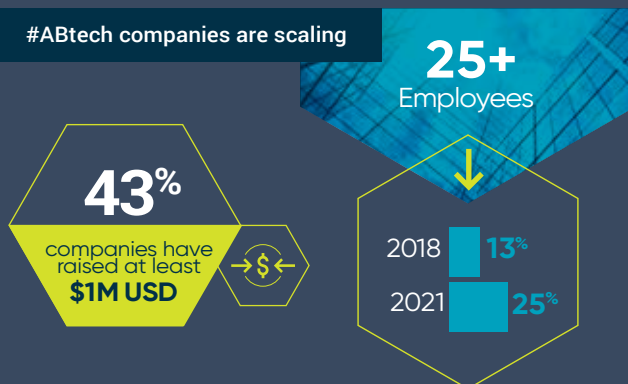
The Alberta technology industry is showing exciting signs of maturity with **almost 40% of Alberta tech companies exceeding annual revenues of \$1M, a 165% increase since 2018!** Alberta tech startups are also more likely than ever to receive funding with over 57% having undergone one or more rounds of fundraising and **43% having raised at least US\$1 million to date.** Over the last two years, the number of **companies with 25 or more employees has grown to 25 per cent** – a 12% increase.

The makeup of Alberta deal flow could be surprising to some, as **67% of Alberta companies are developing a software solution.** Companies are also integrating digital technologies like **Artificial Intelligence and Machine Learning (36%)** and **big data (27%)** into their products and services. These are encouraging figures, likely attributable to Alberta's notable strength in this area, including Reinforcement Learning.

The study also shows we are building an inclusive tech community. Female participation in Alberta's technology companies is staying strong with the proportion of **female tech founders remaining at almost 30%**, a trend consistent with the 2018 study. Alberta's female participation at the founder and co-founder level leads globally when compared to Crunchbase's 2020 report which found that 20% of global startups were female founded.⁶ **50% of startups have at least one founder who identifies as a visible minority.**

Thank you to all the contributors, partners and organizations who not only made this study possible but work tirelessly day in and day out to improve the startup and Venture Capital ecosystem in Alberta. We hope the findings are valuable in your endeavours and help your organizations continue to support, fund and scale promising technology companies.

#ABtech companies are scaling



#ABtech founders are almost 30% women

Founder profile

Average founder age is 43

27% have at least one female founder

50% have at least one founder of visible minority.



⁶ Crunchbase EoY 2019: Funding to Female Founders, Crunchbase, January 21, 2020.

DEFYING EXPECTATIONS. ON PURPOSE.

Venture Capital Investment into Alberta Technology Companies Doubles in 2020

Alberta’s technology sector provided some much needed good news, in a year where the province was beset by a global pandemic and economic volatility.

According to the Canadian Venture Capital and Private Equity Association's Year in Review, it was a period of unprecedented growth.

In 2020, Alberta reported \$455M in Venture Capital investment, spread across 51 deals – a 100 per cent increase in VC investment compared to 2019. Alberta was one of few provinces to outperform past years of Venture Capital investment across all metrics.

These findings are even more impressive when measured against the rest of the country, where total VC deal volume contracted by 29% nationally.

Metric	2020	2019	Year over Year Growth
Total VC Investment in Alberta	\$455 Million	\$227 Million	100%
Number of Deals	51	39	31%
Average Deal Size	\$8.9 Million	\$5.8 Million	53%

The study reveals that Alberta Enterprise is playing a pivotal role in creating access to venture capital. More than half⁷ of the record-setting investments involved funds in which Alberta Enterprise is an investor.

⁷ Investments which included Alberta Enterprise funds, divided by total VC investments into Alberta.

MANAGEMENT'S DISCUSSION AND ANALYSIS

Alberta Enterprise's operations focus on two key areas:

1. Investment as a Limited Partner in technology Venture Capital funds that finance early-stage, knowledge-based companies.
2. Targeted initiatives to develop the Venture Capital ecosystem and improve the networks connecting entrepreneurs, experienced management, and investors.

As outlined in the coming sections, we utilize a number of strategies to achieve our intermediate and ultimate outcomes. Each outcome has multiple strategies tied to achieving a specific outcome. Alberta Enterprise has developed Key Performance Indicators to measure our progress in achieving our mandate.

Covid-19

At the time of writing this Annual Report, Covid-19 restrictions were still very much in effect. The long-term impacts on the portfolio remain to be seen. Alberta Enterprise will continue to monitor the situation and review our investment and industry development strategies. Our goal is to ensure we are in the best position to address these developments, while meeting our mission and mandate.

Operational Overview:

INVESTMENTS

Alberta Enterprise was established to build a local Venture Capital industry capable of providing the capital needed to support the growth and success of knowledge-based companies in Alberta. To achieve this, Alberta Enterprise invests as a Limited Partner in technology Venture Capital funds that have, or will establish, **a presence** in the province, staffed with a senior level investment professional.

By investing together with other Limited Partners in VC funds that finance early-stage, technology startups in Alberta we create access to a much larger pool of capital, while also creating access to external markets and the expert resources of these funds.

Creating a portfolio that matches capital to Alberta deal flow across various sectors and stages is a core element of our fund investment strategy. With this in mind we have targeted three types of funds for investment:

- North American funds currently headquartered outside Alberta.
- Funds that are local to Alberta.
- Fit-to-purpose funds that fill key gaps.

Funds that bring outside expertise: A key strategy behind Alberta Enterprise's fund approach is to pull VCs from outside Alberta so that we can leverage their industry and network of experts. It is important to attract established fund managers with startup experience, industry connections and networks – because beyond money, this is what Alberta startups lack.

Alberta-based funds that increase internal knowledge: Equally important is the need to grow and develop Alberta-based funds. Alberta Enterprise has supported locally-based funds, and we are developing home-grown VC talent through the local representatives of the funds headquartered outside Alberta. We continually meet with new locally-based teams, knowing that it takes time to build a strong Alberta VC fund presence.

Fit-to-purpose funds that fill key gaps: It is imperative that Alberta Enterprise invests in funds that complement the available deal flow in the province. In 2020/21, Alberta Enterprise conducted a Deal Flow Study which showed a large portion of the technology companies in Alberta are early stage. It is therefore vital to continue focusing on this earliest stage of investments. As a result, we have created the angel co-investment Accelerate Funds.



Our strategy is to ensure that funds representing each investment objective are integrated, so that each type can syndicate deals and leverage the networks of the other types. For example, we are encouraging VCs from out-of-province to co-operate with local investors to take advantage of the local deal flow networks – allowing local investors to benefit from the global networks that external VCs bring. **It is all about networks, relationships and who Alberta entrepreneurs can leverage to compete globally.**

Alberta Enterprise utilizes a number of investment strategies to achieve our intermediate and ultimate outcomes. Below is an illustration of our strategies and outcomes.

AEC Investment Strategies

Create a portfolio that provides multi-sector and multi-stage matching capital to Alberta dealflow

Invest in VCs that establish an Alberta focus and presence and bring key investments skills to Alberta

Attract new VCs to Alberta

Reinvest in high performing existing funds

Find and champion fund solutions that address critical gaps

Help build local Alberta-based funds and managers

Steward capital responsibility by generating returns on our investments and bring an engaged LP

Intermediate Outcomes

Increased access to smart venture capital for Alberta companies

Stimulated investment in Alberta knowledge-based industries

A stronger Alberta VC and technology ecosystem profile in the province and beyond

Attraction of private / out of province capital to the Alberta startup ecosystem

Ultimate Outcomes

A thriving and self-sustaining VC industry in Alberta

Return to the Province its initial investment in capital plus an appropriate rate of return

Goals and Outcomes: Investments

Intermediate

Outcomes

Increased access to smart Venture Capital for Alberta companies



Results and Discussion

Strategies tied to this outcome include

1. Create a portfolio that provides multisector and multi-stage matching capital to Alberta dealflow.
2. Invest in VCs that establish (or maintain) an Alberta focus and presence, and bring key investments skills to Alberta.
3. Attract new VCs to Alberta.
4. Re-invest in existing, high performing funds.
5. Find and champion fund solutions that address critical gaps.
6. Help build local Alberta-based funds and managers.

To measure this outcome Alberta Enterprise reviews a number of factors, including how many fund commitments have been made during the year, and how many Alberta investment professionals are linked to our funds. Actual investment into Alberta companies is also a strong indicator, which will be discussed in the next section.

Alberta Enterprise has committed \$231 million for investment into 21 funds⁸, including the three angel co-investment funds: Accelerate I, II and III. This can be compared to 2019/20 when we had committed \$188 million into 19 funds. During this fiscal year we **added three new funds to the portfolio, Accelerate Fund III, Inovia Growth Fund II and Builders II**. One fund, Rio, was dissolved. Two additional fund investments were approved by the Board, however the funds had not been legally finalized by year end. Through the addition and approval of these funds, Alberta Enterprise executed on the planned strategies noted above, and we met our 2020/21 target of adding 3-4 new funds to the portfolio.

We have added new funds to the portfolio however, an important part of investing with new fund teams is the in-person due diligence, which was not possible this year due to Covid-19. We have therefore not been able to execute on our strategy to attract brand new VC teams to Alberta, rather, we have focused on re-investing in existing high performing funds, as well as filling the early-stage gap by investing in Accelerate Fund III. We are currently in due diligence with several new fund teams which we aim to attract to Alberta in the coming fiscal year. During this fiscal year we approved an investment into one Alberta-based fund, however this investment has not been finalized due to circumstances outside our control.

⁸ Number of funds legally operating, and total committed capital into these funds in CAD as of March 31, 2021

Intermediate Outcomes

Increased access to smart Venture Capital for Alberta companies (cont'd)

Results and Discussion

Our investments have activated 25 venture investment professionals⁹ operating in the province of Alberta, including the Alberta representatives named in our agreements and other associated investment professionals. In addition to these Alberta-based professionals, there is a network of more than 60 senior investment professionals in our funds that work with the Alberta representatives to identify, assess and invest in startups. The number of investment professionals in Alberta directly linked to our funds increased by a net of two persons over the year. We saw two departures and four new additions, with three of these directly linked to new investments during this fiscal year.

Through our funds, Alberta knowledge-based companies have had access to over \$2.69 billion in Venture Capital, leveraging up our capital by a factor of 11.7:1.¹⁰ This can be compared to 2019/20 when our funds had created access to \$2 billion with a leverage ratio of 10.7:1. The variance is related to the addition of the new funds during this fiscal year.

Stimulated investment in Alberta knowledge-based industries

Strategies tied to this outcome include

1. Create a portfolio that provides multisector and multi-stage matching capital to Alberta deal flow
2. Invest in VCs that establish (or maintain) an AB focus and presence and bring key investments skills to Alberta.
3. Attract new VCs to Alberta.
4. Re-invest in high performing existing funds.
5. Find and champion fund solutions that address critical gaps.
6. Help build local Alberta-based funds and managers.

To measure this outcome Alberta Enterprise reviews a number of factors, including the total number of Alberta companies that have received investments from our funds, dollars invested into Alberta companies, and the ratio of investments into Alberta companies compared to capital invested by Alberta Enterprise into funds.

⁹ The total # of senior investment professionals operating within AB that work directly for the funds in Alberta Enterprise's portfolio.

¹⁰ Total access to capital is calculated using the total fund size of all Alberta Enterprise's funds (in CAD), excluding capital that cannot be invested in Canada. Alberta Enterprise's leverage is calculated by dividing the total access to capital by Alberta Enterprise's fund commitments as of March 31, 2021.

Intermediate Outcomes

Stimulated investment in Alberta knowledge-based industries (cont'd)



Results and Discussion

As of March 31, our funds and their syndicate partners have invested more than \$703 million into 55 Alberta technology companies.¹¹ This can be compared to \$563 million into 50 companies as of March 2020. That represents an increase of \$139 million which is the largest one year increase since we started measuring in 2013. We significantly exceeded the 2020/21 target of \$532 million set by the Ministry of Economic Development, Trade and Tourism.¹² Contributing factors to the increase include a larger number of funds in our portfolio actively investing, the launch of Accelerate Fund III, and our portfolio companies maturing, resulting in larger financing rounds.

2020 was a record year for VC investments into Alberta. According to the Canadian Venture Capital and Private Equity Association (CVCA), \$455 million was invested into 51 Alberta companies. This was a 100% increase compared to 2019 when Alberta companies raised \$227 million. Alberta Enterprise's funds were directly linked to 50% of the invested capital. The increase can be explained by enhanced access to capital via Alberta Enterprise funds, an increase in the number of technology companies in Alberta, companies raising larger rounds of financing, and growing awareness of Alberta's startup investment landscape.

Every \$1 invested by Alberta Enterprise in funds (including fees) has generated more than \$4.50 of investments into Alberta companies.¹³ This is up slightly from last year when the corresponding investment into Alberta companies was \$4. The increase is indicating Alberta Enterprise has achieved a higher efficiency with our capital compared to last year.

¹¹ Measured as number of Alberta based companies (at the time of investment) in our portfolio and investments made into these companies by our funds and any syndicate partners. Syndicate dollar amounts raised prior to Alberta Enterprises' fund initial investment in the company or after our fund exited the company are not included.
¹² Ministry Business Plan 2020-23 Economic Development, Trade and Tourism page 45.
¹³ Total capital invested into Alberta companies by Alberta Enterprises Funds and syndicate partners, divided by total capital called by Alberta Enterprises fund (including fees) results in a ratio of 4.5:1.

Intermediate Outcomes

A stronger Alberta VC and technology ecosystem profile in the province and beyond.

Attraction of private / out of province capital to the AB startup ecosystem

Results and Discussion

Strategies tied to these outcomes include

1. Invest in VCs that establish (or maintain) an AB focus and presence.
2. Attract new VCs to Alberta.

To measure these outcomes Alberta Enterprise reviews a number of factors, including total private syndicate capital attracted to Alberta companies by Alberta Enterprise funds.

In total, Alberta Enterprise has attracted 9 VC General Partners from outside Alberta or Canada. By attracting VC funds to Alberta, we bring new expertise to the province and connect Alberta entrepreneurs to new markets and opportunities. This number remains unchanged from 2019/20. As noted previously, due to Covid-19 we have focused on investing in GPs that we have a prior relationship with, however we are currently in due diligence with several fund teams which we aim to attract to Alberta in the coming fiscal year.

Our VCs and the Accelerate Fund have attracted more than \$565 million of syndicate investments into Alberta technology companies. This shows that Alberta companies not only have access to the capital of the VC funds in our portfolio, but that our funds are also helping Alberta companies to access a significant amount of outside capital. This can be compared to March 31, 2020 when there was \$432 million of syndicate capital attracted. Contributing factors to the increase include a larger number of funds in our portfolio actively investing, the launch of Accelerate Fund III, and our portfolio companies maturing, resulting in larger financing rounds.



Ultimate
Outcomes

A thriving and self-sustaining VC industry in Alberta.



Results and Discussion

Strategies tied to this outcome include

- 1. Invest in VCs that establish (or maintain) an AB focus and presence.
- 2. Attract new VCs to Alberta.
- 3. Help build local Alberta-based funds

To build a sustainable VC industry in Alberta will require patience and ongoing investments from Alberta Enterprise. We have been investing in VC funds since 2010. A typical VC fund has a life of 10 to 13 years. As such, it is still too early to predict the full impact of Alberta Enterprise's activities, but as detailed above, over our investment period we have achieved excellent results. Building a self-sustainable VC industry can however take decades. The fact that Alberta Enterprise's funds are directly linked to 50% of Venture Capital investments in the province means Alberta technology companies are still highly reliant on our capital.

In addition to measures discussed previously, to assess this outcome, Alberta Enterprise reviews a number of factors, including total number of employees¹⁴ in Alberta Enterprise's portfolio companies.

As of March 31, 2021 Alberta Enterprise's portfolio companies have more than 1,900 direct employees, compared to 1,600 last year. The increase of employees is both a function of new companies in our portfolio, as well as an increase in the number of employees in existing companies.

Return to the Province its initial investment capital plus an appropriate rate of return.



The investment capital from the Government of Alberta is a financial investment, not a cost. We expect to return the Province's investment capital, plus an appropriate return on this investment, in a timeframe consistent with the life of a VC fund (approximately 10-13 years per each individual fund).

Strategies tied to this outcome include stewarding the capital responsibly by preserving the capital on our investments and being an engaged LP.

To measure this outcome Alberta Enterprise reviews a number of factors, including Total Value to Paid In capital (TVPI).¹⁵ TVPI is an important measure for assessing our ability to deliver financial results compared to the cost of the investments. A TVPI of >1 means the value of the investments plus distributions exceed the combined cost of the investments and management fees.

¹⁴ The number of Alberta-based employees directly employed by Alberta Enterprise portfolio companies as of March 31, 2021. Employees of exited companies are not updated post exit.

¹⁵ Total Value to Paid In capital (TVPI) is measured by equity value for portfolio funds plus distributions received, divided by total capital called by the funds (for investments and fees).

Ultimate Outcomes

Return to the Province its initial investment capital plus an appropriate rate of return.
(cont'd)

Results and Discussion

As of March 31, 2021 every \$1 invested by Alberta Enterprise is worth \$1.31 (a TVPI of 1.31), which is a significant increase from the March 2020 TVPI of 1.12. Our early investments are now maturing and are providing a higher return of capital and realized gains. This is also visible in the fact we have achieved our best net investment income to date. It should be noted the TVPI for the portfolio will be affected by the addition of new funds. Due to the nature of venture investing and accounting practices for these investments, our funds are likely to show a loss during the first half of their life. These losses normally reverse as the funds mature and as unrealized and realized gains increase over time. Therefore, as we plan to add several new funds, we are likely to see a dip in the total TVPI next year. The financial return to the province on our initial investment will not fully be known until all our funds mature.

In 2020/21 our portfolio was affected by the continued challenges in the resource industry. This led to some realized losses in the portfolio related to funds focused on energy technology. In particular, we made a realized loss adjustment due to prolonged impairment for part of our investment in 32 Degrees. The fund has already distributed more than \$7 million, representing a Distributed to Paid In capital ratio of 0.72, meaning the fund has returned 72% of the capital we have invested. The remaining assets in this fund have not been written off, and we may still recover some of the value beyond the \$7 million we have received back to date.

Our VCs have distributed \$63.6 million back to Alberta Enterprise, an increase of \$19.6 million since March 2020. This represents a return of more than 1/3 of our invested capital. The increase is the result of our more mature funds capitalizing on their investments.

During the year we closely monitored, supported, and reported on our existing investments, encouraging best practices in governance and transparency among the funds in our portfolio to maximize the probability of delivering Alberta benefits and financial returns.

VENTURING ALONGSIDE US – OUR VC PARTNERS.

Throughout the year, Alberta Enterprise's investment team continued to monitor and report on the Corporation's limited partnership investments. These include:¹⁶

32 Degrees Diversified Energy Fund II (Services & Technology Co-Invest) – focused on energy technology, with initial investments targeting Series A stage companies.

Accelerate Funds I, II, and III¹⁷ – angel co-investment funds targeting Alberta technology companies, with initial investments focused on seed and early stage companies.

Avrio Ventures II and New Acres Capital – focused on innovative food and agriculture companies, with initial investments targeting Series A and beyond stage companies.

Azure Capital Partners III – focused on the information technology sector, with initial investments targeting post-seed stage companies as well as Series A and beyond.

Azure Opportunities Fund – focused on ICT companies operating in the seed and early stages leading up to Series A.

Builders VC Fund I and Fund II¹⁷ – focuses on Series A and later stage investments in industrial innovation.

Chrysalix Energy III – focused on the clean and energy technology sectors, with initial investments targeting Series A stage companies.

EnerTech Capital Partners IV – focused on the energy and clean technology sectors, with initial investments targeting Series A stage companies.

iNovia Funds 2011 and 2018 – focused on the information technology sector, with initial investments targeting seed and Series A stage companies.

Inovia Growth Fund II¹⁷ – focused on growth stage software platforms that transform industries and push technology frontiers.

McRock iFund and Fund II – focused on the Industrial Internet of Things, with initial investments targeting Series A stage companies.

Panache Ventures Investment Fund 2018 – focused on seed stage investments in ICT and other sectors.

Relay Ventures Fund III – focused on mobile technology, with initial investments targeting Series A stage companies.

Yaletown Ventures II – focused on the information and communications technology and clean technology sectors, with initial investments targeting Series A stage companies.

Yaletown Innovation Growth Fund – focused on Series A and later stage investments in companies enhancing sustainability and productivity for industrial and enterprise customers.



¹⁶ An additional investment was made in RIO Fund I, however this fund has subsequently been dissolved.

¹⁷ New fund as of 2020/21.

Operational Overview:

INDUSTRY DEVELOPMENT

The key to developing a self-sustaining Alberta-based VC industry is cultivating the industry ecosystem surrounding technology startups, technology investors and related networks. This means bringing together and supporting investors, startups and management talent. We have seen continued revitalization and significant growth in Alberta's technology ecosystem over the past year, and Alberta Enterprise has been at the forefront of this success.

Alberta Enterprise works to fill the gaps in the ecosystem and to create meaningful connections between existing organizations. We have been successful in supporting the creation of industry-driven, grassroots organizations that play a critical role in the technology and VC ecosystems. These groups connect Alberta entrepreneurs, startups, investors and mentors within Alberta and outside the province. Some of our initiatives to support the tech companies and the industry ecosystem include:

1. Sponsorships: Supporting the growth of the tech ecosystem through supporting ecosystem organizations

Alberta Enterprise relies on building strong relationships and partnerships to ensure that the technology sector grows both in terms of the quality and number of tech companies. This strong deal flow ensures continued investor interest and activity in Alberta, stimulating further growth.

2. Collecting Data & Gaining Insights: Understanding the Ecosystem in Alberta

One of Alberta Enterprise's core objectives is to collect and share accurate data on the tech ecosystem in Alberta. This is facilitated through our various data resources and our strong, relationship-based network of investors, entrepreneurs and supporting organizations. Our network includes the A100, San Francisco-based C100, the Canadian Venture Capital Association (CVCA), the Venture Capital Association of Alberta (VCAA), the Valhalla Angels and Sprout Fund, PwC Canada's MoneyTree Report, the Trade Commission Service offices in San Francisco and Palo Alto, the various Government of Alberta divisions, Alberta tech ecosystem service providers, the hundreds of tech founders we interact with each year (both within and outside of Alberta), and our investor network. These trusted relationships allow us access to a vast amount of information and data, which we use to support Alberta's tech ecosystem.

Through these data relationships we are able to provide a report which serves as a leading yardstick for measuring the health, growth and composition of the Alberta technology and innovation sector. This is supported by real-time data gathered in partnership with StartAlberta.com. In 2020/21 we conducted our fourth dealflow study with some of the results highlighted earlier in this report.

3. Facilitating discussions between ecosystem stakeholders to identify and address gaps in the VC Ecosystem

As an example, the StartAlberta.com portal was created to better connect startups with investors. Start Alberta's central Deal Flow Directory was created by Alberta Enterprise, the VCAA and the A100 and has since gained traction with more than 1,000 startups and 80 investors active on the platform. The directory fills a void within the Alberta ecosystem, as a free and open-source central dealflow portal that allows entrepreneurs, investors and external stakeholders to connect with each other, find investment opportunities and support.

Data partnerships with global databases Crunchbase and Pitchbook also serve to increase Alberta startup exposure to investors worldwide. The collective reach of these platforms exceeds 60 million people – with further data partnerships to be added.

These are only a few of the strategies Alberta Enterprise utilizes to achieve our intermediate and ultimate outcomes for industry development. Below is a more comprehensive illustration of our strategies and outcomes.

AEC Strategies

Lead / support events that increase the connectivity between entrepreneurs and investors

Lead / support initiatives that raise Alberta's tech ecosystem profile and increase startup quality

Lead / support initiatives that connect Alberta's entrepreneurs and ecosystem to other ecosystems

Facilitate discussions between ecosystem stakeholders to identify and address gaps

Collect and share data on the tech ecosystem to enable data backed decision making and identify gaps in the technology ecosystem

⇒ Intermediate Outcomes

A highly connected ecosystem

Greater access to relevant resources for tech companies

A stronger and more knowledgeable / engaged local Alberta VC community

A stronger Alberta VC and technology ecosystem profile in the province and beyond

⇒ Ultimate Outcomes

A thriving and self-sustaining VC industry in Alberta

Goals and Outcomes: Industry Development

Intermediate

Outcomes

A highly connected ecosystem



Results and Discussion

Strategies tied to this outcome include

1. Lead and support events that increase the connectivity between entrepreneurs and investors.
2. Facilitate discussions between ecosystem stakeholders to identify and address gaps.

To measure this outcome Alberta Enterprise reviews a number of factors, including the number of startup and investor profiles created on StartAlberta.com.

During 2020/21 we led and supported events that increased connectivity between entrepreneurs and investors.

- The A100 Associates Speed Networking: New this year, the A100 now engages even more entrepreneurs of scaling companies through the A100 Associates Program. Alberta Enterprise supported a virtual speed networking event to bring together up-and-coming entrepreneurs with the A100's network of 100+ established members to collaborate, support and provide mentorship to developing founders.
- Startup Edmonton and Start Calgary Launch Party: We supported the first virtual Startup Calgary Launch Party, and Startup Edmonton Startup Week. Edmonton Startup week saw 90 community hosted events, 11 companies celebrated at Launch Party 11, and cumulative attendance of over 5,000 people across the week. Alberta Enterprise co-hosted a virtual Founders and Funders event which brought together over 100 attendees and featured Alberta Enterprise portfolio funds and companies.
- Postponed Events: Though the pandemic postponed key ecosystem events such as Banff Venture Forum (BVF) and AccelerateAB, the importance and significance of these events in creating connectivity between entrepreneurs and investors in the province continues to grow.

Intermediate Outcomes

A highly connected ecosystem (cont'd)

Results and Discussion

During 2021/21 we facilitated discussions between ecosystem stakeholders to identify and address gaps:

A key gap which we identified was the lack of a reliable public data source on tech startups and investment raises for the ecosystem to use. The Start Alberta Deal Flow Platform was created to provide the most robust database for Alberta’s startup ecosystem. To grow support for this initiative, Alberta Enterprise engaged a consortium of ecosystem stakeholders to collaborate as members of the Start Alberta Task Force, where requirements for the future platform were gathered, and a strategy was developed to address gaps long-term.

Since last year, the number of startups active on StartAlberta.com has grown by more than 443 companies, and the number of investors active on the portal has grown by 33 investors. The increase can be attributed to a heightened profile in the community for StartAlberta; our efforts to build consensus among service providers in the ecosystem that this is the “go-to” platform for deal flow; and finally, our efforts to market the platform at all events we have sponsored through the year.

Greater access to relevant resources for tech companies



Strategies tied to this outcome include

- 1. Lead and support initiatives that raise AB’s tech ecosystem profile and increase startup quality.
- 2. Collect and share data on the tech ecosystem to enable data backed decision making and identify gaps in the technology ecosystem.

To measure this outcome Alberta Enterprise reviews a number of factors, including how many fund commitments we have made during the year and how many Alberta investment professionals are linked to our funds. These measures have been discussed in previous sections.

During 2021/22 we have led and supported initiatives that raised the Alberta tech ecosystem profile and increased startup quality:

- Platform Calgary Resident Partner Participation: New this year, Alberta Enterprise has become a Platform Resident Partner and the Director of Industry Development has been recruited to serve as a Pillar Team Member. Alberta Enterprise has been consulted to share insights, contribute to the future vision of the Platform Innovation Center, and solidify the value proposition to entrepreneurs, investors, and the community for this exciting landmark space.

Intermediate Outcomes

Greater access to relevant resources for tech companies (cont'd)

Results and Discussion

- **The Rainforest:** The Rainforest is an Alberta-wide grassroots endeavour which provides a powerful framework to create a culture of trust and support in Alberta's tech community; developing the foundation for high-quality startup creation. Alberta Enterprise is an active member of the Rainforest YEG Steering Committee, a host of Lunch Without Lunch (LWOL) and sponsor of the Rainforest Summits and initiatives. Due to covid, the Rainforest Edmonton summit did not take place this year.
- **Startup Edmonton and Startup Calgary Launch Parties:** Alberta Enterprise is an ongoing sponsor of both organizations' Launch Party events. These organizations provide critical networking and education for local tech entrepreneurs as well as programming to bring together the startup community.

During 2021/22 we have collected and shared data on the tech ecosystem to enable data backed decision making and identify gaps in the technology ecosystem. A major undertaking this year was the 2021 Deal Flow Study, which is meant to collect and share data on the tech ecosystem. Building off the Deal Flow Studies completed in 2012 and 2016, in 2018, Alberta Enterprise expanded the scope of the survey portion of the study, to uncover more insight into the changes to the Alberta tech ecosystem and the tech startups active across varying industries and sectors. Compelling insights have provided clarity around the unique spectrum of innovative tech startups in our province; the challenges they experience, the funding they raise and the stage they occupy – from ideation to exit.

Additional data collection activities included our efforts to grow the Start Alberta Deal Flow Platform. The Start Alberta Deal Flow Platform is well-positioned to be the underlying data hub for all of Alberta's tech industry. Following a robust RFQ process, a software vendor has been selected to deliver on the next iteration of Start Alberta as a rich data hub for the Alberta tech and VC industry data. Start Alberta will provide high quality, up to date information on the Alberta technology ecosystem for public and private entities that need this data for planning and policy development. Through coordination of a consortium of service providers, Start Alberta provides an open-source deal flow platform which expands access to and coordination of the tech ecosystem for entrepreneurs, investors, service providers, and government to best inform and fulfill their strategies. This valuable data collected on tech startups and venture capital investment deals will allow for even more sophisticated benchmarking of the Alberta venture capital and tech industry growth. International data partnerships forged with global databases such as Crunchbase, Pitchbook and now Dealroom allow Alberta startups to gain exposure to over 60 million global monthly users.

Intermediate Outcomes

A stronger and more knowledgeable/engaged local Alberta VC community



Results and Discussion

Strategies tied to this outcome include

- Lead and support events that increase the connectivity between entrepreneurs and investors.
- Lead and support initiatives that connect Alberta's entrepreneurs and ecosystem to other ecosystems.
- Collect and share data on the tech ecosystem to enable data backed decision making and identify gaps in the technology ecosystem.

To measure this outcome Alberta Enterprise reviews a number of factors, including how many Alberta investment professionals are linked to our funds. This measure has been discussed in previous sections.

During 2020/21 we lead and supported events that increased the connectivity between entrepreneurs and investors:

- The Startup TNT Investor Summit: The Startup TNT Investor Summit provides the opportunity for prospective angel investors to develop a more sophisticated investment skillset, whilst giving early-stage startups across Alberta the opportunity to pitch for over \$150,000. Alberta Enterprise has been a sponsor of Startup TNT since its very beginnings and ensured access to our portfolio of early-stage VCs. Though covid halted in-person events, the Investor Summit expanded to a new cross-Alberta model, and Alberta Enterprise sponsored virtual Investment Summits in both Calgary and Edmonton.
- The Venture Capital Association of Alberta (VCAA): The VCAA is instrumental in connecting VC investors, providing education, and advocating on behalf of the VC industry. Despite not hosting the annual VCAA Stampede Event or Conference and Ski Day event this year due to covid, Alberta Enterprise sponsored several successful virtual educational events this past year to bring together VCs from Alberta, the rest of Canada, and the US, along with local Private Equity (PE) investors, angels, and advisors.

During 2020/21 we led and supported initiatives that connected Alberta's entrepreneurs and ecosystem to other ecosystems, including the Start Alberta Tech Awards. Alberta Enterprise was the lead organizer and sponsor of the Start Alberta Tech Awards. These awards recognize both individuals and organizations for their contributions to Alberta's innovation ecosystem and those making a significant impact on the province's tech sector. In collaboration with ecosystem partners, Alberta Enterprise coordinated the transition to a virtual ceremony and networking which engaged over 350 attendees and attracted national sponsors TSX and BDC Capital. Start Alberta Tech Award winners were given additional exposure nationally through the opportunity to open the TSX.

Intermediate Outcomes

A stronger and more knowledgeable/engaged local Alberta VC community (cont'd)

Results and Discussion

During 2020/21 we collected and shared data on the tech ecosystem to enable data backed decision making and identify gaps in the technology ecosystem. Alberta Enterprise undertook The Access to Private Capital Study to better understand the value and breakdown of total private capital accessible to tech startups, including quantifying investor wealth and preferences across stages and sectors in Alberta. Insights gleaned from this Study have provided key learnings which will inform Alberta Enterprise's investment focus and industry development priorities and activities within the Alberta tech ecosystem, as well as build upon learnings uncovered from the Alberta Enterprise Technology Deal Flow Studies.

A stronger Alberta VC and technology ecosystem profile in the province and beyond



Strategies tied to this outcome include

1. Lead and support initiatives that raise AB's tech ecosystem profile and increase startup quality.
2. Lead and support initiatives that connect Alberta's entrepreneurs and ecosystem to other ecosystems.
3. Facilitate discussions between ecosystem stakeholders to identify and address gaps.

During 2020/21 we led and supported initiatives that raised AB's tech ecosystem profile and increased startup quality:

- CVCA Invest Canada Conference: Canada's premier event for venture capital and private equity investors and stakeholders, the event provides a rare opportunity for private equity and venture capital leaders to connect and collaborate. Through Alberta Enterprise sponsorship passes we enabled the virtual participation of up-and-coming Alberta fund managers to participate in critical professional development, and further develop their Canadian VC networks – benefits they bring back to Alberta startups. We broadened our national profile through sponsoring the conference's keynote session with Bill Browder (author of Red Notice), as well as through full Alberta Enterprise Board and Management virtual attendance. The content session sponsored by Alberta Enterprise and with an introduction and Question and Answer session by Alberta Enterprise President and CEO Kristina Williams was the best-attended session of the conference, ensuring exposure to hundreds of global investors.

Intermediate Outcomes

A stronger Alberta VC and technology ecosystem profile in the province and beyond (cont'd)

Results and Discussion

During 2020/21 we led and supported initiatives that connected Alberta's entrepreneurs and ecosystem to other ecosystems:

- The C100 Fellows Program: Alberta Enterprise was active in nominating Alberta companies to participate in the new C100 Fellows program, which benefits Canadian entrepreneurs through connecting them to a pre-eminent network of Canadian ex-pats in Silicon Valley. Two Alberta startups, Neo Financial and Athennian, were selected to join the prestigious 2021 C100 cohort.
- Accelerator Attraction: Alberta Enterprise leveraged both national and international ecosystem connections with globally recognized accelerator programs to ensure Alberta startups get the best possible access to industry and stage-specific mentorship, networks, and curriculum. Alberta Enterprise connected accelerators such as Alchemist, Thrive and REACH Canada to investors, ecosystem contacts, and funding resources in the Alberta ecosystem.

During 2020/21 we facilitated discussions between ecosystem stakeholders to identify and address gaps:

- Venture Capital Industry Insight: Alberta Enterprise provided subject matter expertise to municipal organizations including Calgary Economic Development (CED) Opportunities Calgary Investment Fund (OCIF), as well as to Innovate Edmonton around equity funding gaps which exist in the province, and the role that seed-stage funds can play in filling these gaps to accelerate ecosystem growth.

Ultimate Outcomes

A thriving and self-sustaining VC industry in Alberta.



Results and Discussion

Strategies tied this outcome include

1. Lead and support events that increase the connectivity between entrepreneurs and investors.
2. Lead and support initiatives that connect Alberta's entrepreneurs and ecosystem to other ecosystems.
3. Collect and share data on the tech ecosystem to enable data-backed decision making and identify gaps in the technology ecosystem.

To measure this outcome Alberta Enterprise reviews a number of factors, including total number of employees in Alberta Enterprise's portfolio companies. This measure and the other strategies tied to this outcome has been discussed in previous sections.

Alberta Enterprise works to fill the gaps in the ecosystem and to create links between existing organizations. With a relatively small amount of capital, Alberta Enterprise can effectively and efficiently enhance the Alberta innovation investment ecosystem. Our approach is highly collaborative. Rather than building a large team within Alberta Enterprise, we take a lean partnership approach, working with many public and private organizations to fulfill our mandate. This collaborative approach allows our organization to have a very broad reach, delivering outcomes far beyond the capacity of our small team, all while keeping operating costs very low. The key to our success is the engagement of VC's, strategic investors, entrepreneurs, and mentors by leveraging our investment capital.

While Alberta's tech sector is still considered in its early stages of development, the data shows it is maturing significantly. Over the last decade the VC industry in Alberta has demonstrated encouraging growth, exhibited by record-breaking VC investment in Alberta startups, and bolstered by larger deal sizes. There is more capital available, the technology ecosystem has advanced, and now more than ever there is a collective drive from industry, ecosystem participants and the government toward building the technology industry in the province. The result of this is an increased number of startups and steady VC investment growth in the province, despite a global pandemic.

Operational Overview:

OPERATIONAL BUDGET AND CAPITAL DEPLOYMENT

Operational Budget and Statement of Operations

Alberta Enterprise started the year with an operating budget of \$1.85 million. In July the Government of Alberta announced \$175 million of additional investment capital for Alberta Enterprise. \$75 million was allocated to Alberta Enterprise during the 2020/21 fiscal year, with the remaining capital to be transferred in the coming two years. Due to the increased investment capital, the Alberta Enterprise expense cap was increased to \$2.35 million. The Alberta Enterprise Board of Directors approved an updated operating budget of \$2.27 million in September 2020, however this is not reflected in the financial statement as accounting rules require a comparison to the original budget.

The Statement of Operations shows a revenue of \$75 million, which is the new investment allocation from the Government of Alberta. As this revenue was not planned for at the beginning of the year, it was not included in the budget. In previous fiscal years, the government provided a \$750,000 grant to partially cover our operating expenses. We had budgeted for this amount in 2020/21, however, starting this fiscal year the Government will not provide an operating grant. Instead Alberta Enterprise will draw a management fee from the investment capital to cover operating expenses.

Over the 2020/21 fiscal year, Alberta Enterprise's direct investment expenses were \$90,000, not including overhead in the form of salaries, office or the board. This is significantly below budget, representing a savings of more than 50%. The main drivers for these savings are related to Covid-19, which resulted in halted travel and no in-person attendance at conferences, as well as our ability to flow some of the legal costs to the funds.

During 2020/21 Alberta Enterprise's direct industry development expenses were \$197 million, not including overhead in the form of salaries, office or the board. This is on target to our budget.

For fiscal 2020/21 our operating cost was \$471,726 below the updated budget, compared to last fiscal year when we were \$117,000 below budget. The variance to the budget is mainly due to prudent management of our expenses, one-time savings relating to our fund investments, reduced expenses relating to travel and conferences as a result of Covid-19, and a delay in the timing for hiring new employees.

The net investment income of \$6.6 million is due to a combination of realized investment gains, realized losses relating to prolonged impairment, and operational losses of the Limited Partnerships of which Alberta Enterprise is an investor. Alberta Enterprise records a proportionate share of any realized gains or losses of the Limited Partnerships. This year's net investment income, our best result to date, can be compared to last year's income of \$2.3 million. Our early investments are now maturing and are providing higher realized gains, which is to be expected for the VC asset class.

The total net operating surplus for fiscal 2020/21 was \$73 million, compared to a loss of \$1 million last year. Since our operating costs are self-funded, we normally expect an annual operating deficit, offset by realized gains from our investments, resulting in a total operating surplus (operations and investments). This fiscal year the operating surplus is mainly related to the new investment allocation of \$75 million.

Capital Deployment and Investments

Alberta Enterprise's financial statements show total capital committed for investment of \$231 million¹⁸ (2019/20 – 188 million). Nine of our investments are in US dollars and the total capital committed is therefore impacted by the weaker Canadian dollar as compared to the US dollar. The main variance to last year is the addition of new fund investments.

In fiscal year 2020/21, Alberta Enterprise disbursed \$155 million (2019/20 – \$138 million) to the Limited Partnerships in which we have invested.

In order to meet our remaining commitments, the balance of committed capital is held as cash until such time as it is drawn down upon. Currently the Corporation has \$47 million in cash on hand (2019/20 – 26 million), and another \$100 million in accounts receivable from the Alberta government. The change in cash is a net result of capital disbursed to the funds, distributions received from the funds, and Alberta Enterprises collecting \$25 million of the accounts receivable from the Government of Alberta.

For the fiscal year ended 2020/21 our Partnership investments were valued at \$143 million, which is an increase of \$31 million from fiscal year ended 2019/20. The significant driver of this value growth is related to the increase of fair value of the underlying portfolio.

Changes in value form part of net assets and are not captured as income or losses (i.e. realized) until the investments are sold by the Limited Partnerships.

Any unrealized gains or losses are captured in the Statement of Remeasurement Gains and Losses. In addition to significant realized gains, this fiscal year we had significant unrealized gains amounting to \$25.7 million which can be compared to last year's unrealized losses of \$5.8 million. Last fiscal year we had a number of write downs relating to energy tech investments, while this year we had significant value increases in our software investments through our fund Relay.

The Statement of Operations only captures realized gains for the current fiscal year. To assess the total performance of our fund investments, rather than looking at the results for individual years, it is important to review the total value of paid in capital (TVPI) over time. Our portfolio is currently showing a TVPI of 1.31 (2019/20 – 1.12). A TVPI of >1 means the value of the investment is above the total amount of capital invested, including management fees. Our TVPI for 2020/21 has increased significantly compared to last year. This is a result of our early investments maturing and providing a higher return of capital and realized gains.

The above is consistent with Canadian Public Sector accounting standards for investments in Limited Partnerships in both the Private Equity and Venture Capital industries.

¹⁸ Excludes RIO which has been dissolved.

LESSONS LEARNED AND LOOKING AHEAD

After more than a decade of experience investing in VC funds, there have been many lessons learned along the way; The Canadian VC industry has matured, leading to investment terms being standardized. We have created new investment vehicles to fill gaps. We have adapted investment terms to meet changes in the market, and we continuously update our due diligence process to meet best practices.

During 2020/21 there are a number of lessons learned which are specific for this year. Venture investing requires significant due diligence, of which an important part is in-person visits with the fund team. This year we had to adapt to new circumstances due to Covid-19. We conducted all our due diligence remotely via video. Though we learned how to conduct "site visits" virtually, there still is no 100% substitution from meeting the General Partners face to face. For this reason, we had to focus on investments in existing fund teams. However, an important lesson learned is that a large part of the due diligence can be conducted via video, and we look forward to applying this knowledge moving forward.

Creating access to capital for some sectors, specifically life sciences, has proven challenging. Our requirement for a full-time senior level investment professional to be located in Alberta has resulted in this being a gap in our portfolio. Learning from this experience, the Alberta Enterprise's Board of Directors therefore approved an exemption, allowing a part-time presence for a smaller investment amount for funds where there is a specific area of need.

This year we completed two major studies, both which provided great insights that will help us build our future portfolio. Early-stage capital continues to be a gap, however there is limited data on angel investments. We will work with other organizations, including StartAlberta.com to alleviate this issue.

To build a sustainable VC industry in Alberta will require patience and ongoing investments from Alberta Enterprise. We have been investing in VC funds since 2010. A typical VC fund has a life of 10 to 13 years. As such, it is still too early to predict the full impact of Alberta Enterprise's activities, but as detailed above, over our investment history we have achieved excellent results. However, building a self-sustainable VC industry can take decades.

To achieve this outcome, we need to continue to:

1. Create a VC fund portfolio that provides multi-sector and multi-stage capital aligned with Alberta deal flow.
2. Invest in VCs that establish an Alberta focus and presence, and bring key investment skills to Alberta.
3. Attract new VCs to Alberta.
4. Reinvest in existing high performing funds.
5. Find and champion fund solutions that address critical gaps.
6. Help build local Alberta-based funds and managers.
7. Steward capital responsibly by generating returns on our investments and being an engaged Limited Partner.

There are now more Venture Capital funds active in the province than ever before. The investment ecosystem is starting to flourish. Alberta's Venture Capital performance continues to skyrocket. However, Alberta is still lagging other technology hubs. While Alberta's VC sector has achieved some scale, we are expecting the demand for capital will outpace the supply in the province. With the additional capital allocated to Alberta Enterprise this fiscal year, we are now able to continue the momentum that has been built. Building a Venture Capital industry is a long-term project which requires patience and a continued commitment of capital. We are looking forward to building upon the success that we have already achieved, creating further return on investment for Alberta.

CORPORATE GOVERNANCE STATEMENT

Management of the Company

The business and affairs of the Corporation are managed by or under the direction or supervision of the Board of Directors (the Board). The Board exercises all powers of the company not required to be exercised by the shareholders.

Board of Directors

The Board meets four to eight times per year and as required for strategic planning purposes and to progress specific decisions. The Board is accountable to the shareholder, the Minister of Jobs, Economy and Innovation, in the manner set out in the *Alberta Enterprise Corporation Act*, *Alberta Enterprise Corporation Regulation* and the *Alberta Enterprise Corporation Transfer Agreement*.

The Board establishes strategic policy, guides and monitors the business and affairs of the Corporation on behalf of the shareholder, and is committed to a high standard of corporate governance. Responsibility for the operation and administration of the company is delegated to the President and CEO, who is accountable to the Board. In particular, the Board places emphasis on implementation of Venture Capital best practices, sound administrative systems and procedures, and regulatory compliance.

The directors are appointed by the Lieutenant Governor in Council. A director holds office for a term fixed in the order appointing the director, which term must not exceed three years. Alberta Enterprise's Board of Directors presently includes five external and independent members.

Governance Review

A governance review is undertaken annually, to ensure the effectiveness of governance structures.

Conflict of Interest Policy and Procedures

As outlined in the Alberta Enterprise Code of Conduct and Ethical Standards, a conflict of interest exists when an individual's private interests interfere or conflict with, or appear to interfere or conflict with, the interests of the Corporation. A conflict situation may arise when an employee, officer, or director takes actions or has interests that may make it difficult to perform his or her professional obligations objectively and effectively or when he or she otherwise takes action that is inconsistent with the interests of the Corporation for his or her direct or indirect benefit or for the direct or indirect benefit of a third party. A conflict of interest may also arise when an employee, officer or director, or a member of his or her family, receives improper personal benefits as a result of his or her position in the Corporation, whether received from the Corporation or a third party. Loans to or guarantees of obligations of employees or any of their respective family members are likely to amount to conflicts of interest as are transactions of any kind between the Corporation and any other entity in which an employee, officer or director has a material interest.

Conflicts of interest are prohibited as a matter of corporate policy, except as specifically approved by the Corporation's Board of Directors and in accordance with applicable laws and regulations. It is not always easy to determine whether a conflict of interest exists, so any potential conflicts of interest must be reported immediately to senior management.



FINANCIALS

MANAGEMENT'S RESPONSIBILITY FOR REPORTING

Alberta Enterprise's management is responsible for the preparation, accuracy, objectivity and integrity of the information contained in the annual report, including the financial statements, performance results, and supporting management information. Systems of internal control are designed and maintained to produce reliable information that meets reporting requirements, and to ensure that transactions are properly authorized, reliable financial records are maintained, assets are properly accounted for and safeguarded, and relevant legislation and policies are complied with. Corporate business plans, performance results and the supporting management information are also integral to both financial and performance reporting.

The annual report has been approved by the Board of Directors and is prepared in accordance with Ministerial guidelines.

The Auditor General of Alberta, the Corporation's external auditor appointed under the Auditor General Act, performs an annual independent audit of Alberta Enterprise's financial statements in accordance with Canadian generally accepted auditing standards.

Independent Auditor's Report

To the Board of Directors of Alberta Enterprise Corporation

Report on the Financial Statements

Opinion

I have audited the financial statements of Alberta Enterprise Corporation (the Corporation), which comprise the statement of financial position as at March 31, 2021, and the statements of operations, remeasurement gains and losses, change in net financial assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2021, and the results of its operations, its remeasurement gains and losses, its changes in net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for opinion

I conducted my audit in accordance with Canadian generally accepted auditing standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Corporation in accordance with the ethical requirements that are relevant to my audit of the financial statements in Canada, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

Management is responsible for the other information. The other information comprises the information included in the *Annual Report*, but does not include the financial statements and my auditor's report thereon. The *Annual Report* is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I will perform on this other information, I conclude that there is a material misstatement of this other information, I am required to communicate the matter to those charged with governance.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless an intention exists to liquidate or to cease operations, or there is no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

[Original signed by W. Doug Wylie FCPA, FCMA, ICD.D]
Auditor General

June 1, 2021
Edmonton, Alberta

STATEMENT OF OPERATIONS

Year Ended March 31, 2021

(in thousands)	2021		2020
	Budget	Actual	Actual
Revenues			
Government transfers			
Government of Alberta grants	\$ 750	\$ 75,000	\$ 750
Other revenue	–	31	16
	750	75,031	766
Expenses (Note 2(b), Schedule 1)			
Operating costs	1,850	1,803	1,733
Annual operating surplus	(1,100)	73,228	(967)
Net investment income (Note 7)			
Investment income		11,050	7,537
Investment operational expense		(2,946)	(3,570)
Investment impairment loss		(1,534)	(1,677)
		6,570	2,290
Foreign exchange loss		(82)	–
Annual operating surplus/(deficit)	(1,100)	79,716	1,323
Accumulated surplus at beginning of year		159,407	158,084
Accumulated surplus at end of year		\$ 239,123	\$ 159,407

The accompanying notes and schedules are part of these financial statements.

Approved by the Board of Directors

[Originally signed by]

[Originally signed by]

Ted Redmond
Chair of the Board of Directors
June 1, 2021

Sharilee Fossum
Audit Committee Chair
June 1, 2021

STATEMENT OF FINANCIAL POSITION

As At March 31, 2021

<i>(in thousands)</i>	2021	2020
	Actual	Actual
Financial assets		
Cash (Note 5)	\$ 47,041	\$ 25,879
Accounts receivable (Note 6)	103,098	50,000
Portfolio investments (Note 7)	143,070	111,992
	293,209	187,871
Liabilities		
Accounts payable and other accrued liabilities	325	136
Net financial assets	292,884	187,735
Non-financial assets		
Prepaid expenses	639	371
Net assets	293,523	188,106
Net assets		
Accumulated surplus	239,123	159,407
Accumulated remeasurement gains	54,400	28,699
	\$ 293,523	\$ 188,106
Contractual rights (Note 8)		
Contractual obligations (Note 9)		

The accompanying notes and schedules are part of these financial statements.

STATEMENT OF CHANGE IN NET FINANCIAL ASSETS

Year Ended March 31, 2021

<i>(in thousands)</i>	2021		2020
	Budget	Actual	Actual
Annual surplus (deficit)	\$ (1,100)	\$ 79,716	\$ 1,323
Net remeasurement gains/(losses) (Note 7)		25,701	(5,824)
Increase in prepaid expenses		(268)	(180)
Increase (decrease) in net financial assets in the year		105,149	(4,681)
Net financial assets at beginning of year		187,735	192,416
Net financial assets at end of year	\$	\$ 292,884	\$ 187,735

The accompanying notes and schedules are part of these financial statements.

STATEMENT OF REMEASUREMENT GAINS AND LOSSES

Year Ended March 31, 2021

<i>(in thousands)</i>	2021	2020
	Actual	Actual
Unrealized gains/(losses) attributable to:		
Portfolio investments	\$ 38,364	\$ (5,493)
Foreign exchange	(8,183)	3,239
Amounts reclassified to the Statement of Operations:		
Portfolio investments – realized gains on investments	(4,480)	(3,570)
Net remeasurement gains/(losses) for the year (Note 7)	25,701	(5,824)
Accumulated remeasurement gains at beginning of year	28,699	34,523
Accumulated remeasurement gains at end of year	\$ 54,400	\$ 28,699

The accompanying notes and schedules are part of these financial statements.

STATEMENT OF CASH FLOWS

Year Ended March 31, 2021

<i>(in thousands)</i>	2021	2020
	Actual	Actual
Operating transactions		
Annual surplus	\$ 79,716	\$ 1,323
Non-cash items included in annual surplus:		
(Gain) on sale of portfolio investments (Note 7)	(6,570)	(2,290)
	73,146	(967)
(Increase) in accounts receivable	53,098	–
Increase (decrease) in accounts payable and accrued liabilities	189	(298)
(Increase) in prepaid expense	(268)	(180)
Cash provided by (applied to) operating transactions	19,969	(1,445)
Investing transactions		
Purchase of portfolio investments (Note 7)	(17,493)	(16,631)
Distributions received from limited partnerships (Note 7)	18,686	16,861
Cash provided by investing transactions	1,193	230
Increase (decrease) in cash	21,162	(1,215)
Cash at beginning of year	25,879	27,094
Cash at end of year	\$ 47,041	\$ 25,879

The accompanying notes and schedules are part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2021

Note 1 Authority

The Alberta Enterprise Corporation (the Corporation) is a Provincial Corporation that operates under the authority of the *Alberta Enterprise Corporation Act*.

The Corporation was established on December 5, 2008 and is part of a strategy to encourage technology commercialization and promote growth in Alberta's venture capital industry.

The Corporation is exempt from income taxes under the *Income Tax Act*.

Note 2 Summary of Significant Accounting Policies and Reporting Practices

These financial statements are prepared in accordance with Canadian Public Sector Accounting Standards.

(a) Reporting Entity

The reporting entity is the Corporation, which is part of the Ministry of Jobs, Economy and Innovation (the Ministry) and for which the Minister of Jobs, Economy and Innovation (the Minister) is accountable. Other entities accountable to the Minister are the Department of Jobs, Economy and Innovation (the Department), Alberta Innovates, Travel Alberta and Invest Alberta Corporation. The activities of these organizations are not included in these financial statements.

The Ministry Annual Report provides a more comprehensive accounting of the financial positions and results of the Ministry's operations for which the Minister is accountable.

(b) Basis of Financial Reporting

Revenues

All revenues are reported on the accrual basis of accounting. Cash received for which goods or services have not been provided by year end is recognized as unearned revenue and recorded in accounts payable and other accrued liabilities.

Government transfers

Transfers from all governments are referred to as government transfers.

Government transfers and associated externally restricted investment income are recognized as deferred contributions if the eligibility criteria for use of the transfer, or the stipulations together with the Corporation's actions and communications as to the use of the transfer, create a liability. These transfers are recognized as revenue as the stipulations are met and, when applicable, the Corporation complies with its communicated use of these transfers.

All other government transfers, without stipulations for the use of the transfer, are recognized as revenue when the transfer is authorized and the Corporation meets the eligibility criteria (if any).

Investment Income

Investment income includes dividend and interest income and realized gains or losses on the sale of portfolio investments. Unrealized gains and losses on portfolio investments that are not from restricted transfers, donations or contributions are recognized in the Statement of Remeasurement Gains and Losses until the related investments are sold. Once realized, these gains or losses are recognized in the Statement of Operations.

Note 2 Summary of Significant Accounting Policies and Reporting Practices (Continued)

(b) Basis of Financial Reporting (Continued)

Expenses

Expenses are reported on an accrual basis. The cost of all goods consumed and services received during the year are expensed.

Grants and transfers are recognized as expenses when the transfer is authorized and eligibility criteria have been met by the recipient.

Valuation of Financial Assets and Liabilities

The Corporation's financial assets and liabilities are generally measured as follows:

Financial Statement Component	Measurement
Cash	Cost
Accounts receivable	Lower of cost or net recoverable value
Portfolio investments	Fair value
Accounts payable and other accrued liabilities	Cost

Fair value is the amount of consideration agreed upon in an arm's length transaction between knowledgeable, willing parties who are under no compulsion to act. The fair values of cash, accounts payable and other accrued liabilities are estimated to approximate their carrying values, because of the short term nature of these instruments.

Financial Assets

Financial assets are assets that could be used to discharge existing liabilities or finance future operations and are not for consumption in the normal course of operations.

Financial assets are the Corporation's financial claims on external organizations and individuals at the end of the year.

Cash

Cash comprises of cash on hand and demand deposits.

Accounts Receivable

Accounts receivable are recognized at the lower of cost or net recoverable value. A valuation allowance is recognized when recovery is uncertain.

Portfolio Investments

Portfolio investments in limited partnerships are recognized at fair value. Fair value is determined by the limited partnerships based upon valuation techniques considered appropriate by the Corporation and may include techniques such as discounted cash flows, prevailing market values for instruments with similar characteristics and other pricing models as appropriate. The Corporation relies upon the General Partner's valuation of the investments in the limited partnerships.

Unrealized gains and losses from changes in the fair value of portfolio investments are recognized in the Statement of Remeasurement Gains and Losses. Once realized, the cumulative gain or losses previously recognized in the Statement of Remeasurement Gains and Losses are recognized in net investment income.

Portfolio investments are reviewed on an annual basis for impairment. When there is a loss in the Corporation's share of investment other than a temporary decline then the loss is adjusted and recognized in the Statement of Operations.

Note 2 Summary of Significant Accounting Policies and Reporting Practices (Continued)

(b) Basis of Financial Reporting (Continued)

Foreign Currency Translation

Transaction amounts denominated in foreign currencies are translated into their Canadian dollar equivalents at exchange rates prevailing at the transaction dates. Carrying values of monetary assets and liabilities and non-monetary items included in the fair value category reflect the exchange rates at the Statement of Financial Position date. Unrealized foreign exchange gains and losses are recognized in the Statement of Remeasurement Gains and Losses.

In the period of settlement, foreign exchange gains and losses are reclassified to the Statement of Operations, and the cumulative amount of remeasurement gains and losses are reversed in the Statement of Remeasurement Gains and Losses.

Liabilities

Liabilities are present obligations of the Corporation to external organizations and individuals arising from past transactions or events occurring before the year end, the settlement of which is expected to result in the future sacrifice of economic benefits. They are recognized when there is an appropriate basis of measurement and management can reasonably estimate the amounts.

Liabilities also include:

- all financial claims payable by the Corporation at the year end; and
- accrued employee vacation entitlements.

Non-Financial Assets

Non-financial assets are acquired, constructed, or developed assets that do not normally provide resources to discharge existing liabilities, but instead:

- (a) are normally employed to deliver government services;
- (b) may be consumed in the normal course of operations; and
- (c) are not for sale in the normal course of operations.

Non-financial assets are limited to prepaid expenses.

Prepaid expenses

Prepaid expenses is recognized at cost and amortized based on the terms of the agreement.

Measurement Uncertainty

Measurement uncertainty exists when there is a variance between the recognized or disclosed amount and another reasonably possible amount. Portfolio investments recognized at \$143,070 (2020 - \$111,992) in the financial statements are subject to measurement uncertainty.

Measurement uncertainty exists with the determination of the fair value of the investments. The fair value of the investments is estimated by the General Partner of each fund. The process of valuing investments for which no published market exists is inevitably based on inherent uncertainties and the resulting values may differ from value that would have been used had a ready market existed for the investments.

As a result of the continuation of the COVID-19 pandemic, declared on March 11, 2020, global financial markets and world economies have experienced significant volatility. Given the extent of the crisis, and varying levels of response and recovery of countries across the globe, additional uncertainty remains and will continue to exist with regards to fair value measurement of the Corporation's investments.

Note 3 Future Accounting Changes

The Public Sector Accounting Board has issued the following accounting standard:

- **PS 3280 Asset Retirement Obligations (effective April 1, 2022)**

This standard provides guidance on how to account for and report liabilities for retirement of a tangible capital assets.

- **PS 3400 Revenue (effective April 1, 2023)**

This standard provides guidance on how to account for and report on revenue, and specifically, it differentiates between revenue arising from exchange and non-exchange transactions.

AEC has not yet adopted these standards. Management is currently assessing the impact of these standards on the financial statements.

Note 4 Budget

(in thousands)

An original business plan with budgeted deficit of \$1,850 was approved by the Board on March 6, 2020 and the full financial plan was submitted to the Minister of Jobs, Economy and Innovation. The budget reported in the Statement of Operations reflects the original budget.

The Board approved an additional \$425 on September 10, 2020 for a revised total budget of \$2,275.

Note 5 Cash

(in thousands)

	2021	2020
Cash	\$ 47,041	\$ 25,879

\$57,478 (2020 - \$49,726) (Note 7) is committed for partnership capital contributions. In addition to cash, distributions from the Limited Partnerships and the \$100,000 (2020 - \$50,000) Accounts Receivable can be used toward future cash calls.

Cash amount of \$47,041 (2020 - \$25,879) includes \$7,154 (2020 - \$ nil) denominated in USD.

Note 6 Accounts Receivable

(in thousands)

Accounts receivable are unsecured and non-interest bearing.

	2021	2020
Grant Receivable - Government of Alberta	\$ 100,000	\$ 50,000
Receivable from sale of investments	3,095	-
Other Receivable	3	-
	\$ 103,098	\$ 50,000

Note 7 Portfolio Investments

(in thousands)

The Government of Alberta originally allocated \$100,000 in 2008 for investments in limited partnerships that provide venture capital in knowledge-based industries. An additional \$25,000 was allocated in 2016, \$50,000 was allocated in 2017, and \$75,000 was allocated in 2021 for additional investments in limited partnerships.

Note 7 Portfolio Investments (Continued)

(in thousands)

The Corporation is a limited partner in twenty one (2020 – nineteen) limited partnerships and \$231,541 (2020 – \$187,734) has been contributed and committed to these limited partnerships. Committed funds are paid into the limited partnership in amounts and at times determined by the general partner in order to meet the limited partnerships funding requirements. Distributions from the limited partnerships can be used toward future cash calls from the fund which distributed the capital. The Corporation's contributions to date and commitments are as follows:

Limited Partnerships	Funds Disbursed to Partnerships for Investments ^(a)	Remaining Commitments	Total Funds Disbursed and Committed, End of the Year
32 Degrees D.E.Fund II (S&T AIV)	\$ 9,860	\$ 140	\$ 10,000
Accelerate Fund I	10,000	–	10,000
Accelerate Fund II	6,750	3,250	10,000
Accelerate Fund III	1,898	13,102	15,000
Avrio Ventures II	5,978	22	6,000
Azure Capital Partners III ^(b)	11,221	97	11,318
Azure Opportunities Feeder Fund ^(b)	1,624	1,006	2,630
Builders VC Fund I ^(b)	6,649	3,038	9,687
Builders II Fund ^(b)	–	12,575	12,575
Chrysalix Energy III Fund ^(b)	16,003	875	16,878
EnerTech Capital Partners IV ^(b)	17,596	849	18,445
iNovia Fund 2018 ^(b)	4,820	7,985	12,805
iNovia Fund III	10,000	–	10,000
iNovia Growth II ^(b)	–	18,863	18,863
McRock Fund II	3,264	6,736	10,000
McRock iNfund	9,747	253	10,000
New Acres Capital Ag & Food ^(d)	4,727	273	5,000
Panache Ventures Investment Fund	3,650	1,350	5,000
Relay Ventures Fund III ^(b)	11,201	1,939	13,140
RIO I Limited Partnership ^(c)	200	–	200
Yaletown Innovation Growth	5,500	4,500	10,000
Yaletown Ventures II	14,000	–	14,000
Total	\$ 154,688	\$ 76,853	\$ 231,541

^(a) Funds disbursed during the year include management fees of \$3,301 (2020 – \$2,509). Management fees may be recovered from limited partnerships in accordance with the limited partnership agreements. Total funds disbursed at the end of the year include management fees of \$29,359 (2020 – \$26,058).

^(b) Commitments payable in USD. Remaining commitments based on the exchange rate at March 31, 2021.

^(c) RIO I Limited Partnership was dissolved on August 22, 2019 and wound up during the fiscal year.

^(d) Avrio Ventures III Limited Partnership was renamed New Acres Capital Ag & Food Limited Partnership.

Note 7 Portfolio Investments (Continued)

(in thousands)

The changes in the fair values of the Corporation's investments in Limited Partnerships since April 1, 2020 are as follows:

Limited Partnerships	Investment in Partnerships, beginning of year	Funds Disbursed to Partnerships for Investments	Distributions received from Limited Partnerships	Remeasurement Gain (Loss)	Net Investment Income (Loss)	Investment in Partnership, end of year	Percentage share of Partnership 2021	Percentage share of Partnership 2020
32 Degrees D.E.Fund II (S&T AIV) ^(b)	\$ 1,396	\$ 44	\$ —	\$ 1,764	\$ (1,575)	\$ 1,629	99.99%	99.99%
Accelerate Fund I	8,859	—	(31)	683	(293)	9,218	99.99%	99.99%
Accelerate Fund II	4,506	1,173	(54)	(230)	(547)	4,848	95.46%	94.46%
Accelerate Fund III	—	1,898	—	—	(218)	1,680	99.99%	—
Avrio Ventures II	2,714	13	(984)	350	(565)	1,528	6.56%	6.56%
Azure Capital Partners III ^(a)	17,352	401	—	(2,574)	(805)	14,374	12.42%	12.42%
Azure Opportunities Feeder Fund ^(a)	890	547	(67)	113	(142)	1,341	19.70%	19.70%
Builders VC Fund ^(a)	6,215	1,241	—	6,298	(19)	13,735	4.37%	4.37%
Builders II Fund ^(a)	—	—	—	—	—	—	10.44%	—
Chrysalix Energy III Fund ^(a)	12,287	264	(211)	(1,114)	(1,036)	10,190	10.32%	10.32%
EnerTech Capital Partners IV ^(a)	5,513	354	(1,657)	(376)	705	4,539	12.66%	12.66%
iNovia Fund 2018 ^(a)	942	3,376	—	765	(351)	4,732	5.01%	5.01%
iNovia Fund III	15,519	350	(12,225)	1,726	10,573	15,943	9.04%	9.04%
iNovia Growth II ^(a)	—	—	—	—	—	—	3.33%	—
McRock Fund II	634	2,396	—	(68)	(165)	2,797	8.92%	9.57%
McRock iNfund	7,385	864	(378)	(352)	169	7,688	14.22%	14.22%
New Acres Capital Ag & Food ^(d)	1,240	264	—	239	86	1,829	4.98%	4.98%
Panache Ventures Investment Fund	2,347	1,400	—	1,611	(184)	5,174	8.61%	8.61%
Relay Ventures Fund II ^(a)	10,309	1,508	(38)	13,341	(694)	24,426	6.80%	6.80%
RIO I Limited Partnership ^(c)	200	—	—	—	(200)	—	0.0%	12.90%
Yaletown Innovation Growth	4,515	1,400	—	784	(241)	6,458	7.82%	7.82%
Yaletown Ventures II	9,169	—	(3,041)	2,741	2,072	10,941	15.58%	15.58%
Total Portfolio Investments 2021	\$ 111,992	\$ 17,493	\$ (18,686)	\$ 25,701	\$ 6,570	\$ 143,070		
Total Portfolio Investments 2020	\$ 115,756	\$ 16,631	\$ (16,861)	\$ (5,824)	\$ 2,290	\$ 111,992		

^(a) Investments in the US limited partnerships

^(b) Impairment of \$1,534 (2019 - \$1,678) is included in Net Investment Income (Loss)

^(c) RIO I Limited Partnership was dissolved on August 22, 2019 and wound up during the fiscal year

^(d) Avrio Ventures III Limited Partnership was renamed New Acres Capital Ag & Food Limited Partnership

Note 7 Portfolio Investments (Continued)

(in thousands)

Fair Value Hierarchy

Management is responsible for estimating the relative reliability of data or inputs used by the Corporation to measure the fair value of the Corporation's investments. The measure of reliability is determined based on the following three levels:

Level One: Fair value is based on unadjusted quoted prices in active markets for identical assets or liabilities traded in active markets. Level one primarily includes publicly traded listed equity investments.

Level Two: Fair value is based on valuation methods that make use of inputs, other than quoted prices included within level one, that are observable by market participation either directly through quoted prices for similar but not identical assets or indirectly through observable market information used in valuation models. Level two primarily includes debt securities and derivative contracts not traded on a public exchange and public equities not traded in an active market. For these investments, fair values are either derived from a number of prices that are provided by independent pricing sources or from pricing models that use observable market data such as swap curves and credit spreads.

Level Three: Fair value is based on valuation methods where inputs that are based on non-observable market data have a significant impact on the valuation. For these investments trading activity is infrequent and fair values are derived using valuation techniques.

Inputs are used in applying the various valuation techniques and broadly refer to the assumptions that market participants use to make valuation decisions, including assumptions about risk. Inputs may include price information, volatility statistics, specific and broad credit data, liquidity statistics, and other factors. An investment's level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. However, the determination of what constitutes "observable" requires significant judgment by the Corporation. The Corporation considers observable data to be that market data which is readily available, regularly distributed or updated, reliable and verifiable, not proprietary, provided by multiple, independent sources that are actively involved in the relevant market. The categorization of an investment within the hierarchy is based upon the pricing transparency of the investment and does not necessarily correspond to the Corporation's perceived risk of that investment.

The Corporation's investments have all been classified within level three as the fair value is based on valuation methods where inputs that are based on non-observable market data have a significant impact on valuation. When observable prices are not available for these securities the limited partnerships use one or more valuation techniques (e.g. the market approach, the income approach) for which sufficient and reliable data is available. Within level three, the use of the market approach generally consists of using comparable market transactions, while the use of the income approach generally consists of the net present value of the estimated future cash flows, adjusted as appropriate for liquidity, credit, market and/or other risk factors.

As quoted market prices are not readily available for private investments, estimated fair values may not reflect amounts that could be realized upon immediate sale, nor amounts that may ultimately be realized. Accordingly, the estimated fair values may differ significantly from the values that would have been used had a ready market existed for these investments.

Note 7 Portfolio Investments (Continued)

(in thousands)

Financial Risk Management

The Corporation is exposed to a variety of financial risks associated with the underlying securities held in the limited partnerships. These financial risks include market risk and liquidity risk. Market risk is the risk of loss from unfavourable change in fair value or future cash flows of a financial instrument causing financial loss. Market risk is comprised of price risk and foreign currency risk.

(a) Price Risk

The Corporation's price risk is driven primarily by volatility in its venture capital investments. The Corporation generally invests in limited partnerships in the initial stages of development. Because of the inherent uncertainty of valuations, estimated fair values may differ significantly from the values that would have been used had a ready market for the securities existed, and the difference could be material.

(b) Foreign Currency Risk

The Corporation is exposed to foreign currency risk associated with the underlying securities held in investment funds that are denominated in currencies other than the Canadian dollar. Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The fair value of investments denominated in foreign currencies is translated into Canadian dollars using the reporting date exchange rate.

The value of the Corporation's investments in limited partnerships denominated in foreign currencies may change due the changes in exchange rates. \$73,337, or 51% of the Corporation's investment, are denominated in US dollars (2020 - \$53,508, or 48%).

If the value of the Canadian dollar increased by 10% against the U.S. dollar, and all other variables are held constant, the potential loss in fair value to the Corporation would be approximately 5.1% of total investments (2020 - 4.8%).

(c) Liquidity Risk

Liquidity risk is the risk that a given investment or asset cannot be traded quickly enough in the market to prevent a loss.

The Corporation's investments are long term and highly illiquid. There is no assurance that the Corporation will ultimately realize the carrying value of the investments.

To manage these risks, the Corporation has established policies around the type of limited partnerships that it invests in. In addition, each limited partnership has established a target mix of investment types designed to achieve the optimal returns within reasonable risk tolerance and in accordance with the limited partnership's investment mandate. The Corporation does not participate in any foreign currency hedging activities.

Investment commitments exceed cash on hand, and management plans to use future distributions from the limited partnerships to meet the commitments.

(d) Other Risks

The Corporation is not exposed to significant credit and interest risk.

Note 8 Contractual Rights*(in thousands)*

Contractual rights are rights of the Corporation to economic resources arising from contracts or agreements that will result in both assets and revenues in the future when the terms of those contracts or agreements are met.

	2021	2020
Contractual rights from agreement	\$ 100,000	\$ –

Estimated amounts that will be received or receivable for each of the two years and thereafter are as follows:

	Grant	Total
2021-22	\$ 50,000	\$ 50,000
2022-23	50,000	50,000
	\$ 100,000	\$ 100,000

Note 9 Contractual Obligations*(in thousands)*

Contractual obligations are obligations of the Corporation to others that will become liabilities in the future when the terms of those contracts are met. The Corporation has committed funds to be paid into limited partnerships. The details of the commitments are listed in Note 7. Other contractual obligations are:

	2021	2020
Obligations under operating leases	\$ 71	\$ 143
Obligations under service contracts	54	51
	\$ 125	\$ 194

Estimated payment requirements for each of the next five years and thereafter are as follows:

	Leases	Contracts	Total
2021-22	\$ 71	\$ 43	\$ 114
2022-23	–	11	11
Thereafter	–	–	–
	\$ 71	\$ 54	\$ 125

Note 10 Comparative Figures

Certain 2020 figures have been reclassified to conform to the 2021 presentation.

Note 11 Approval of Financial Statements

The Board approved the financial statements of Alberta Enterprise Corporation.

Schedules to the Financial Statements

Schedule 1 EXPENSES – DETAILED BY OBJECT

Year Ended March 31, 2021

<i>(in thousands)</i>	2021		2020	
	Budget	Actual	Actual	
Salaries, wages and employee benefits	\$	1,128	\$	1,054
Supplies, services and payments to consultants		478		526
Grants and sponsorships		197		153
	\$	1,850	\$	1,803
	\$	1,803	\$	1,733

Schedule 2 SALARY AND BENEFITS DISCLOSURE

Year Ended March 31, 2021

<i>(in thousands)</i>	2021				2020	
	Base Salary ⁽¹⁾	Other Cash Benefits ⁽²⁾	Other Non-cash Benefits ⁽⁴⁾	Total	Total	
Chair of the Board	\$ –	\$ 23	\$ 1	\$ 24	\$	24
Board Members (four) ⁽⁴⁾	–	52	3	55		73
Executives:						
Chief Executive Officer	276	10	20	306		311
Vice President, Investments ⁽⁵⁾	202	–	5	207		190
Vice President, Investments ⁽⁵⁾⁽⁶⁾	160	–	5	165		145
Director, Industry Development	143	–	4	147		138
	\$ 781	\$ 85	\$ 38	\$ 904	\$	881

⁽¹⁾ Base salary includes regular salary, holiday pay, in Lieu RSP and life and disability allowances.

⁽²⁾ Other cash benefits for board members include honoraria payments and per diem allowances. Other cash benefits for executives include life and disability insurance. There were no discretionary amounts paid to executives in 2021 (2020 – \$nil).

⁽³⁾ Other non-cash benefits include Canada Pension Plan, Retirement Savings Plans, Employment Insurance payments, and parking benefits.

⁽⁴⁾ At any given time, the Board of Directors consisted of no more than four members in 2021 (2020 – six) plus the chair, whose remuneration is disclosed separately.

⁽⁵⁾ This position was formerly the Director, Investments

⁽⁶⁾ This position consisted of an 0.8 full-time equivalent in the fiscal year (2020 – 0.8).

Schedule 3 RELATED PARTY TRANSACTIONS

Year Ended March 31, 2021

Related parties are those entities consolidated or accounted for on the modified equity basis in the Government of Alberta's Consolidated Financial Statements. Related parties also include key management personnel and close family members of those individuals in the Corporation. The Corporation and its employees paid or collected certain taxes and fees set by regulation for premiums, licenses and other charges. These amounts were incurred in the normal course of business, reflect charges applicable to all users, and have been excluded from this schedule.

Entities in the ministry refers to entities consolidated in the Ministry of Jobs, Economy and Innovation (JEI). Other entities outside of the ministry relate to the remaining entities consolidated at the Provincial level.

The Corporation had a shared service arrangement with the Department of Jobs, Economy and Innovation and received financial services at no charge.

The Corporation had the following transactions with related parties reported in the Statement of Operations and the Statements of Financial Position at the amount of consideration agreed upon between the related parties:

<i>(in thousands)</i>	Entities in the Ministry		Other Entities Outside of the Ministry	
	2021	2020	2021	2020
Revenues				
Grants from JEI	\$ 75,000	\$ 750	\$ –	\$ –
Expenses				
Other Services	\$ –	\$ 10	\$ –	\$ 3
Receivable from⁽¹⁾	\$ 100,000	\$ 50,000	\$ –	\$ –

⁽¹⁾ \$100,000 (2020 - \$50,000) Receivable is from the Department of Jobs, Economy and Innovation

CORPORATE DIRECTORY

Board of Directors

Ted Redmond

Chairman

EVP & COO Modular
Space Solutions, Black
Diamond Group LP



Sharilee Fossum

Audit Committee Chair

Vice-President, Finance
and Administration
& CFO MacEwan University



Patricia Johnston

Corporate director and
former General Counsel
for the Alberta Energy
Regulator



Neil Sadaranganey

Managing Director of
NTT Docomo Ventures



Tracey Scarlett

Corporate director
and SME Advisor,
President of BioQuest
Ventures Inc.

Alberta Enterprise Team

Kristina Williams

President and CEO

Rebecca Giffen

Vice President Investments

Paul Godman

Vice President Investments

Christiana Manzocco

Director of Industry Development
and Investment Associate

Carolina Rahikka

Manager of Operations

Alan Campbell

Manager Industry Development

Prateek Sodhi

Analyst Investments



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