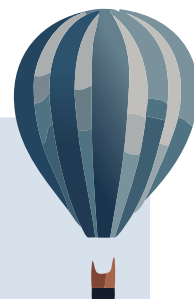


2023 Annual Report

# Member Owned, Proudly Local





Guided by our Strategic Vision that is anchored by our Mission, we remain dedicated to enhancing the well-being of those in our community, all while consistently delivering value back to our members.

- **Mission** To deliver high member value through simplified banking, saving time and money, and solving financial problems.
- **Vision** To be a value leader through digital banking, supported by Cambrian's commitment to personalized advice and member service.
- **Values** Integrity & Honesty, Member Focused, Competitive, Community Involvement, Innovative Spirit

# Report to Members

With the support of our members, we partner with local organizations to create positive change in our communities. Social responsibility and community focus are deeply rooted in our history, and by investing in the communities where our members and employees live and work, we provide support through economic development, corporate giving, and volunteer efforts.

**In 2023, we partnered with 45 local organizations and provided over \$340,000 in corporate funding.** Throughout the year, our employees were given the chance to participate in volunteer activities alongside our community partners, allowing them a unique opportunity to build a deeper understanding of the significant impact these organizations have on improving the lives of those around them.



# Part of the community, for the community

In 2023, we welcomed the opportunity to partner with TOBA Centre in support of their We Will Capital Campaign project to fund renovations required to develop a new space to support a high-functioning, multi-disciplinary child advocacy centre. We also joined the group of dedicated community leaders in donating to the St. Boniface Hospital Emergency Department redevelopment and expansion capital campaign. The project will strengthen the ability of St. Boniface Hospital to provide the highest-quality patient care to Manitobans who need it.

In an economy marked by rising food costs and increasing reliance on food bank assistance, we partnered with Harvest Manitoba to help address food insecurities in our community. Our support to their organization not only addresses immediate hunger but also fosters resilience within our community, reinforcing the notion that together, we can overcome adversity and build a brighter future for all.

Our 2023 United Way Campaign was once again a record-breaking year for Cambrian. Our Employee Workplace campaign was a tremendous success, raising a total amount of \$193,390. This was accomplished through the strong leadership of our volunteer employee campaign committee, creative and engaging fundraising efforts, and demonstrated generosity of our staff and members of the Board.





# Transforming Banking Services

We are pleased to have grown our membership by **3%** in 2023. By investing in our digital service offerings, and putting our members' needs first, we were able to provide members with the choice to meet with a trusted Cambrian advisor **when** and **where** it was most convenient.

In July of 2023, we further invested into our Digital Branch expanding our hours of personalized service in the mornings, evenings and with Saturday coverage. We expanded our service availability by 2,340 extra hours of service beyond our current retail branch hours, allowing our members more **flexibility** with how they want to bank with Cambrian.

To ensure we provide all members with an improved, consistent experience, our retail and support teams were trained on a new customer relationship management system, that successfully handled 44,200 activities throughout 2023.

In October of 2023, we also introduced a new call centre platform which provides members with the new call-back feature – an added convenience for our members who still prefer calling us for assistance.

## In the numbers



**93,318**

Total calls



**24%**

Of all accounted meetings were video meetings



**4.8/5.0**

Average service rating from post-meeting reviews



**25%**

Annual increase in member interactions



**40,408**

Total online chats



**15,280**

Total number of member meetings booked



**0:36**  
seconds

Call centre average wait time



**5,107**

DMs through Social Media

# Financial Guidance and Support

Supporting our members with the personalized service they have come to expect from Cambrian goes beyond providing them with convenience and innovative technologies. We are committed to helping our members through times of uncertainty and financial strain. The rising interest rates and inflation we experienced these past two years has impacted many Cambrian members, facing them with difficult circumstances, and our team was there to provide support and guidance through these challenging financial situations.

Our Loss Prevention team supported our members by preventing \$990,000 in potential losses in 2023, up from \$793,000 in 2022.



## \$990,000

in potential losses was prevented by our loss prevention team in 2023

# Wealth & Advisory Services

From personalized financial management to responsible investing solutions, Cambrian is there to support its members with knowledgeable advice, every step of the way. By partnering with Aviso Wealth and NEI Investments, we offer our members peace of mind, knowing their money is invested in companies committed to making a positive impact on the world while achieving their financial goals.

Cambrian's Wealth & Advisory Services received an overall rating of 4.9/5.0 from members in 2023 with over 30% of wealth advisory meetings taking place in digital form!

## 4.9/5.0

Cambrian's Wealth & Advisory Services overall rating from members in 2023





## Enhancements to Support Transformation

The security of our members' data and personal information is of the utmost importance, and with the rapid advancements in financial services, navigating the increasingly intricate risk landscape is paramount. As our industry undergoes a digital makeover, protecting personal data and financial assets is critical.

Recent accomplishments that bolster our standing:

- Implementation of advanced cybersecurity protocols and technologies, fortifying our defenses against cyber threats, enhancing protection for our members' assets.
- Expansion of our risk management frameworks, heightening our ability to foresee and respond to a broader spectrum of risks, ensuring the security and stability of our operations.
- Acknowledging the imperative of staying ahead in a swiftly evolving domain, we have invested in continuous training and development for our team, keeping them informed of the latest risk management practices.

Cambrian remains resolute in its dedication to leveraging the latest technology and best practices to secure our operations and safeguard our members' interests.

# People & Culture

Over the last year, our employees have remained committed to upholding the highest operating standards, unwavering in their commitment to delivering excellent service, all the while making strides in their personal growth and career development.



## Employee Engagement



**85%**

Employee engagement



**92%**

Of employees feel they "belong" at Cambrian



**93%**

Are proud to work at Cambrian

**26%**

Identify as Racialized Communities

**8%**

Identify as Indigenous

**6%**

Identify as a person with a disability

**3%**

Identify as 2SLGBTQ+

(Voluntary demographics gathered from our 2023 Employee Engagement Survey - 330 total employees)



# Learning & Development

## Talent Management



Over **800** hours of instructor-led training



**4** summer co-ops;  
**2** hired into permanent positions



Over **100** internal promotions



**24** Cambrian leaders completed our comprehensive five module Leadership Development Program

## Diversity, Equity, Inclusion, & Belonging

Learning opportunities in 2023 offered to all employees:



Mental Health Awareness



Pride Month Lunch & Learn Sessions facilitated by Rainbow Resource Centre



4 Seasons of Reconciliation Professional Development Program, through Reconciliation Education and the First Nations University of Canada



Inclusive Leadership and EQ Training for all Cambrian leaders

# 2023 Financial Summary

2023 was a year of financial challenges and successes. In continued efforts to combat inflation, the Bank of Canada increased the overnight benchmark interest rate twice from 4.50% to 5.00%. The government of Canada yield curve remained inverted, with short term rates higher than long term rates. Mortgage demand was slow for the first half of 2023 but picked up substantially in the second half of the year.

Cambrian successfully grew assets to \$4.8 billion as of December 31, 2023. Loans grew by \$147 million, deposits grew by \$156 million, the gross financial margin finished the year at 1.2% of total assets and net income was \$15 million.

Retained earnings grew to \$365 million, or 7.59% at year end 2023. As the highest form of capital, these retained earnings further strengthen Cambrian's ability to deliver long-term value back to members. In 2023 we returned \$6.9 million to our members through the Unfee, and that amount continues to grow year over year.



## Member Growth

Cambrian's membership grew by **3% in 2023**, an increase from the 2% growth in 2022

Bank  
for free.  
**unfee**

## Unfee

Cambrian's 2023 refunded service fees through the Unfee was **\$6.9 million** – increased from \$6.7 million refunded in 2022



Cambrian's virtual division, Achieva Financial, was established with one purpose in mind – to offer Canadian savers simplicity and security while getting the best rates available in the most convenient way. Committed to providing our customers with an easy-to-use, reliable online savings platform, customers have the freedom to reach their savings goals in a self-directed approach. For the past 25 years, Achieva has consistently offered competitive rates while providing a 100% deposit guarantee by the Deposit Guarantee Corporation of Manitoba.

**17,820**

Calls

**0:28**  
seconds

Average speed  
to answer

**27,517**

Total customer  
interactions

**5%**

Customer growth  
in 2023



# 2023 Board of Directors

In the past year, our credit union underwent a notable transformation, a journey made possible by the steady guidance and support from our Board of Directors. Cambrian's Board of Directors represent our membership and lend their expertise in finance, technology, education, and other essential domains – playing a pivotal role in steering us towards success in 2023's constantly evolving financial landscape.



**Judy Mathieson**  
Chair

Board Meetings Attended: 9/9



**Paul Holden**

Board Meetings Attended: 8/9  
Committee Meetings Attended: 4/4



**Guy Whitehill**  
Vice-Chair

Board Meetings Attended: 9/9  
Committee Meetings Attended: 12/12



**Ken Lamoureux**

Board Meetings Attended: 8/9  
Committee Meetings Attended: 13/13



**Omena Babalola**

Board Meetings Attended: 6/6  
Committee Meetings Attended: 5/5  
Elected April 25, 2023



**Jeffrey Morton**

Board Meetings Attended: 9/9  
Committee Meetings Attended: 11/11



**Howard Falk**

Board Meetings Attended: 9/9  
Committee Meetings Attended: 5/5



**Valerie Romanow**

Board Meetings Attended: 9/9  
Committee Meetings Attended: 5/5



**Cindy Genyk**

Board Meetings Attended: 9/9  
Committee Meetings Attended: 10/10



**Bonnie Saluk Chwartacki**

Board Meetings Attended: 9/9  
Committee Meetings Attended: 7/7



# 2023 Executive Team



**David Mortimer**  
President &  
Chief Executive Officer



**Esther Friesen**  
Chief Risk & Credit Officer



**Diane Bilodeau**  
Chief Sales & Business  
Intelligence Officer



**Lynne Mackan-Roy**  
Chief Information Officer



**Marilyn Brennan**  
Chief People &  
Corporate Services Officer



**Deanne Magnus**  
Chief Financial Officer

# Financials

## 5 - Year Comparison Chart

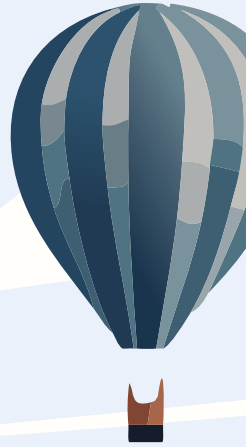
(Thousands Of Dollars)	2023	2022	2021	2020	2019
Assets	4,802,865	4,629,094	4,623,494	4,382,680	3,971,411
% Asset Growth	4%	0.1%	6%	10%	7%
Net Interest Income	57,786	59,078	53,457	49,861	49,966
Provision for Loan Loss	1,322	1,608	806	6,372	380
Other Income	23,320	21,463	22,135	21,459	21,599
Operating Expenses	52,467	46,258	42,135	39,576	37,739
Income from Operations	27,317	32,675	32,651	25,372	33,446
Refunded Service Fees	6,879	6,657	6,542	6,304	6,242
Income Tax	5,512	6,718	5,794	3,349	8,569
Net Income	14,926	19,300	20,315	15,719	18,635
Regulatory Capital Ratio	7.60%	7.56%	7.15%	7.09%	7.43%
Retained Earnings Ratio	7.59%	7.55%	7.14%	7.07%	7.41%
Risk Weighted Capital Ratio	16.27%	16.78%	16.49%	16.09%	14.25%
Liquidity Reserve	20.48%	20.74%	23.64%	23.02%	15.46%

**4,802**

Assets (\$ millions)

**15**

Net Income (\$ millions)



**156**

Deposit Growth (\$ millions)

**147**

Loan Growth (\$ millions)

**21%**

Liquidity Reserve

**16%**

Risk Weighted Capital Ratio





[www.cambrian.mb.ca](http://www.cambrian.mb.ca)

