

INNOVATING FOR THE FUTURE

2021 ANNUAL REPORT

This year was one of innovation and reward. We adapted to ever-changing circumstances to continuously find ourselves on the right path. And it's because our values guide us forward. No matter what challenges we face, our focus will always be the same: to bring our members, employees and community to a better place.



Report to Members

2021 Annual Report

2021 was a year of many innovations. We reset our strategic vision for even greater transformation in personalized advice and the service members expect from Cambrian. The conclusion of 2021 marks two years of navigating the unprecedented disruption brought on by COVID-19. Through this, our priorities remained steadfast – focused on the well-being of members, employees, and community while maintaining the integrity of our operations and delivering a strong financial performance back to our members.

Guided by our values of member-focused, competitiveness and innovative spirit, we introduced many service enhancements supported by new intuitive self-serve tools to meet the growing demand for greater access to products and services through digital platforms.

As a financial cooperative, we know our role is to amplify the economic well-being of our members and the communities we serve. Community involvement is a core value at Cambrian. We could not be more proud of the compassion and dedication demonstrated by our team serving our members and numerous organizations throughout our community. Cambrian is committed to community investments every year in the areas of community care, health & wellness, arts & culture, financial literacy and the United Way. In 2021, Cambrian provided financial support to over 60 organizations, spanning across these sectors – one of them being the Indigenous Women’s Healing Centre as our way of formally recognizing Canada’s inaugural National Day for Truth and Reconciliation on September 30.



Cambrian Credit Union has been a proud supporter of FortWhyte Alive since 1998, as their Guiding Principles align with our own.



Financial Performance

2021 Annual Report

2021 was another successful year of growth across all the primary areas of our operation. Deposits grew **\$203 million**, or **5 percent** and loans grew **\$159 million** or **5 percent**. Overall our assets grew **\$241 million**, finishing the year with **6 percent** growth to **\$4.6 billion** and net income of **\$20 million**.

Equity ended the year at **7 percent** of our total assets. This high level of equity underscores our financial strength to weather economic uncertainties and ensures our sustained delivery of value back to members.

We returned **\$6.5 million** to our members' wallets through the Unfee, for a total of **\$55.3 million** since the program's launch in 2011. As a financial cooperative, members and the community collectively benefit from the success Cambrian creates through its unique value proposition.

\$6.5 million

RETURNED THROUGH UNFEE

\$506,000

RETURNED THROUGH GREEN FOR GREEN

\$4.2 billion

TRUSTED WITH IN DEPOSITS

Innovation that Puts Members First

2021 Annual Report

The way members manage their finances and conduct their day-to-day banking is forever changing. We must continually innovate to meet these evolving expectations. In 2021, we focused on innovating more of our internal processes. We created flexible solutions by streamlining how members access our services across multiple channels in the most convenient way for them. Two such innovations came in the way of securely accepting electronic signatures so members can authorize numerous services without attending a branch and online appointment booking where members can schedule an appointment at a time most convenient for them.

Innovative Spirit is one of our values. It is what drives us to evolve further and remain relevant while delivering value to our members in a fiercely competitive and ever-evolving financial services industry. We have a proud history of innovation dating back to 1998 when we launched our virtual division, Achieva Financial. This year, we made further investments to automate the digital solutions we provide members and the services accessed in-branch. The addition of cash recycling units, Wi-Fi, and tablets for branch staff helps members navigate all the digital services available through Cambrian.





MEMBERS

66,765

NEW MEMBERS

992

AVERAGE SERVICE REVIEW

4.6 out of 5

The health and safety of our members and employees are a top priority. We equipped all branches with an online queue management platform that allows members to check-in for teller services instead of waiting in line. We launched video meetings to offer advice and service to members without leaving the comfort of their homes. 2021 saw our team successfully hold more than 5,500 remote advice appointments.

We are proud to have such empowered, dedicated staff that remained committed to serving our members through the uncertainty and disruption of COVID. Cambrian's service has remained reliable and consistent throughout this pandemic, with minimal disruptions to in-branch services and no interruption to our digital banking solutions or members' access to payment services. We will continue to invest and equip our staff and members with innovative tools to simplify Cambrian's service delivery while continually offering personalized advice that solves complex financial needs.

Growing to Meet Expectations

2021 Annual Report

Building a solid foundation that embraces innovation, invests in the future and empowers our people is essential to Cambrian's continued long-term success. In 2021, our Board of Directors approved a new vision for Cambrian to be a value leader through digital banking, supported by our commitment to personalized advice and member service. We also refocused Cambrian's mission to deliver high member value through simplifying banking, saving our members time and money, and solving their financial problems.

Financial services are complex and have many risks. Cambrian expanded its Loss Prevention, Cyber Security, and Business Intelligence efforts throughout this past year to strengthen our operations and mitigate risks for our members. These efforts directly influence our internal controls and, in turn, the financial strength of Cambrian.

This past September, Cambrian launched the Wealth Solutions Centre, an innovative new service delivery model designed to expand investment advice and services to members. Cambrian's Wealth Solutions Advisors specialize in providing customized investment planning advice and guidance through convenient video meetings.

Banking and financial services are evolving faster than at any time in its recent history. Today members expect less friction and more convenience through digital solutions backed up by friendly, personalized advice.

Member expectations motivate us to invest in the future. We are expanding our organizational competencies, investing in technologies and upskilling our team to meet this new challenge. Progress means transformation to ensure we remain competitive and relevant while delivering value back to our members.

Committed to Community

2021 Annual Report

As a financial cooperative, social responsibility and community focus are deeply-rooted in our history. In 2021, we worked to bring together our existing Environmental, Social and Governance (ESG) practices to prepare for the future. To grow as an inclusive employer, we added a voluntary section on demographics to our employee survey, allowing us to better understand the perspectives of employees from diverse backgrounds. In November, the Nominating Committee of the Board approved a diversity statement to reflect Cambrian's commitment to being an inclusive organization at all levels. This year our Green for Green program saved the use of 1,090,000 pieces of paper plus 545,000 envelopes.

Over the past year, Cambrian supported many projects to help our communities thrive, build new homes, and renovate community spaces that hold significance to all who use them. We are proud to facilitate innovative developments that revitalize our communities and neighbourhoods.





Here is a neighbourhood development project we were particularly proud of this past year:

394 Academy Road – Uptown Lofts

They were built in 1931 and formerly known as Academy Lanes bowling alley (1960-2018). Cambrian was honoured to work with the developer to help finance the creation of the Uptown Lofts. The exterior of the Uptown Lofts is designated as a heritage site. The interior provides beautiful loft-style apartments that share Winnipeg's whimsical and resilient spirit, blended with the architectural heritage of the building's exterior with a contemporary, welcoming interior. The development of the Uptown Lofts is a true jewel for Winnipeg and its River Heights neighbourhood.

Committed to People

This year, we invested in developing over 50 leaders through Cambrian's Leadership Success Program. We invest in our people and have benefited from excellent staff retention in return. In 2021, 35 members of our team reached long-services milestones ranging from 5 to 35 years! We recruit people who share our values, and we are proud to attract and retain talented, passionate and dedicated employees who care about our members and the community.

The WAVES (Wellness, Activity, Volunteering, Events and Social) Committee helps staff volunteer and participate in various charity events.

00 = NUMBER OF EMPLOYEES

Employees who have reached long-services milestones this year



Living Values

We are always looking for ways to support the community and help improve the lives of our neighbours in Winnipeg, Selkirk and the surrounding areas. Driven by our values, we support and invest in local organizations that strengthen our community in the area of arts and culture, community care, health and wellness, financial literacy, and education.

In 2021, we committed a total of **\$280,527** in donations and provided **\$116,194** in sponsorships to various activities and initiatives in the community.

Cambrian is a long-standing corporate supporter of the United Way. In 2021, our employees pledged **\$81,259** in payroll donations, and Cambrian matched that amount dollar-for-dollar. Adding special events like casual days, our total annual contribution to the United Way was **\$171,143**.

Cambrian's Core Values are:

-  **Integrity & Honesty**
-  **Member Focused**
-  **Competitive**
-  **Community Involvement**
-  **Innovative Spirit**



Here is a list of all the organizations we supported in 2021 through donations and sponsorships:

SPONSORSHIPS

Bear Clan Patrol
 CanU Canada
 Centreport Canada
 Child Nutrition Council of Manitoba
 CMHR Raising our Voices Gala
 Craig Street Cats
 Folklorama
 Fort Whyte Alive
 Horizons Children's Centre
 ICE Education Fund
 Inclusion Selkirk - Halloween Decorating Contest
 Jenn's Furry Friends
 La Brigade de la Rivière Rouge
 Manitoba High Schools Athletic Association
 Manitoba Mood Disorder
 Manitoba Opera
 Meraki Theater
 North End Women's Centre
 NorWest Co-op Community Health
 Red River North Tourism Art & Garden Tour
 Red River North Tourism Holiday Alleys
 Scholarships
 Selkirk Community Fund
 Shakespeare in the Ruins
 Shindleman Family Lecture
 Sink it for CF
 SSSCOPE Inc.
 St. Alphonsus School
 T. Mislawchuck
 True North Youth Foundation
 Variety - Camp Brereton
 W. Bedford
 Winnipeg Aboriginal Film Festival
 Winnipeg Goldeyes
 Winnipeg ICE
 Winnipeg Jazz Orchestra
 Winnipeg Youth Soccer Association

DONATIONS

Alpha House
 Alzheimer Society of Manitoba
 Assiniboine Park Conservancy
 BBB Education Foundation of Manitoba
 CancerCare Manitoba
 Cerebral Palsy Bike Race
 Co-op Development Foundation
 Ecole Riverview School
 Grace Hospital Foundation
 Inclusion Selkirk
 Lockport School Library
 Manitoba Genealogical Society Inc.
 Manitoba Museum
 Manitoba Theater Centre
 Manitoba Theater for Young People
 North Star Lodge (Indigenous Women's Healing Centre)
 NorWest Community Co-op
 Nova House Selkirk
 Royal Winnipeg Ballet
 Selkirk & District Community Foundation
 Siloam Mission
 St. Amant Centre
 St. Andrews School Library
 St. John's Ambulance
 Teen Stop Jeunesse
 True North Youth Foundation - Camp Manitou
 United Way
 Variety Kids
 Westminster Housing Society
 Winnipeg Art Gallery
 Winnipeg Symphony Orchestra
 YMCA Winnipeg

Check out our **#CambrianCommunities** hashtag on social media to see more.

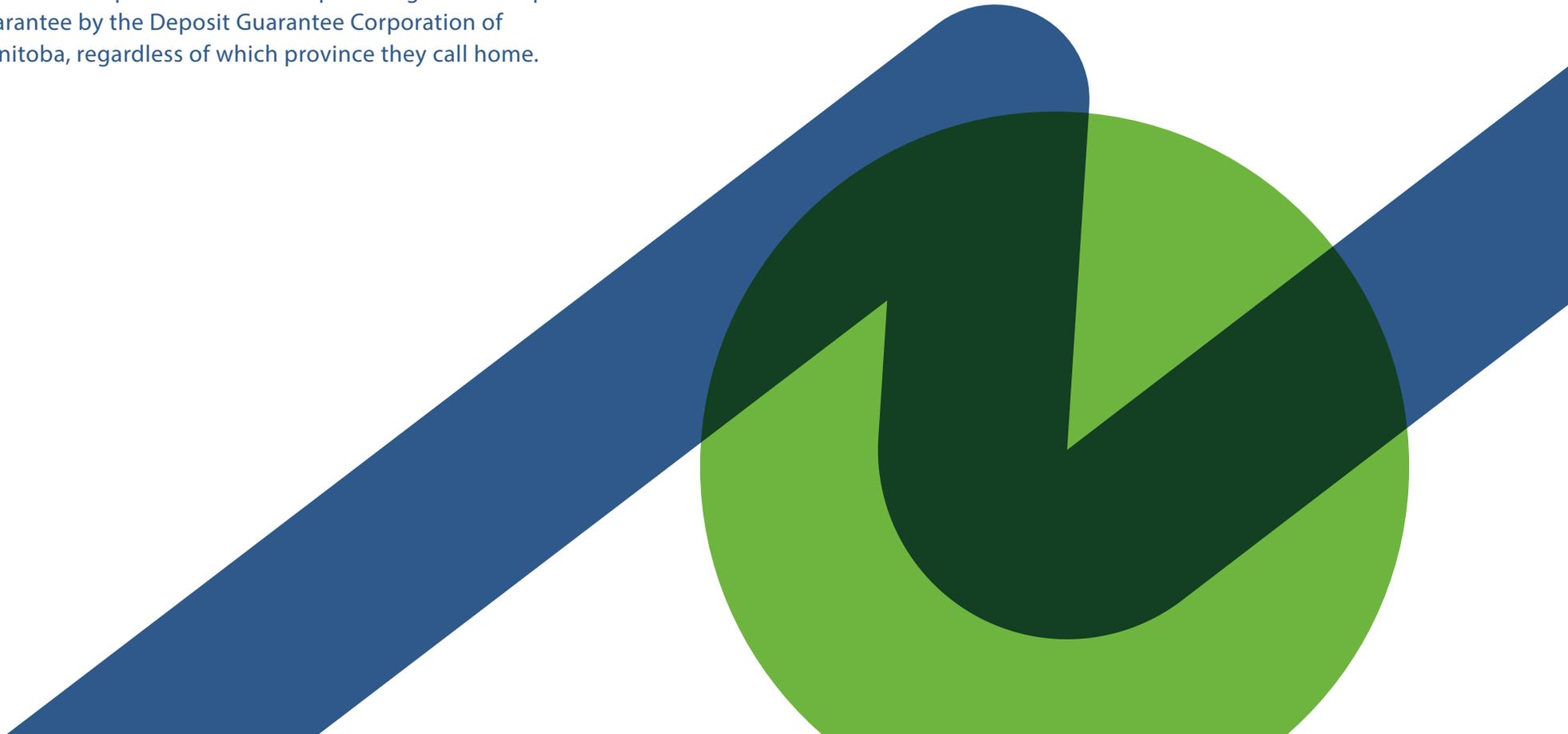
To our members, thank you for your commitment to Cambrian. Your trust and confidence have allowed us to become the successful organization we are today. Our members are our inspiration for continued innovation. We exist as a credit union because of you. We are here to serve.

Achieva

2021 Annual Report

Cambrian's virtual division, Achieva Financial, was established with one purpose in mind – to offer Canadian savers assurance and security while getting the best rates available in the most convenient way. Committed to providing our members with an easy-to-use, reliable online investment platform, members have the freedom to reach their savings goals in a self-directed approach.

For the past 23 years, Achieva has consistently offered members competitive rates while providing a 100% deposit guarantee by the Deposit Guarantee Corporation of Manitoba, regardless of which province they call home.



Our Team

2021 Board of Directors

Judy Mathieson was appointed Chair of the Board of Directors in April 2021. Judy joined the Cambrian Board of Directors in 2016 and has served on multiple committees, most recently as the past Chair of the Audit Committee.

Cambrian's previous Chair, Ken Lamoureux, continues to serve on the Board of Directors and is currently the Chair of the Governance, Human Resources & Compensation Committee.



Judy Mathieson

Chair

Board Meetings Attended: **9/9**
Committee Meetings Attended: **3/3**



Guy Whitehill

Vice-Chair

Board Meetings Attended: **9/9**
Committee Meetings Attended: **9/9**



Howard Falk

Board Meetings Attended: **9/9**
Committee Meetings Attended: **9/9**



Cindy Genyk

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



Paul Holden

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



Ken Lamoureux

Board Meetings Attended: **9/9**
Committee Meetings Attended: **6/7**



Jeffrey Morton

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



Valerie Romanow

Board Meetings Attended: **9/9**
Committee Meetings Attended: **6/6**



**Bonnie Saluk-
Chwartacki**

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

2021 Executive Team



David Mortimer
Chief Executive Officer



Diane Bilodeau
Chief Sales & Business
Intelligence Officer



Esther Friesen
Chief Risk &
Credit Officer



Jamie Gerlach
Chief People &
Corporate Services Officer
Corporate Secretary



Lynne Mackan-Roy
Chief Information Officer



Deanne Magnus
Chief Financial Officer

Financials

2021 Annual Report

(THOUSANDS OF DOLLARS)	2021	2020	2019	2018	2017
Assets	4,623,494	4,382,680	3,971,411	3,696,794	3,599,082
% Growth	5.49%	10.36%	7.43%	2.71%	3.78%
Net Interest Income	53,457	49,861	49,966	50,516	45,578
Provision for Loan Loss	806	6,372	380	222	700
	52,651	43,489	49,586	50,294	44,878
Other Income	22,135	21,459	21,599	21,168	20,811
	74,786	64,948	71,185	71,462	65,689
Operating Expenses	42,135	39,576	37,739	35,732	35,147
Income from Operations	32,651	25,372	33,446	35,730	30,542
Refunded Service Fees	6,542	6,304	6,242	5,951	5,646
Income Tax	5,794	3,349	8,569	4,554	3,216
Net Income	20,315	15,719	18,635	25,225	21,680
Regulatory Share Capital	333	328	325	9,364	9,443
As a % of assets	0.01%	0.01%	0.01%	0.25%	0.26%
Retained Earnings	330,262	309,947	294,228	275,593	250,958
As a % of assets	7.14%	7.07%	7.41%	7.45%	6.97%
Regulatory Equity as a % of assets	7.15%	7.09%	7.43%	7.71%	7.24%
Efficiency Ratio	55.74%	55.49%	52.73%	49.85%	52.94%

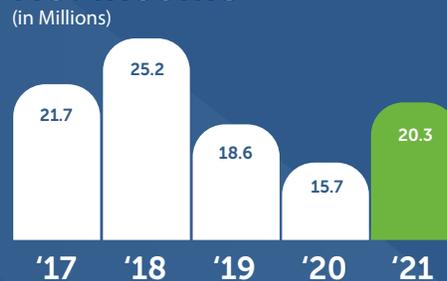
Assets

(in Millions)



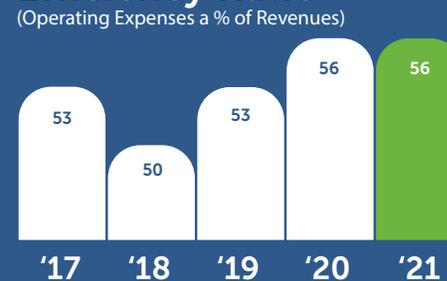
Net Income

(in Millions)



Efficiency Ratio

(Operating Expenses a % of Revenues)



Loans

(in Millions)



Deposits

(in Millions)



Regulatory Equity

(in Millions)



For full 2021 financials visit
www.cambrian.mb.ca



www.cambrian.mb.ca

