



2022 annual report

chair's message

To Our Valued Members,

Whether you joined DCU recently or are a long-standing member, the quality of your experience is vitally important to us—we are members too! Three core philosophies guide us in all we do:

People Come First | Do the Right Thing | Make a Difference

That's "The DCU Way" and why banking here is a better choice. We are proud of our growth, now serving over one million people and making DCU one of the largest credit unions in the country.

To ensure that we continue to deliver the DCU experience aligned with our core philosophies, the DCU Board of Directors is committed to reflecting diversity and depth of talent that represent the sophistication of our credit union. The banking industry is continually evolving, and so are the needs of our members. Our duty is to assemble a board whose skills and expertise are in keeping with the changing member needs. To that end, we have increased the number of Board seats from seven to nine to allow more members to participate and share new ideas. We also established a 12-year term limit for all volunteer positions effective with our April 17th Annual Meeting.

Our members remain engaged in the credit union and are committed to its success for the collective benefit of all. We see this daily in the referral of friends, family, neighbors, and co-workers to DCU. Through the recent board election process, we also experienced tremendously strong support. More than a thousand members expressed interest in serving the membership and we reviewed 163 completed applications through the objective nomination process.

To our past and current volunteer board, and all who have applied for these positions over the years, we **thank you for your commitment to DCU**. We appreciate your support of our mission that has led this credit union to become a million members strong and counting. We are honored that you have placed your loyalty and trust in DCU, and look forward to continuing our service to you.

Warm regards,



Matt Menning
Chair, Board of Directors

president's message

To our loyal members,

It has been nearly ten months since I had the honor of taking on the role of President and CEO of Digital Federal Credit Union from my predecessor, Jim Regan. I want to thank Jim for his 30 years of dedicated service that laid the groundwork for DCU to become a leading credit union in the United States. Together with the Board of Directors, Jim and his team cultivated a long-standing legacy of trust, resulting in one million members who have entrusted over \$10 billion in assets to DCU.

Since joining DCU, I have had the opportunity to meet with members and employees across the organization and hear their thoughts about DCU's past, as well as hopes and plans for its future. My first impressions of DCU are that while it is a large credit union, it has never lost sight of its humble beginnings in 1979 inside the offices of Digital Equipment Corporation in Maynard, MA. More than forty years later, we are proud to say that our employees still operate with the same kindness and commitment as they did when we were founded. And many of our original members remain with us today, continuing to refer their friends and families to DCU. I am delighted that DCU has kept its promise of prioritizing people, even as our institution continues to grow.

DCU is currently one of the top-20 credit unions in the nation in terms of asset size, thanks in large part to your loyal membership.

Our goal is to meet your financial needs while continuing to provide the excellent service you have come to know, no matter where you bank. Our branch locations are currently in Massachusetts and New Hampshire, but more than half of our members conduct their transactions using our Digital Banking experience and CO-OP Network branches throughout North America.

Upcoming Plans

We are here for our members, employees, and communities providing them the means to safeguard and build their financial well-being. As we move into 2023, our priorities begin with a strong focus on collaboration and credit union-wide problem solving. We are placing an emphasis on listening to our members' needs, identifying the root causes of their challenges and working together to solve them.

I recognize that this past year has been challenging for many members, as we launched our new Digital Banking platform. Your feedback has been taken to heart, and we have a team of experts working exclusively on improving your Digital Banking experience. The update to our online platform was driven by our focus and commitment to providing digital banking that supports financial planning and transparency.

A DCU constant is our dedication to delivering the most effective banking solutions using the latest technology and innovation. The Digital Banking conversion experience was not seamless for all members, and representative of the DCU we strive to be for our members. Since then, we have built a more specialized team of experts focused on enhancing our digital products and recommitted to providing our members a first-rate Digital Banking experience by listening, learning, and continuing to make enhancements. I pledge to lead with an attitude of taking responsibility and quick action for any missteps. We have already started to make considerable progress on this as you will see in the "Digital Enhancements" section on page 7.

In my opinion, leadership is built on open and transparent communication, and I encourage the same from our members. I want to hear what you think we do well, and how we can improve. As I continue to build on the strong foundation entrusted to me by the Board of Directors and Jim, your feedback will help me grow and innovate our credit union and the team that serves it. This will ensure the best outcomes for all of us – our members, our employees and our communities.

Again, I would like to thank you for all your continued trust as we enter this new era at DCU. I am thrilled for you to join us on this journey.

Sincerely,



Shruti Miyashiro
DCU President & CEO

a year in review

90K+ new or pre-owned vehicles financed, totaling **\$2.9 billion** in auto loans.

Proudly serving **over 1 million members**. DCU memberships are now over 1,042,420 – that’s an increase of 63,615 since last year.

6,387 members purchased or refinanced their home with DCU, totaling **\$1.5 billion** in mortgage loans.

At the end of November, we relaunched our member referral program. Before the end of the year, we opened approximately **950 new memberships** under the program with **1,900 members** having earned a referral bonus.

In partnership with EVERFI, DCU continues to bring financial education programming to high schools across MA and NH – ending the 2021-2022 school year, with **36 schools enrolled and 2,462 students participating**.

97,788 new checking accounts bringing the total to **770,648** – over 30% of members opting for direct deposit get paid up to two days earlier.

DCU’s Commercial and Small Business Team ended the year with **1,029 loans** closed totaling \$382.9MM - a net growth of **\$181.2MM or 12.13%**.

22 million total DCU Visa® purchases totaling **\$1.4 billion**. **34K** members transferred **\$100 million** worth of balances from high-rate credit cards to DCU Visa credit cards.

service features

Savings

Higher dividend rate on the first \$1,000 in primary savings encourages and rewards members for saving for the unexpected. As a result, members received **\$30M** in dividends in 2022, contributing to their financial health.

Free checking

DCU's Free Checking with the **Earn More Feature** enables members to earn while maintaining standard access to the account. To learn more, please visit dcu.org/freechecking.

Mortgage lending

DCU equips its borrowers with a five-day preapproval, one of the strongest approvals on the market – second only to a cash offer. Additionally, we offer real-time communications throughout the mortgage process to keep our borrowers up to date with the latest information on their loan. As a not-for-profit financial cooperative, we're able to provide competitive rates that can save our members even more than other financial institutions or lenders.

Consumer lending

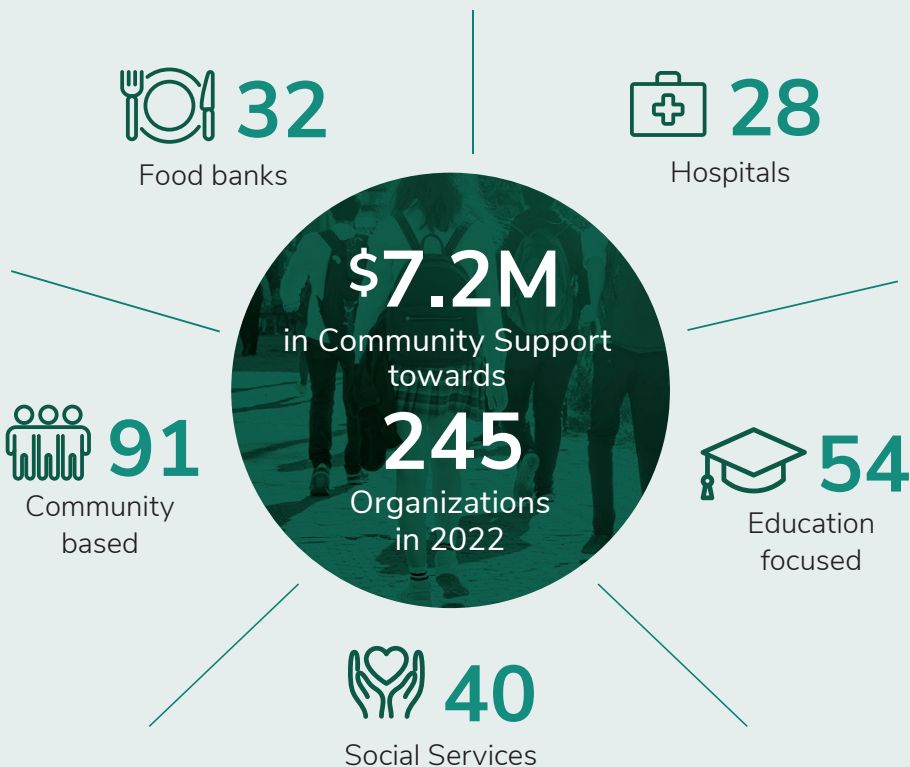
New technology for auto loan refinances and personal loans provides industry-leading experience that streamlines the application process. By simply providing a cell phone number, DCU helps its members make an informed decision in just a couple minutes. These do not impact credit scores until an offer is accepted.

Mobile wallet

Mobile wallet enrollment for DCU credit and debit cards has never been easier. Mobile wallets provide contactless payments, allowing for a faster checkout experience – in-person or online. Additionally, payments are more secure because personal data is encrypted during the purchase process. DCU was recognized by Visa in 2022 as one of the **top institutions for credit card mobile wallet** adoption.

DCU in the community

Giving back to our communities



Giving back to our members

We are committed to helping our members save money and achieve their financial goals. We continued this mission in 2022 by putting more than **\$65 million** back in members' pockets through high rate savings accounts and fee reductions.

 **\$65M+**

Dividends paid on High Yield Savings and in Fee Savings

 **\$30M**

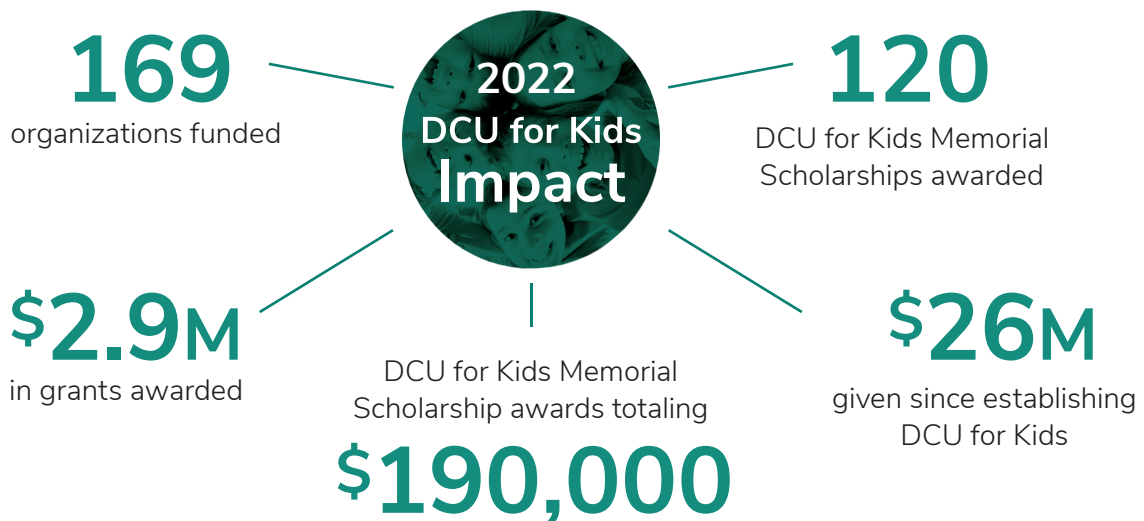
Dividends paid on the first \$1,000 on Primary Savings accounts

 **\$35M**

Fee reductions on everyday banking transactions
No monthly maintenance fee
Free use of 80,000 surcharge-free non-DCU ATMs nationwide

DCU Foundations

DCU for Kids, established in 2005, is a 501(c)(3) non-profit charitable foundation with a simple mission: **to improve the quality of life for children in need.** To date, DCU for Kids has made charitable **donations that total more than \$26 million.** These funds have provided support to educational programs, enrichment and developmental activities, medical research, support services, and student scholarships.



Axuda, Inc. is a 501(c)(3) non-profit organization founded by DCU in 2015 working to provide small, short-term interest free loans to working individuals and families that need a helping-hand. Axuda provides a forum for Borrowers to tell their stories and have their loan request crowdfunded by several Axuda Lenders. Once an Axuda loan is repaid, the funds are used again to lend to other Axuda Borrowers.

digital enhancements

In early 2022, DCU launched a new Digital Banking platform that unified our online and mobile banking experiences. At the same time, these significant changes created challenges for our members that we focused on addressing throughout 2022.

Since then, we've prioritized the following challenges.

Accessibility

Our goal is to ensure every member can experience the benefit of using our Digital Banking platform. Consistent enhancements around improving core functional areas have been our focus in 2022, and will continue to roll out in 2023.

New and improved features

The initial launch of our new Digital Banking platform did not include some popular features, and several functions did not meet member expectations. Addressing these gaps, based on member feedback has been another primary focus.

In 2022, we added or enhanced many popular features including:

- **Quick balance mobile widget**
See balances without logging into the DCU Digital Banking app.
- **Link accounts**
Securely connect your DCU accounts with many leading financial management tools
- **Search**
Quickly search for a feature within Digital Banking
- **Additional fraud and security features**
Protects member accounts from emerging threats to ensure every member stays protected.
- **Member referrals**
Allows members to refer DCU to friends and family using a simple website URL.
- **Money movement**
Based on feedback from members, we redesigned the money movement features like Payments and Transfers.
- **Ongoing improvements**
Each week we release new bug fixes, performance improvements, and more based on the feedback we hear from our members.

consolidated statements of financial condition (in thousands)

Assets	2022	2021
cash and cash equivalents	\$ 988,953	\$ 1,200,266
deposits in corporate federal credit union	35,000	20,000
securities - trading	–	452,856
securities - available-for-sale	270,021	280,514
other investments	11,726	9,418
loans held-for-sale	–	104,318
loans, net	9,687,205	7,582,425
accrued interest receivable	31,062	23,419
premises and equipment, net	79,627	84,651
ncusif deposit	88,633	82,093
other assets	88,514	43,408
total assets	\$ 11,280,741	\$ 9,883,368
Liabilities and Members' Equity		
liabilities		
members' share and savings accounts	\$ 10,145,853	\$ 8,804,288
accrued expenses and other liabilities	123,147	107,230
total liabilities	\$ 10,269,000	\$ 8,911,518
members' equity		
regular reserves	–	\$ 100,227
undivided earnings	1,023,234	873,952
accumulated other comprehensive income (loss)	(11,493)	(2,329)
total members' equity	\$ 1,011,741	\$ 971,850
total liabilities and members' equity	\$ 11,280,741	\$ 9,883,368

The Consolidated Statements of Financial Condition and accompanying graphs are unaudited. To view the 2022 Audited Financial Statements, visit [dcu.org](https://www.dcu.org).

consolidated statements of income (in thousands)

Interest Income	2022	2021
loans	\$ 344,044	\$ 307,021
securities, interest bearing deposits and cash equivalents	18,647	4,657
total interest income	\$ 362,691	\$ 311,678
Interest Expense		
members' share and savings accounts	41,425	45,282
borrowed funds	514	–
total interest expense	\$ 41,939	\$ 45,282
net interest income	\$ 320,752	\$ 266,396
Provision for Loan Losses	\$ 26,000	\$ 5,000
net interest income after provision for loan losses	294,752	261,396
Non-Interest Income		
service charges and fees	19,387	8,774
interchange income	62,705	60,146
other non-interest income	23,848	11,330
total non-interest income	\$ 105,940	\$ 87,967
Non-Interest Expense		
employee compensation and benefits	151,544	147,045
office occupancy and operations	90,019	72,895
other operating expenses	110,074	92,605
total non-interest expense	\$ 351,637	\$ 312,545
net income	\$ 49,055	\$ 36,818

The Consolidated Statements of Financial Condition and accompanying graphs are unaudited. To view the 2022 Audited Financial Statements, visit [dcu.org](https://www.dcu.org).

products and services



Personal Banking

Loans

Apply online or by phone 24 hours a day

- Auto, Boat, Recreational Vehicle, Motorcycle, and more
- Visa® Platinum, Visa® Platinum Rewards, and Visa® Platinum Secured Credit Cards
- Private Student Lending and Refinance Solutions
- Mortgages, Home Equity Loans, and Lines of Credit
- Personal, Debt Consolidation, Savings-Secured, Certificate-Secured, and Quick Loans

Savings

Account opening and online access 24 hours a day

- Savings, Checking, Free Checking with Earn More feature, Money Market, and Certificates
- Advantage Savings Account
- Individual Retirement Accounts
- Member Described Accounts
- Trust, Fiduciary, and UTMA Accounts

Special programs

- Mobility Vehicle and Access Loans
- Financial Wellness and Recovery Program
- Skip-A-Payment
- Auto Buying Service

Account access and other services

- DCU Digital Banking
- Mobile and Online Deposit
- DCU Pay
- Apple Pay®
- Android Pay®
- Samsung Pay
- People Pay
- Voice Banking
- DCU Visa® Debit Card and ATM Card

- Card Settings
- Easy Touch Telephone Teller
- Text Alerts
- Overdraft Protection Service
- CashEdge Funds Transfer Service
- Domestic and International Money Wires
- Money Orders and Treasurer's Checks
- Education and Information
- DCU Financial Education Center
- Monthly Member Newsletter
- Barnyard Cents Program
- Auto Buying Research Services
- Everfi and BALANCE Financial Wellness Programs
- Online Calculators



Business Banking

Loans

- Lines of Credit and Term Loans
- Investment Property Equity Lines and Loans
- Commercial Mortgages
- Construction Mortgages
- Auto, Business Vehicle, and Business Equipment
- Visa® Business Platinum
- SBA Loans

Savings

- Free Business Checking
- Savings, Money Market, and Certificates

Account access and other services

- DCU Digital Banking
- Business Visa® Check Card
- Online Federal Tax Payments (EFTPS)
- Merchant Credit Card Referral Services
- Payroll Service

branch locations

We are committed to providing our members with the best experience no matter where they choose to do their banking.

DCU has 23 branch locations and over 35 ATMs across Massachusetts and New Hampshire – with over 5,900 shared CO-OP branches and 80,000+ surcharge-free ATMs nationwide.

Massachusetts

Acton

100 Powdermill Road
Acton, MA 01720

Andover

209 North Main Street
Andover, MA 01810

Burlington

15 Greenleaf Way
Burlington, MA 01803

Fitchburg

350 John Fitch Highway
Fitchburg, MA 01420

Framingham

60 Worcester Road
Framingham, MA 01702

Franklin

500 West Central Street
Franklin, MA 02038

Leominster

210 New Lancaster Road
Leominster, MA 01453

Lexington*

1751 Massachusetts Avenue
Lexington, MA 02420

Littleton

207 Constitution Avenue
Littleton, MA 01460

Lowell

564 Bridge Street
Lowell, MA 01850

Marlborough

279 East Main Street
Marlborough, MA 01752

Marlborough

865 Donald Lynch Boulevard
Marlborough, MA 01752

Methuen

(Member Service Center)
2 Broadway
Methuen, MA 01844

Tyngsborough

378 Middlesex Road
Tyngsborough, MA 01879

Waltham

130 Lexington Street
Waltham, MA 02452

Westborough

18 Lyman Street
Westborough, MA 01581

Worcester

11 Tobias Boland Way
Worcester, MA 01607

Worcester

131 Gold Star Boulevard
Worcester, MA 01606

Worcester

225 Shrewsbury Street
Worcester, MA 01604

New Hampshire

Hudson

8 Flagstone Drive
Hudson, NH 03051

Manchester

369 South Willow Street
Manchester, NH 03103

Merrimack

19 Premium Outlets Boulevard
Merrimack, NH 03054

Nashua

379 Amherst Street
Nashua, NH 03063

Branch Hours

Monday – Wednesday

9:00am – 5:00pm Eastern Time (ET)

Thursday – Friday

9:00am – 7:00pm (ET)

Saturday

9:00am – 3:00pm (ET)

*Lexington, MA Hours

Monday – Wednesday

8:00am – 4:00pm (ET)

Thursday – Friday

8:00am – 6:00pm (ET)

Saturday

9:00am – 3:00pm (ET)

Information Center Hours

Monday – Friday

8:00am – 9:00pm (ET)

Saturday

9:00am – 3:00pm (ET)

Not near a branch?

Use Online or Mobile Banking

Easily bank at home with Online Banking or on the go with our Mobile Banking App for iPhone, iPad, and Android.

Try a CO-OP Shared Branch

Find a CO-OP Shared Branch near you by using our Branch/ATM Locator at dcu.org/locations



Find an ATM near you!

Access over 80,000 ATMs surcharge-free nationwide displaying any of these logos: Allpoint® | SUMSM | CO-OPSM

Find ATMs at dcu.org/atm

board of directors

Matt Menning
Chair

Kumar Kittuswamy
Treasurer

Anshul Gupta
Director

Curt Raffi
Vice Chair

Camille R. Glover
Director

Njeri Gichohi
Secretary

Wayne Haubner
Director

supervisory committee

Cathy Giunta
Chair

Frank Branca
Carlo Cestra

Julia Conn-Espitia
Scott Gordon

management

Shruti Miyashiro
President/CEO

David DeWitt
Senior Vice President
Enterprise Services

Laurie LaChapelle
Chief Financial Officer

Nancy D'Amico
Senior Vice President
Technology and Innovation

Julie Katalinich
Senior Vice President
Member Services

Craig Roy
Senior Vice President
Retail Lending

The DCU Way



People
Come First



Do the
Right Thing



Make a
Difference

We have a vision that we live every day. **All Members Achieve Their Financial Goals Collaboratively.** That means we want to be the catalyst and the cheerleader for our members' long-term financial success.

DCU's belief is that any and all business we conduct must be in accordance with the highest level of ethical standards possible. This applies to all of our employees, subsidiaries, and vendors. We strive to uphold the highest professional and ethical standards as a foundation for building long-term, trusting relationships with our members.



220 Donald Lynch Boulevard
Marlborough, MA 01752

[dcu.org](https://www.dcu.org)

NMLS#: 466914

In Your Community Report: [dcu.org/community](https://www.dcu.org/community)

 [facebook.com/DigitalFederalCreditUnion](https://www.facebook.com/DigitalFederalCreditUnion)

 [@DCUcreditunion](https://www.instagram.com/DCUcreditunion)

 [@DCUcreditunion](https://www.twitter.com/DCUcreditunion)

 [@digitalfederalcreditunion](https://www.linkedin.com/company/digitalfederalcreditunion)

 Equal Housing Lender
Insured by NCUA