

A photograph of four people in a modern office setting. A woman in a blue shirt stands and points at a document on a table. Two men and one woman are seated around the table, looking at the document. A laptop and a tablet are also on the table. Large windows in the background show a green landscape.

Annual Report

2019



GROWTH | LEADERSHIP | INNOVATION

2019

Growth | Leadership | Innovation



Growth

Developing the Leaders of Tomorrow
Employee Growth



Leadership

Leaders of COCC
Pillars for Success



Innovation

Industry Leaders
Digital Channel

Annual Report



A Message From Our CEO

Richard A. Leone

This past year, COCC has continued to grow by about any measure possible. With our annual sales reaching over \$130 million and more than 40 conversion events the past three years, we have been able to sustain our growth at a pace that allows us to serve our clients with the same personal touch we established over 50 years ago.

That being said, resting on our laurels is not an option. Rather, it is imperative we continue to move forward communicating the COCC difference. Our approach as a trusted business partner is more than just the technology we provide to community financial institutions; it's developing a strong culture in which growth, leadership and innovation are woven into our service. Every day our employees bring enthusiasm, pride, commitment, and a "can do" mentality to their work. Passion drives us to serve our clients with creativity and a sense of ownership that leads to mutual success.

Over the coming year, our goal is to continue focusing on growth while embracing all the nuances that make COCC a unique and vibrant company. Growth provides the fuel to innovate new products and services, improve our technology and create efficiencies in the way we service our clients.

This year, our central focus is to continue building on our progress. We are committed to ongoing leadership development and building from within our company to solidify the future. As we evolve our business processes we will refine our innovation strategy. To do this, we must challenge our norms and continually seek new ways to adapt and improve in the name of growth and advancement, strengthening our company, our employees and our clients.

Growth. Leadership. Innovation. This is the COCC difference.



President's Vision

Joseph D. Lockwood

Our solutions continue to evolve as our clients demand technology to meet their strategic growth initiatives. Over the past year, our newest solutions, primarily in the digital space, focus on leveraging customer data to grow deposits and loans, create efficiencies, streamline risk and expand customer service. As a true partner, some of our best ideas develop through collaboration between our employees and clients to design solutions that meet our clients' needs.

Marketing as a Service – Digital marketing is an extremely impactful way to grow deposits and loans. Using the vast amount of existing customer data available within the core, our team will assist to create marketing campaigns that resonate with a broad spectrum of a clients' targeted demographics. Clients still control all the branding and artwork. Our team assists with the technology by digesting the data, setting up campaigns and providing performance scores of each campaign.

Software Developer as a Service – In an ever growing "plug and play" technology arena, our clients have the ability to commission custom development for their own unique needs. A developer can create apps, custom reports, third-party API integrations and many other initiatives, all at the client's control. COCC provides the overhead, access to tools and a knowledge base that is only available on the COCC campus.

Digital Bank – Offering a stand-alone, digital-only bank provides our clients the ability to reach new markets outside their current brick and mortar footprint, new specific and targeted customer demographics or as a solution to merger and acquisition branding challenges. With our pick and choose ancillary suite of digital banking products and solutions, the Digital Bank can offer a full and complete banking experience exactly like your branch network, but without the physical location.

Call Center – Providing after hours support can be a big differentiator for a community based financial institution. COCC's call center solution is tailored to meet each clients' unique needs. Our call center team is equipped to support calls for our online banking channel as well as a full call center. All our call center personnel are local and work from our Connecticut based facilities.

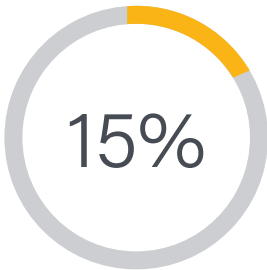
iWorkstation – As technology continues to evolve at a rapid pace, keeping network architecture current and staying ahead of regulatory pressures can be a challenge for community financial institutions. The iWorkstation solution provides our clients the ability to outsource their network infrastructure by shifting the management of physical servers to the trusted walls of COCC's network.



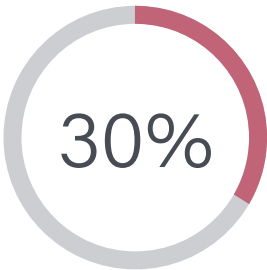
Developing the Leaders of Tomorrow

Internships

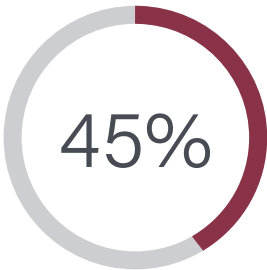
COCC’s Internship Program has been part of our recruitment strategies over the past few years. This year, our program included more than 25 interns with almost half of them being hired in a full-time role or continuing on in a part-time capacity while finishing their degree. Our program includes internships in all disciplines of our business and we have also partnered with some local colleges as part of a student’s college coursework. COCC provides a supportive and rich learning experience for interns in which they can make a real contribution within the company while building a foundation for their future careers.



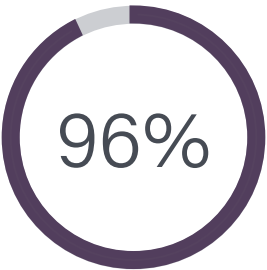
Employees Promoted in the Past Year



Increase in Classes Offered



Intern Hire Rate



Overall Training Satisfaction

Management Leadership & Development

We know that the foundation of our great service reputation starts with an engaged workforce. With 70% of the employee experience coming directly from the relationship they have with their Management Team, we have continued to invest in developing great people leaders in the organization. Our development strategy covers both our newly promoted leaders and also our seasoned leadership team. For new leaders, our in-house program covers core management principles along with peer roundtables to ensure our people centered culture remains strong. For our seasoned leadership team, we believe continued development is critical to stay connected to our growing diverse workforce. We offer multiple on-site courses that go beyond core management principles to challenge our leadership team to think not only about today’s workforce but also what our workforce will look like in the future.

Corporate Leadership Development

Being a 52-year-old company, we know how important it is to have an effective succession plan strategy. Today, we are focused on building a bench of future leaders that will be the next generation to hold critical roles in our business. Beginning in 2020, we will be partnering with a locally accredited university to build a robust multi-year program that incorporates graduate level business classes and COCC specific content. Our Corporate Leadership Development (CLD) program will consist of four semesters worth of academics and will result in participants receiving an accredited certification. In addition, COCC employees may choose to use these credits towards a graduate level business degree.

Service Excellence

Service Excellence is our culture-based training program that all employees must complete each year. This two-part program covers both our entire employee base and our Management Team. Each year we discuss our pillars of client service, both internal and external, our culture of employee connectedness, and our commitment to diversity, inclusion and equitability. For our employees, it is a great feedback channel on how we are doing culturally, areas of potential growth, and topics to discuss as our workforce plans for the future. Our Management Team follows a similar format with an emphasis on building an engaged and connected workforce focused on our business priorities.



Mentorship

Our talent development strategies continue to evolve with the complexity of our business. We know that what we do is complex and many times our teams need to collaborate to solve an issue or develop solutions. At the heart of strong performance is our ability to share knowledge to help one another. The goal of our newly promoted Mentorship Program is to offer peer mentorship across the company. By utilizing our entire workforce, we can provide an opportunity for experienced employees to give guidance to others. The program will allow mentors and mentees to share information so both individuals can learn, grow and achieve. Topics of discussion will not be limited to work content and will also cover topics that ensure our workforce feels connected and engaged to our mission.

Employee Growth

The last few years have seen unprecedented employee growth at COCC. As we respond to our clients' growing needs by expanding our product, service, and technology offerings, we have also had to grow our employee base. In particular, we have focused on our client services, development, and technology services teams, all of which have become deeply involved in some of our newest products and services such as the Call Center, Security Operations Center, iWorkstation, and Business Intelligence.

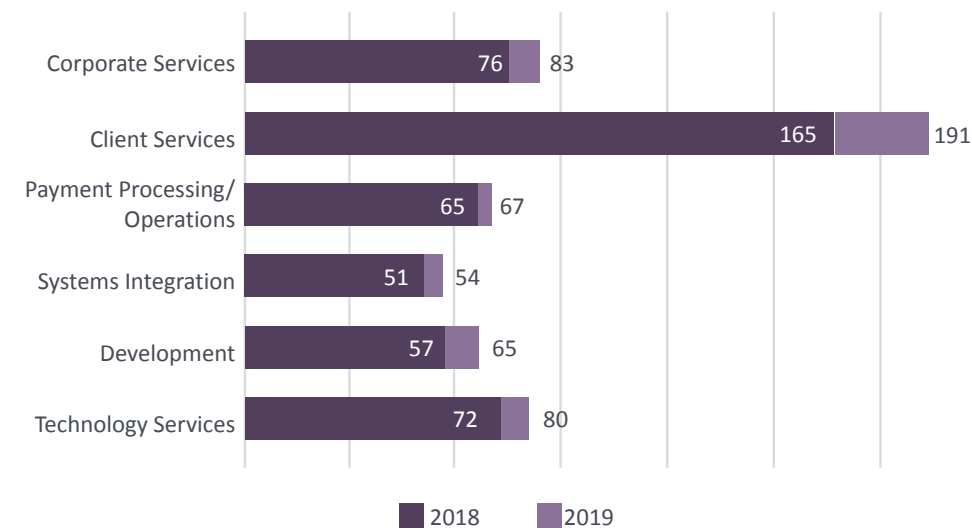
This new growth requires us to strengthen our training practices to ensure our people have the essential skills and knowledge that they will need to succeed in new roles. Our Talent Development team has been working closely with our staff to help develop formalized training and onboarding tools that are customized to each area. These include programs designed specifically for employees new to COCC and the workforce, as well as for employees who have served COCC for decades. This holistic approach ensures that all of our employees continue to grow within their roles.

Employee growth is showcased through COCC's Career Pathways initiative. Employees can visit an interactive web page on our company intranet to learn about their colleagues' career mobility. Promotions, internal transfers, new degrees and certifications are celebrated company wide. This page tracks employees' history since beginning at COCC, showing a literal pathway of career growth and development.

Our continued focus on employee development and retention is designed to help us better serve our clients.



How COCC is Growing



Leaders of COCC

COCC recognizes that we must have leaders on our team to remain a leader in our industry. We embrace the contributions of our employees and encourage them to make a positive impact in everything they do. Jamie Perry and Alex Campbell are two examples of COCC employees that are leaders both at COCC and within their communities.

Jamie Perry

Jamie spearheads the development efforts of COCC's Security Operations Center. Beyond corporate risk management, Jamie has dedicated herself to creating a platform for women within COCC to develop within the technology sector. In March, Jamie was recognized for her efforts by the Connecticut Technology Council as the top Woman of Innovation from the Large Business Innovation and Leadership category.



Jamie Perry
VP, Chief Security Officer

"It has been an honor to mentor and see other women grow in the technology field."

Leadership

In addition to working full-time, Jamie is also an Air Force Reservist holding the rank of Senior Master Sergeant. During her 15 years of distinguished service, she has been actively involved in mentoring the Airmen of the 911th Airlift Wing in Pittsburgh, PA.

Alexander Campbell

Since 2007, Alex has developed a wide range of skills and knowledge while working in a variety of different service teams. Regardless of the role or department, Alex is always valued and trusted as a leader.

Alex is also devoted to his community, whether it be through his weekly community radio broadcast or by serving as co-chair on the school governance council. As a board member of The Scribe's Institute, an organization aiming to reduce the achievement gap, Alex supports youth literacy initiatives as a key foundation of success and personal freedom.

Alex also organized COCC's participation in a S.T.E.A.M. (Science, Technology, Engineering, Arts, and Mathematics) event with students from Hartford's Sports and Medical Science Academy, to instill excitement in Fintech. The event educated and inspired inner city youth to be innovators of tomorrow by using critical thinking and process-based learning.



Alex Campbell
AVP, Client Services

"When given the opportunity to get involved, jump in and become a trusted advisor regardless of the position."

Pillars for Success

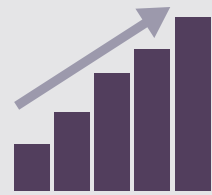
Embracing business priorities and living by our core values is the base line for our continued growth and success. Initiatives focused on increasing competitiveness, streamlining the organization, enhancing operational effectiveness and managing risk is the pathway to the future of COCC and the clients we proudly serve.



Evolve Business Processes



Create an Innovation Strategy



Enhance Leadership Development



Challenge Norms

COCC's Mission

To be a trusted partner, delivering secure, quality solutions that drive the success of financial institutions, while providing a challenging and rewarding workplace for its employees.

Industry Leaders

Our approach to building a solid reputation as a leader within our industry focuses on establishing a strong partnership with our clients, being an innovator of technology and creating an engaged and committed workforce. Success comes in so many different forms, and while we don't do the work for the recognition, the awards we have received offer proof that our direction and execution is on mark.

For the eighth straight year, we were named a Top Workplace by the Hartford Courant. In keeping with our commitment to nurture a strong service culture with highly engaged employees, we use the Top Workplaces data to learn what our employees need to feel motivated to come to work, do their best, and learn, develop, and grow in their careers.

Higher employee engagement drives company performance. In looking back to 2006, when we first participated in employee engagement surveys, we are able to correlate a parallel of company growth with our increased levels of engaged employees. This year the Employers Association of the NorthEast recognized our longstanding employee engagement efforts with the Employer of Choice award, a distinction we were honored to receive.

Our employees are highly engaged in the community either through COCC-led volunteer events or their own passionate projects. Earlier this year, Jamie Perry, Vice President and Chief Security Officer, was selected as a Woman of Innovation by the Connecticut Technology Council. Jamie has dedicated herself to mentoring future leaders both within COCC and outside of the company. This is how leadership is grown within COCC.



Digital Channel

As a trusted technology partner, we make it our responsibility to identify and deliver technology solutions that allow our clients to provide relevant products in the ever-changing digital banking channel. To help our clients remain competitive requires that we offer a variety of flexible solutions that deliver an optimal user experience. Our job is to provide clients with tightly integrated solutions that make each interaction with a new or existing customer a positive and memorable experience.

Account Aggregation

Our account aggregation solution allows our clients to continue acting as a trusted financial advisor in the digital realm. With its award winning user experience, clients have another tool to help them remain engaged in their customers' financial lives. Data is managed and displayed in a cohesive, intelligent, and highly visual way for interactive use on the digital channel.

Credit Monitoring

With an ever increasing demand for quick and simple tools to manage credit health, our credit monitoring product provides clients a digital solution to continue acting as that trusted financial resource. Providing feedback and tips to improve credit scores, clients can increase engagement and loyalty in the digital channel as well as cross-selling new solutions.

Digital Mortgage

Our solution provides the ability to create a flexible and easy mortgage application process where borrowers can check rates, complete an online mortgage application, engage with their loan officer and securely upload and eSign documents, allowing mortgage applications to be built across multiple channels. Digital mortgage technology makes it faster and less expensive for lenders to process loans and reach new markets.

Our focus on providing current solutions that are meaningful with optimal user experience, carries over into our online banking and mobile offering. Our goal is to continue to challenge the norms by building new online and mobile banking themes with simplified and responsive design for an optimized experience on any device.

Marketing Analytics

Today's consumers demand a relevant and personalized experience at every touchpoint. Use the power of your data through advanced analytics capable of predicting a customer's life events while engaging in meaningful conversations. Key lifestyle indicators help drive predictive customer analytics and one-to-one messages across digital and physical channels such as online banking, mobile banking, public website, internet, call center and in branch.

Online Account Opening

Offer more flexible ways to open accounts for new customers as well as existing customers online, via mobile, or using self-service tablets within the branch or on location. Allow customers the ability to complete account opening when and where they want. Plus, our real-time integration with the core allows abandonment follow up to help applicants that were unable to complete the process without losing what was previously entered.

P2P Payments

Mobile peer-to-peer payments are on the rise as more and more consumers demand quick and easy payment methods. Our solution provides access to the most widely adopted and highest volume P2P network in the country and the only one where the standard is real time money movement. Our convenient and easy solution adds one more layer of financial engagement with the customer in the digital space.

16M

iBanking Logins
Per Month

1.3M

iBanking Users

28K

Accounts Opened
Online

7M

Mobile App Logins
Per Month

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