

Annual Report



2023



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Stronger, Together



For the seventh consecutive year, CAA proudly upholds its position as one of the top three most trusted brands in Canada, surpassing a list of over 400 companies nationwide. Holding the leading position in the insurance category since 2018, our unwavering commitment to innovation exemplifies our role as an industry leader. This year's Annual Report serves as a testament to our collective strength and resilience in meeting and exceeding the evolving needs of Canada's motorists and travellers.

CAA Club Group of Companies (CCG) is comprised of two automobile clubs, CAA South Central Ontario and CAA Manitoba, providing roadside assistance, travel, insurance, advocacy and savings for over 2.6 million Members. It also includes the CAA Insurance Company, a national property and casualty insurance company; Echelon Insurance, a national specialty insurer; CCG Advisory Services, offering life and living insurance solutions, and the Orion Travel Insurance Company. CAA Insurance and Orion Travel Insurance products are distributed through CAA Clubs and select brokerages. Echelon Insurance products are distributed through an extensive network of more

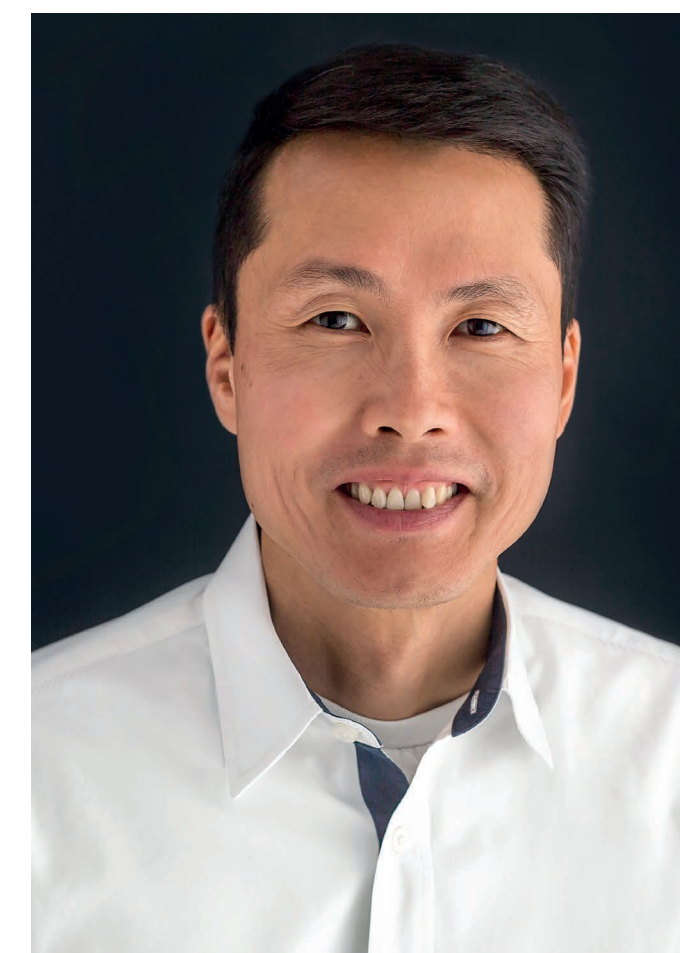
than 465 brokers across the country.

CCG is part of the Canadian Automobile Association (CAA), a federation of eight independent Clubs across Canada serving over six million Members.

“We believe that doing good to help others is our highest priority.”

Jay Woo, President and CEO

Message from the President and CEO and Board Chair



Jay Woo
President and CEO
CAA Club Group



Marianne Bridge
Chair of the Board
CAA Club Group

Reflecting on 2023, it's clear how significantly our organization has evolved and expanded over the years. In just the last decade, we established our own travel insurance company, driven by a vision to offer superior protection for travelers abroad. We've grown our Membership and reach through the merger with CAA Manitoba, and our property and casualty insurance business has extended from serving just Ontario to providing a suite of products across the nation. And, we welcomed Echelon Insurance into our family in 2019, a key player in the specialty insurance market.

Our growth has been both strategic and necessary, ensuring our resilience and ability to protect our Members well into the future. At our core, we remain a membership-based organization, committed to the safety and well-being of our Members and customers. Every step we've taken has been aimed at enhancing our foundational services, reinforcing that the strength of CCG lies in the collective capabilities of its parts.

We acknowledge that 2023 presented economic challenges for many families, with rising inflation and interest rates tightening household budgets. That's why we've held our Membership rates steady since 2021 and continue to introduce benefits designed to provide real savings. For instance, our partnership with Shell Canada launched in 2022 allows Members to save 3 cents per litre at the pump—a program that has seen a remarkable 73% increase in usage from the previous year.

Additional highlights from 2023 include:

- Our new partnership with the Canadian Association of Retired Persons, positioning us as their recommended insurance and roadside assistance provider.
- The launch of the CAA Everyday Membership, which expands the availability of our benefits to more people, even those who may not need roadside services.
- Our recognition as the leader in North American roadside response times, a testament to our ongoing improvements in call centre operations, Associate development, and cutting-edge technology such as our Geo-temporal Gen 2 system.
- The introduction of the CAA Head Start Discount™, aimed at providing young drivers with savings on auto insurance.
- Our Government and Community Relations team has continued to advocate for motorists at various governmental levels, focusing on critical issues like infrastructure, consumer protection, and road safety. This dedication earned them a second consecutive Road Safety Achievement Award for Corporate Leadership from the Ontario Ministry of Transportation.

You'll find more examples of how CCG is stronger, together throughout this report.

The foundation of these achievements is our people—the Members, customers, valued partners, and dedicated Associates who embody the strength and beliefs of CCG. You are the reason we continue to grow and enhance our operations, ensuring we can support you for many years to come. On behalf of the CCG Management team and Associates, thank you for your steadfast support.

Membership and Emergency Roadside Services

Snapshot

2,418,458

2023 Memberships
South Central Ontario

227,735

2023 Memberships
Manitoba

3.66%

Membership Growth
South Central Ontario

1.76%

Membership Growth
Manitoba

89.3%

Membership
Renewals

1,214,585

Total Rescues
South Central Ontario

99,073

Total Rescues
Manitoba

9,128

Tire Changes
South Central Ontario

786

Tire Changes
Manitoba

81

Net
Promoter
Score

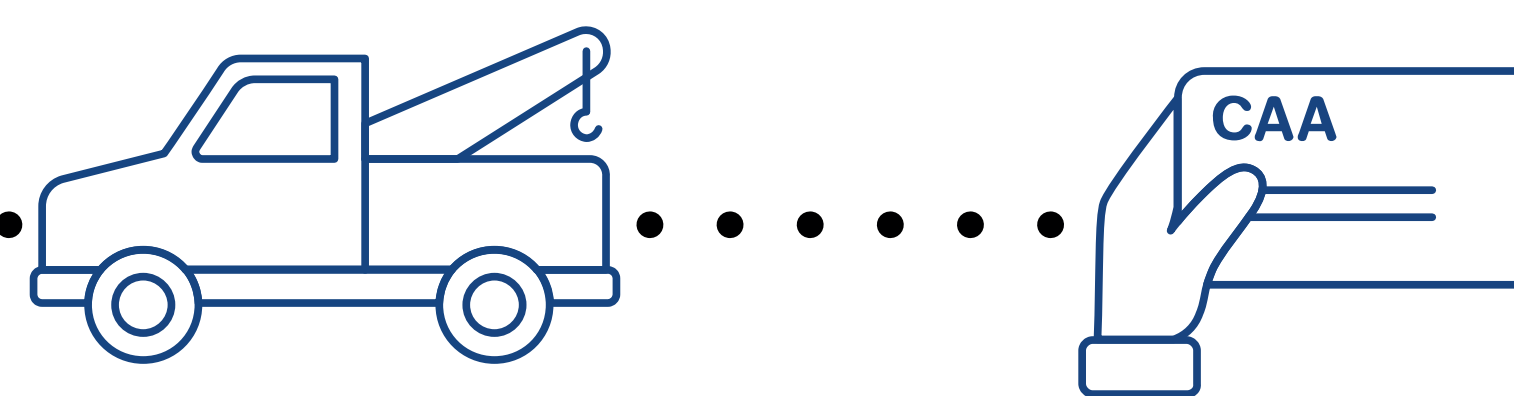
42,540

Battery Replacements
South Central Ontario

3,422

Battery Replacements
Manitoba

Membership and Emergency Roadside Services



Our organization is in a constant state of evolution. We're not just responding to the changing world, we're anticipating and shaping those changes, finding innovative solutions to solve new and old challenges. We understand that the world has transformed, and so have the needs and expectations of our Members. CAA is committed to meeting Members where they are in their lives, ensuring our products and services not only meet but exceed their expectations.

With an overall membership renewal rate of 89.3 per cent, it's clear that Members see significant value in our programs and find compelling reasons to stay. They're not just satisfied; they're delighted by the peace of mind and the tangible value our programs provide – core aspects of our offerings that resonate deeply.

Membership Growth

Our membership has steadily increased, growing by 3.66 per cent year over year, as we welcomed 332,643 new households in South Central Ontario and 29,813 in Manitoba into the CAA family.

Roadside Excellence Through Technology

In 2023, CAA made significant strides in further enhancing communication during emergency roadside service rescues, demonstrating its commitment to delivering exceptional value to its Members. Additional features were included in our Service Tracker™ app, a tool designed to keep

Members informed and reassured during roadside events by enabling them to track their location in real time. These enhancements, coupled with the addition of driver photos, were deployed to foster an increased sense of safety and reassurance during roadside events. We also upgraded our telephony infrastructure with computer telephony integration, allowing agents to quickly identify Members and expanded our contact centre automation platform. These improvements now let us handle over a third of all inquiries automatically. This blend of technology and human interaction ensures that each Member's experience is as efficient, seamless and reassuring as possible, maintaining our reputation as a reliable service provider and one of Canada's most trusted brands.

In a significant step towards sustainability, we transitioned from distributing 260,000 printed copies of material to offering a seamless online experience for our Members. Our continued commitment to remote work and reduced travel has further lessened our environmental footprint, significantly enhancing both sustainability and Associate satisfaction.

Our dedication to service excellence and technological innovation was mirrored in our operational achievements, most notably through our strategic partnership with HAAS Alert. This collaboration introduced a new groundbreaking safety feature, utilizing Safety Cloud® technology to send alerts to drivers via popular navigation apps and connected vehicles. Designed to enhance road safety, this initiative significantly steps up protection for stranded Members and rescuers, reaffirming our commitment to pioneering road safety advancements.

In 2023, CAA South Central Ontario regained its position as the leader in North American roadside response times – a testament to the effectiveness of our strategy and the hard work of our team. While milder temperatures over the course of the winter resulted in fluctuating call volumes and a reduction in weather-dependent service demands, our focus on listening to and addressing Member concerns has led to an improvement in our Net Promoter Score, climbing from 79 to 81 – world-class status. These accomplishments underscore our ongoing effort to not only meet but exceed Member expectations, ensuring each interaction with CAA is marked by reliability, efficiency and a deep-seated commitment to safety and satisfaction.

Member Benefits and Value

CAA continues to be proactive in addressing the evolving needs of our Members, especially against the backdrop of rising interest rates and an increased cost of living. Central to our efforts was the launch of the CAA Everyday Membership, a new category offering inclusivity by providing membership value without roadside assistance. The positive reception of this new offering was immediate, with 5,000 new memberships registered following its launch in Q4, highlighting the demand for flexible and accessible membership options.

Our efforts to enhance Member benefits have paid off, notably with the widespread use of Maple online health care and the Shell fuel discount. In 2023, we expanded Maple's 24/7 virtual care to more

membership levels, providing more Members with timely access to health care. The Shell partnership, which offers savings of 3 cents/litre at Shell Stations across Canada, continued to deliver savings as Members pumped more than 354.9 million litres of fuel in 2023. This marked a 73 per cent increase from the previous year. Rounding out this year's initiatives, the strategic use of data to refine our communication through targeted messaging in paid digital channels has played a key role in raising awareness and usage of the benefits within our membership.



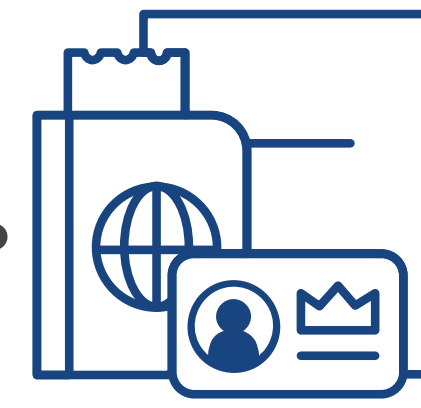
354.9 million

Litres of fuel pumped by Members who utilized their Shell CAA Member benefit. A 73% increase from the previous year when the program launched.

4.68/5

Overall Member Satisfaction rating from those who used their Maple benefit in 2023.

Travel and Retail



As travel continued to make a triumphant return in 2023, we collaborated across business lines and with our partners to elevate the experience for travellers through enhanced service, new products and events.

Extraordinary Explorations

As part of our commitment to continuously expand CCG's offerings and enrich the travel planning experience, we launched a dual version of our Extraordinary Explorations® website, accessible to both consumers and travel agents. In addition to simplifying the booking process by giving consumers the ability to book Extraordinary Explorations directly through our new website, it also provides agents with access to a robust back-end inventory and reservation system and automates processes such as tour building, pricing, inventory management and the reservation process. This initiative represents a significant leap in blending travel technology with exceptional travel experiences.

Travel Expos

In 2023, our Travel Expo saw significant expansion and enthusiasm, marking its inaugural year in South Central Ontario, in addition to our annual events in Manitoba. Attendance at the Toronto Expo reflected the high anticipation and excitement among travellers. This was mirrored in Manitoba, where each expo had record attendance, showcasing the event's enduring appeal.

The Travel Expos, a joint effort by our Travel, Retail and Merchandise teams, featured a pop-up shop

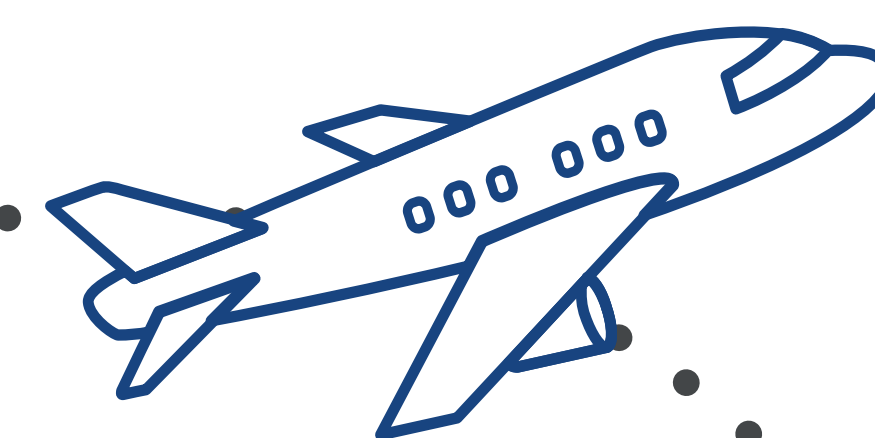
that significantly enhanced the event experience through visual displays, product sales and engaging vendor demonstrations. These new additions and enhancements to the expo experience, helped raise merchandise awareness and played a pivotal role in the overall success of the events. The significant number of bookings linked to expo attendees underscored the Travel Expo's role as a key driver of engagement and business growth, further enriching the travel experience for our Members. Overall, the expos had an impressive turnout, with 1,780 attendees in Manitoba and 559 at the event held in Toronto, indicating a strong interest in travel and the services we offer.





Enhancing the Retail Experience

We continued to elevate the retail experience in 2023 with a series of initiatives aimed not just at driving business but at fostering deeper customer loyalty and partner engagement. High-impact programs like Black Friday and Cyber Monday, along with our Q4 holiday gift guide campaign, which featured a series of radio ads and in-store collateral, showed measurable success and continued to raise awareness of our retail offerings. The return of travel bookings to pre-pandemic levels, alongside a significant increase in passport photo and International Driving Permit services—up nearly 200% year over year—underscores the industry's health and resilience. This surge, especially evident as Manitoba store traffic surpassed 2019 figures, emphasizes the growing demand for travel-related services, including merchandise and travel insurance. The introduction of a scheduling tool has further streamlined appointments with travel consultants, reflecting our dedication to service excellence and customer satisfaction, and reinforcing the positive momentum within the travel industry.



523

Number of athletes flown to the North American Indigenous Games.



Completed our transition to digital TourBooks and introduced electronic Cineplex® tickets, significantly reducing our paper usage.

Insurance **Snapshot**

880,471 Orion Travel Insurance –
Number of Lives Protected

869,875
Families Protected

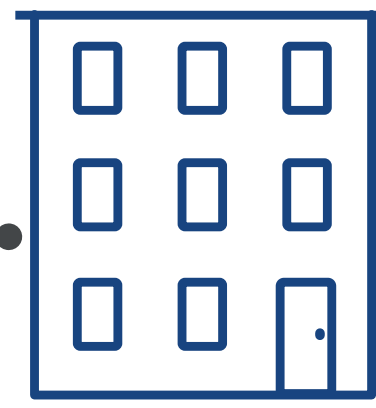
146
Number of P&C Brokers

37% Growth Rate for
CAA Insurance

13.4% Growth Rate for
Echelon Insurance

372 Number of Echelon
P&C Brokers

Insurance



CCG provides comprehensive care and dependable coverage through CAA Insurance Company, Echelon Insurance, Orion Travel Insurance and CCG Advisory Services. Our commitment to competitive rates and forward-thinking claims services has established us as leaders in the insurance industry, consistently evolving to meet the needs of our customers and their families.

This year, our efforts were focused on deepening our commitment to innovation and digital transformation. This approach enabled us to offer tailored, comprehensive solutions across our portfolio, reinforcing our role as a trusted protector for our policyholders. We've made significant strides in ensuring their well-being and future are safeguarded, enhancing the overall experience.

Rounding out the year's achievements, our dedication to excellence was honoured by Forbes Magazine, which named CAA Insurance the best auto insurance company in Canada, underscoring our industry leadership. Additionally, an IPSOS survey hailed CAA as a "beacon of excellence," with the highest Net Promoter Score among competitors. These accolades underscore our dedication to safety and satisfaction, highlighting our role as an innovative, proactive and customer-focused organization that consistently surpasses expectations.

CAA Insurance

CAA Insurance embarked on a journey of remarkable growth and expansion, extending extraordinary value and enhanced protection to an increasing number of policyholders across Canada in 2023. This year was marked by a significant

milestone as we saw 37 per cent growth in premiums, a testament to our expanding reach and the trust placed in us by customers seeking reliable insurance solutions. Central to this growth was the addition of new Associates to our teams, the strengthening of partnerships with clubs across Canada and a robust broker network. These collaborations underscored our commitment to providing reliable and trusted protection and services, meeting the evolving needs of our customers and their families in today's changing insurance landscape.

Some of the highlights of our work in 2023 included:

- Collaborating with industry and government stakeholders to address the alarming rate of vehicle theft in Canada, where a vehicle is stolen every five minutes. CAA Insurance continued to lead advocacy efforts for solutions to safeguard drivers and their vehicles.
- A newly formed partnership with the Canadian Association for Retired Persons (CARP), who selected CAA as its recommended insurance partner and roadside assistance provider.
- The launch of the CAA Head Start Discount™ program, offering 25 per cent savings to youth in Ontario under the age of 25 with a clean driving record. 2,200+ families were enrolled in the program in 2023.
- Continued success of the CAA MyPace® program that rewards policyholders who drive less with significant savings.
- The launch of a new brand identity and marketing campaign – Making Things Better™ – reflecting the company's commitment to delivering a more human experience in insurance, delivered in a clear and kind way.



- Recognition for the third year in a row from Insurance Business Canada as a Top Insurance Employer for our outstanding benefit programs, employee development initiatives and workplace culture.

Echelon Insurance

In 2023, Echelon Insurance made strategic strides, with a continued focus on responding to the unmet needs of Specialty customers and industries.

In our Commercial Lines, this meant finding innovative, data-driven approaches to providing solutions to underserved Specialty markets, notably within the taxi, contractor and hospitality sectors. This approach not only showcased our commitment to innovation but also our dedication to serving those in need with precision and empathy.

Enhancements across all our business operations focused on elevating the broker and customer experience. The continued expansion of Guidewire throughout the year marked a significant leap towards operational excellence, presenting increased efficiencies and a more streamlined, personalized customer experience. This advancement in our technological framework underscores our pledge to lead with innovative solutions.

Our journey towards the internalization of claims processes made notable progress in 2023, aimed at minimizing wait times and reducing customer concerns. With a continued focus on customer support, Echelon strengthened its efforts on proactive loss prevention. By tapping into our in-house risk management capabilities and forging strong partnerships with brokers and industry associations, we developed valuable educational resources to guide our commercial clients on their loss prevention journey.

Echelon's commitment to both brokers and customers was further amplified by its support of several regional and national charitable organizations. Echelon extended its reach to communities across Canada as a national sponsor of the Women in Insurance Cancer Crusade (WICC), an organization dedicated to raising awareness and providing support to Canadians impacted by cancer. Throughout 2023, Echelon also supported the Red Cross, the Okanagan Food Bank and participated in Movember, further demonstrating our deep-rooted commitment to the communities we serve across Canada.

Orion Travel Insurance

In 2023, Orion witnessed a remarkable resurgence in travel, with 27% growth in travellers seeking our protection, underscoring the return of wanderlust and confidence among explorers. This surge was not just a rebound; it was testament to the evolving landscape of travel insurance, where trust, experience and digital innovation converge. Our efforts to further streamline the purchase process and enhance our online offerings, resonated deeply, and continued to attract more diverse travellers than ever before. We also saw an increase in employers turning to Orion to secure travel benefits for their employees, reflecting our expanded reach and the value we bring to our various customer segments. Our continued focus on leveraging technology, such as the introduction of digital wallet cards, marked a pivotal step in reducing our environmental footprint and catering to the digital-first preferences of modern travellers.

“Every single person on the travel insurance team takes great pride in what they do, and they **genuinely care about the customers they serve**. We protect people when they are at their most vulnerable – in a medical emergency away from home. So, it matters that we have people who care.”



Neil Henderson, Director, Product and Pricing
Orion Travel Insurance

Orion's success in 2023 was not just about numbers but about reinforcing trust and our commitment to safety and protecting travellers on every journey. Recognition, like the Reader's Digest award, echoed our standing as a preferred provider, with more Canadian travellers and families entrusting us with their safety. This trust is built on our unwavering dedication to being there for travellers, a philosophy that aligns with our CAA partnerships across Canada, from Alberta to Newfoundland.

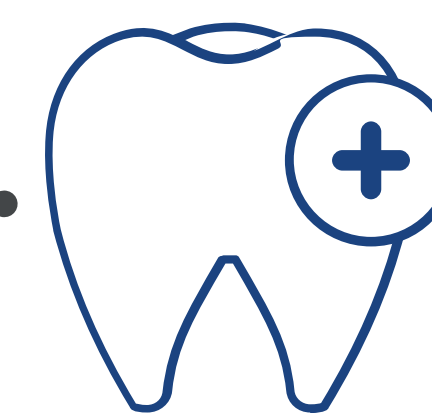
CCG Advisory Services

CCG Advisory Services marked a pivotal year of expansive growth and innovation, extending its offerings to include a comprehensive suite of health insurance and estate planning products. This expansion, driven by market research and a commitment to continuing to enhance the Member experience, saw a remarkable 40% growth in its second full year, with health and dental insurance witnessing an unprecedented 200% increase in adoption rates. This surge in interest underscores a significant shift towards more personalized and inclusive coverage options, catering to the evolving needs of our Members and their families. The introduction of these services was not just about diversification but also about providing a safety net that Members can rely on, further solidified by exclusive Member discounts and the inclusion of child coverage benefits at no extra cost.

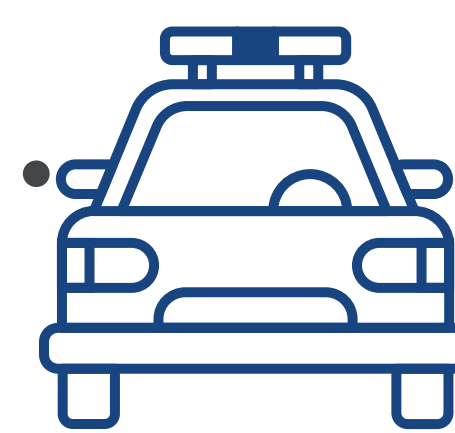
In 2023, our partnership with Securian Canada marked the introduction of a revitalized CAA-branded life and health insurance portfolio. This collaboration, focusing on simplifying the purchase process and enhancing Member benefits, is set to position our solution as the top direct-to-consumer insurance offering in Canada. The year also brought strategic enhancements to our digital presence, notably through our website improvements and the optimization of our online quote tool, contributing significantly to our growth trajectory. These digital

advancements simplified how Members access, understand and benefit from our services, embodying our dedication to offering protection and peace of mind.

Our collaborative approach, highlighted by our partnerships with CARP, CAA Atlantic and CAA Niagara, along with the innovative alliance with Willful to offer complimentary estate planning tools to policyholders, reinforced our commitment to providing Members with unparalleled value. These initiatives, coupled with our efforts to educate Members on financial literacy and estate planning, not only broadened our reach but also deepened our impact, ensuring as we move forward, we do so with a keen focus on the well-being and security of our Members and their families.



Government and Community Relations



In 2023, CAA continued to advocate on behalf of its Members, moving people safely. Our approach spanned education, thought leadership, public affairs and forging strategic partnerships, all aimed at addressing critical road safety issues. True to our foundational spirit, we collaborated with organizations and all levels of government, staying apprised of legislative changes, influencing public policy towards enhancing public safety and fostering knowledge sharing.

Our commitment to keeping Members and the broader community well-informed and engaged on relevant issues underscores our dedication to advocacy and road safety – a cause as vital today as it was over a century ago.

CAA Worst Roads

The CAA Worst Roads campaign garnered extensive participation in 2023 with over 3,200 road nominations in South Central Ontario and over 700 in Manitoba. Barton St. East in Hamilton and Provincial Road 307 in Manitoba remained at the top of the Worst Roads list for the second year in a row. A notable success story in 2023 was Goulet Street in Winnipeg, which after moving from the number 10 spot in 2022 to the number four spot in 2023, received a \$6 million investment from the government to enhance road safety and conditions.

Advocacy Day

In October 2023, the Ontario Government Relations team hosted Advocacy Day at Queen's Park, engaging in discussions with provincial leaders about road safety and legislative matters affecting our Members and operations. Highlights of the day included:

- Fifteen meetings with MPPs and senior government staff
- Four meetings with Cabinet Ministers
- An Advocacy Day reception, attended by more than 30 MPPs, 100 members of staff and other stakeholders, that featured speeches from CAA's Board of Directors, MPP Jennifer French and the Associate Minister of Transportation, Vijay Thanigasalam, as well as a demonstration of CCG's predictive roadside dispatching system, Geo-Temporal Gen 2

Provincial Towing Regulation

With more than a decade of successful advocacy work with the government on tow industry challenges, CAA continued to work with the Ministry of Transportation and the towing industry in Ontario, sharing our expertise to inform the new legislation that came into effect on Jan. 1, 2024. In 2023, the Ministry of Transportation developed a Towing Office and has been working with towing companies and tow truck drivers, ensuring they are licensed to offer services in Ontario. As of Jan. 1, 2024, all tow and vehicle storage operators in Ontario need to be certified to operate in Ontario, and updated consumer protection requirements will be implemented and come under the control and enforcement of the Ministry's Towing Office. Other elements of the regulations will be implemented throughout the year.



Road Safety

Our police stakeholders identified that alcohol and cannabis-impaired driving is occurring more frequently on both Ontario and Manitoba roads. CAA supported its partners in raising awareness of this issue through its various channels and as the proud sponsor of Canada's first Drug Recognition Expert conference where we shared our research on cannabis-impaired driving. We also collaborated with the Ministry of Transportation of Ontario and Toronto Police Service to expand our outreach with the launch of a multilingual impaired driving campaign in Cantonese, Mandarin, Tagalog, Punjabi and Arabic.

An inaugural research study done in Manitoba also highlighted the escalating issue of cannabis-impaired driving.

Cycling Safety

As cycling continues to gain popularity and interactions between cyclists and motorists increase, cycling safety remains a top priority for road safety. Our educational initiatives aim to foster a mindset of sharing the road safely. In Ontario, our involvement in the Great Waterfront Trail Adventure and Ontario By Bike summer events underscored the economic and community benefits of cycling. In Manitoba, our Bike Tune-Up Day, a collaboration with Bike Winnipeg and the charitable non-profit The Wrench, saw CAA Bike Assist® and Bike Winnipeg experts tuning up more than 65 bicycles – enhancing the experience and safety for cyclists. The CAA pitstop during Winnipeg's Bike-To-Work Day, further exemplified our commitment, welcoming more than 400 cyclists and promoting a safer cycling environment.

Awards

For the second consecutive year, our Government and Community Relations team was honoured by the Ministry of Transportation of Ontario with their 2022 Road Safety Achievement Award for Corporate Leadership in Road Safety. This recognition – which has been awarded to the team four times – celebrates our unwavering commitment to advancing road safety, a testament to our collective efforts in 2022, and celebrated in 2023.



CAA School Safety Patrol® Program

The CAA School Safety Patrol program continues to gain momentum and is nearing its pre-pandemic engagement levels in both Ontario and Manitoba. Over 720 schools with more than 16,200 Patrollers were active in 2023, ensuring the safety of their peers in school zones and on buses, reflecting our shared commitment to community and school zone safety.



In-person Events

The resurgence of in-person events revitalized our participation in the conference circuit. Both our Ontario and Manitoba teams engaged in more than 30 events as presenters, sponsors and/or delegates, demonstrating our leadership and commitment to road safety and community engagement.



Research

We conducted 13 surveys in 2023 on critical topics such as road safety and infrastructure to further understand the attitudes and behaviour trends of CAA Members. This research was focused on addressing the needs and concerns of CAA Members and Ontario and Manitoba motorists and underscores our commitment to informed and evidence-based advocacy.

Cycling and Pedestrian Safety

Through the distribution of over 4,000 Watch for Bikes® decals and 5,000 reflector tags, we continued to advocate for increased ways to share the road safely, directly supporting safer interactions between drivers, cyclists and pedestrians.

Speeding

CAA's Slow Down Please lawn sign campaign remained a community favourite. More than 4,000 lawn signs were distributed across Ontario and Manitoba.



Road Safety Brochures

More than 35,000 of our newly designed and now multilingual road safety brochures were distributed across Ontario through our stakeholder partners, CAA Insurance Brokers and retail locations. The updated brochures ensure that our safety messages reach a broad audience, reflecting our commitment to inclusivity and accessibility.



Corporate



Making Things Better™

In 2023, CAA Insurance Company launched a new brand identity and marketing campaign focused on humanizing insurance for Canadians.

The new tagline, CAA Insurance Company – Making Things Better™, reflects the company's commitment to delivering a more human experience in insurance, delivered in a clear and kind way. The new brand platform evolved from the CAA Club Group brand platform Driven by Good™, that was launched in 2022. CAA Insurance follows the same strategy of being an Uncompany – an organization that places the consumer at the centre of everything we do and strives to be a positive force for good because it's the right thing to do.

CAA Insurance has always made business decisions based on what is best for policyholders and consumers. This new brand identity and marketing campaign reinforces our commitment to championing fairness and delivering unexpected value and unique offerings to our customers and brokers.



Scan the QR code to access a video on Making Things Better™

Sponsorship and Partnerships

CAA enriches the lives of its Members by offering everyday savings, access to unique experiences and surprises and delights, all while contributing

positively to the community through outreach initiatives.

Since the launch of our partnership with Mirvish Productions in 2017, CAA Members have enjoyed exclusive rewards when attending shows. To date, Members have enjoyed more than 34,000 complimentary coffees, over 8,000 free coat checks and realized almost \$2 million in savings. To express our gratitude, CAA organizes four Member events annually at popular Mirvish shows. Since 2017, we have hosted 17 appreciation events for 1,800+ winners and their guests.

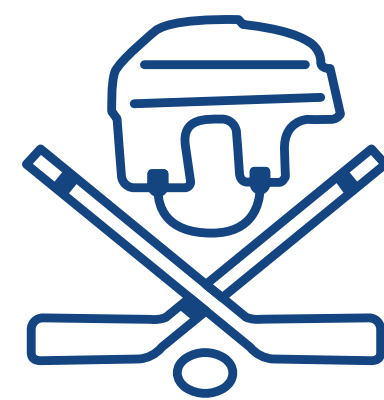
The International Ice Hockey Federation's Women's World Championship was a spectacle of talent, with nearly 60,000 attendees witnessing the world's top 10 countries vying for gold. CAA hosted 528 guests in our special CAA Oval Zone, CAA Suite and premium partner seats, providing complimentary access to this sold-out event. We filled the CAA section with young female hockey players who were thrilled to cheer on their heroes in their quest for gold.

Teeyan Da Mela, an exclusive all-day festival for women within the Punjabi community, welcomed 4,100 attendees at the CAA Centre in Brampton, dressed in vibrant cultural attire. A complimentary photo booth captured the beauty of the event, drawing a queue for seven hours and leaving countless guests surprised, happy and grateful.

Our collaboration with the Winnipeg Goldeyes proved immensely popular among baseball enthusiasts. Each home game saw one lucky CAA Member win a \$100 CAA gift card and a signed baseball. Throughout the season, 100 complimentary game tickets were distributed to Members via social media, and over 3,200 tickets were purchased at a discount.

In our fourth year supporting the Toronto Honda Indy as the official roadside sponsor and trackside assistance provider, Members enjoyed discounted tickets, contests for unique experiences, and access to an indoor lounge to escape the heat, rest and refuel with complimentary water. Over 4,066 guests made use of the Member Lounge, with more than 6,000 Members participating in our contest and enjoying over \$12K in ticket discounts.

The "On the Road with CAA" contest offered Manitoba Moose and Belleville Senators fans the thrilling chance to travel with their teams and watch an away game. Four lucky winners and their guests were treated to an unforgettable experience, including travel, accommodations, personalized jerseys, a bench-side view of the warm-up and a post-game meet-up with their favourite players.



Through these diverse initiatives and partnerships, CAA, as a care-driven organization, has not only enhanced the Member experience but also continues to foster a spirit of community and shared joy.

CSS Endeavour

In a pioneering move that underscores our commitment to safety and innovation, CAA South Central Ontario and CAA Manitoba joined forces with HAAS Alert on National Slow Down, Move

Over Day to introduce a new safety feature for Ontario and Manitoba motorists.

This Associate-led initiative, driven by the passion and expertise of eight dedicated team members from across the organization, leverages HAAS Alert's Safety Cloud® Dispatch System to send alerts to users of navigation apps, including Waze and vehicles associated with the Stellantis Group OEM (Dodge, Jeep, RAM, Chrysler and Alfa Romeo). The alerts, designed to protect stranded drivers and roadside responders, embody our mission of Member safety and core beliefs of being care-driven, leading by example, innovation and collaboration.

The CSS Endeavour initiative has set a new standard of excellence in road safety and how we protect not only our Members, but also the broader community on the roads of Manitoba and Ontario. By integrating HAAS Alert's system with CAA's dispatch centre, we ensure that the moment a CAA Member requests roadside assistance, a chain reaction of safety begins. These alerts, which advise drivers well in advance of approaching a scene of assistance, are a testament to our innovative approach to leveraging data and technology for safety.



Workplace Awards

Snapshot



Benefits Canada –
Best Health/Wellness Program
(>1000 employees)



Brandon Hall Group – Gold Award
for Excellence for Best Advance in
Leadership Development



Human Resources Director Canada –
Best Places to Work



Human Resources Director Canada –
Innovative HR Teams 2023



Human Resources Director Canada –
5-Star Benefit Program



Canadian HR Awards –
Best Reward & Recognition
Strategy

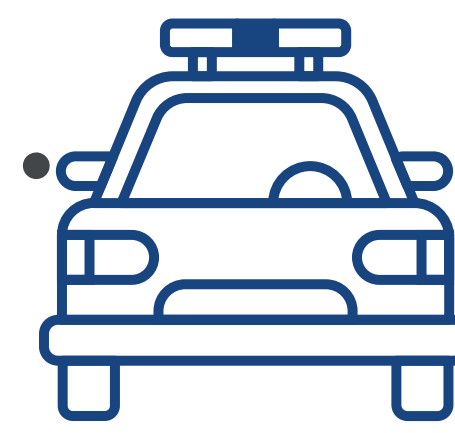


Canadian HR Awards – Excellence
Awardee for Best Learning &
Development Strategy



Canadian HR Reporter –
5-Star Diversity, Equity and
Inclusion Award

Social Responsibility and Sustainability



Culture and Community

In 2023, CCG continued to focus on creating an environment where growth, well-being and a profound sense of belonging are at the heart of our organizational culture. Recognizing the pivotal role of our Associates and brokers in our success, we invested in their professional development, personal growth and well-being through a comprehensive suite of internally developed training programs, mentorship opportunities and well-being initiatives designed to enhance their skills and foster ongoing personal and professional growth.

Central to our approach this year has been the emphasis on creating a supportive and inclusive workplace. By actively promoting a culture of inclusion where every individual feels valued, heard and empowered, we are building stronger connections within our workforce. This commitment to fostering an environment of belonging has not only enriched our organizational culture but has also propelled us towards achieving our collective goals with a shared purpose.

Diversity, Equity and Inclusion: Belonging at CCG

CCG further nurtured its commitment to diversity, equity and inclusion (DEI) with the introduction of the Belonging Ambassadors group. This vibrant collective, which includes over 40 dedicated Associates, plays a crucial role in enriching CCG's DEI initiatives by bringing their unique perspectives, experiences and recommendations to the forefront.

Their efforts have significantly heightened DEI awareness and participation within CCG, a development that has been complemented by continued training and communication for Associates.

At CCG, belonging is an integral part of our culture, and we continue to strive to create and foster a work environment where every Associate feels welcomed, supported and connected. All of our programs and learning initiatives are underpinned by our core beliefs of being care-driven, collaborative, innovative and leading by example. We take great pride in knowing that we represent the Members and communities we serve.

Our commitment to belonging was acknowledged by Canadian HR Reporter and Insurance Business Canada's prestigious 5-star DEI awards. These awards recognize the organization's dedication to fostering a progressive working environment and its unwavering commitment to DEI programs.



Scan the QR code to access a video featuring Milli and other Associates sharing their personal stories of belonging at CCG.

“ As a Belonging Ambassador, I **connect with other Associates to share our experiences and thoughts** on the topics of diversity, equity and inclusion. Through this group I have been able to share my personal experiences with racism, ableism and ageism. These topics, that were formerly barriers for me in other organizations, are **conversations that are supported here at CCG.** ”

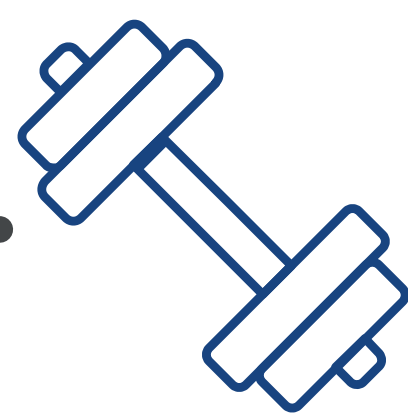


Milli Khan, Government & Community Relations Specialist

Jaunt Wellness

As a care-driven organization, CCG remains committed to promoting a healthy lifestyle for Associates and brokers through its award-winning wellness program underpinned by our four wellness pillars of safety, physical health, financial health and mental health.

The Jaunt Wellness app continued to be a focal point for both Associates and brokers with a high registration rate and consistent monthly engagement. CCG's data-driven approach and innovative initiatives underscore our care-driven philosophy, ensuring our wellness programs meet the unique needs of our Associates and brokers. As we continue to innovate, our goal is to be recognized as thought leaders in the wellness space, setting a benchmark for impactful programs across all organizations.



“Jaunt is fabulous and keeps me moving and working to stay healthy! **CAA leads the pack again - awesome work team.** Keep doing what you're doing, it sets you ahead of the industry.”

CAA Broker

Workplace Awards

- Benefits Canada – Best Health/Wellness Program
- Insurance Business Canada – Top Insurance Employer
- Brandon Hall Group – Gold Award for Excellence for Best Advance in Leadership Development
- Insurance Business Canada - 5-Star Diversity, Equity and Inclusion award
- Human Resources Director Canada – Best Places to Work
- Human Resources Director Canada – Innovative HR Teams 2023 Report
- Human Resources Director Canada – 5-Star Benefit Program
- Canadian HR Reporter – Innovative HR Teams Report
- Canadian HR Reporter – 5-Star Diversity, Equity and Inclusion Award
- Canadian HR Reporter – 5-Star Rewards & Recognition Award
- Canadian HR Awards – Best Reward & Recognition Strategy

Charity

Our three-year commitment (2022-2024) to SickKids Foundation, Black Youth Helpline and the Children's Hospital Foundation of Manitoba highlights our dedication to supporting vital community services and initiatives. This includes supporting the Garry Hurvitz Centre for Brain and Mental Health, multicultural youth services and the development of an Indigenous Healing Space at HSC Children's Hospital in Winnipeg. In 2023, the SickKids Foundation received \$150,000 and the Black Youth Helpline and the Children's Hospital Foundation of Manitoba each received \$75,000.

The Associate Matching Program and Volunteer Recognition initiatives have further fostered a culture of giving back. In 2023, \$4,000 was donated to each of the following Associate selected charities:

- Harvest Manitoba
- Bear Clan Patrol
- Winnipeg Humane Society
- Canadian Cancer Society
- Ontario Society for the Prevention of Cruelty to Animals (OSPCA)

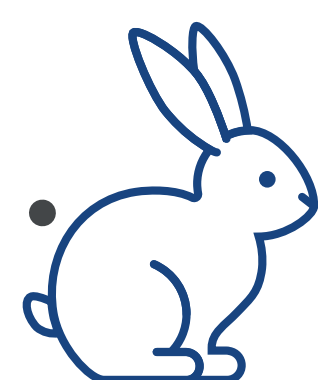
In addition, 10 Associates were recognized for their annual volunteer contributions of 35 hours or more with donations to their respective charities and 51 CAA Memberships were donated to local charities for fundraising purposes.

At this year's annual charity golf tournament we raised more than \$200,000 for Hope Air. More than 300 partners and sponsors came together, in the spirit of fundraising, for this worthy charity.



The Jay Woo and CAA Scholarship

In 2023, the Jay Woo and CAA Scholarship at Carleton University once again demonstrated its profound impact, furthering its mission to shape the future of aspiring leaders. This initiative, commemorating the significant contributions of Jay Woo, President and CEO of CCG and a distinguished Carleton University alumnus, embodies the spirit of purpose-driven leadership. As one of Carleton University's most prestigious academic distinctions, the scholarship is awarded to new students coming out of secondary school who have shown exceptional academic achievement and a commitment to community service. Each recipient is granted \$5,000 annually over four years, a gesture designed to foster not only academic and personal growth but also to inspire students to pursue impactful, positive change in their communities and beyond.



The CAA Graduate Scholarship

In 2023, we concluded our CAA Graduate Scholarship in Transportation Engineering at the University of Toronto. This scholarship supported 13 student researchers since 2011, each dedicated to solving complex travel issues through innovative transportation engineering projects. Their work, supported by \$5,000 scholarships, not only contributed to advancing the field but also provided valuable insights into improving travel dynamics, exemplifying our commitment to innovation and leadership in transportation.

Purposeful Sustainability: Shaping a Brighter Future

At CCG, we are committed to being a purpose-driven force for good in all the communities we serve. We have made a commitment to uphold ourselves to the highest ethical standards and it drives everything we do. In 2023, we created a sustainability executive steering committee and working group. Together, they will identify opportunities to enhance CCG's sustainability performance and build consensus and support for key sustainability decisions that will impact our Associates, Members and customers, as well as our products and services.

Our social responsibility strategy is made up of four distinct pillars:

Community

We recognize that we are part of a greater community, and as such, we aim to give back and cultivate strong relationships in the communities where our Associates and Members live, work and play.

Associates

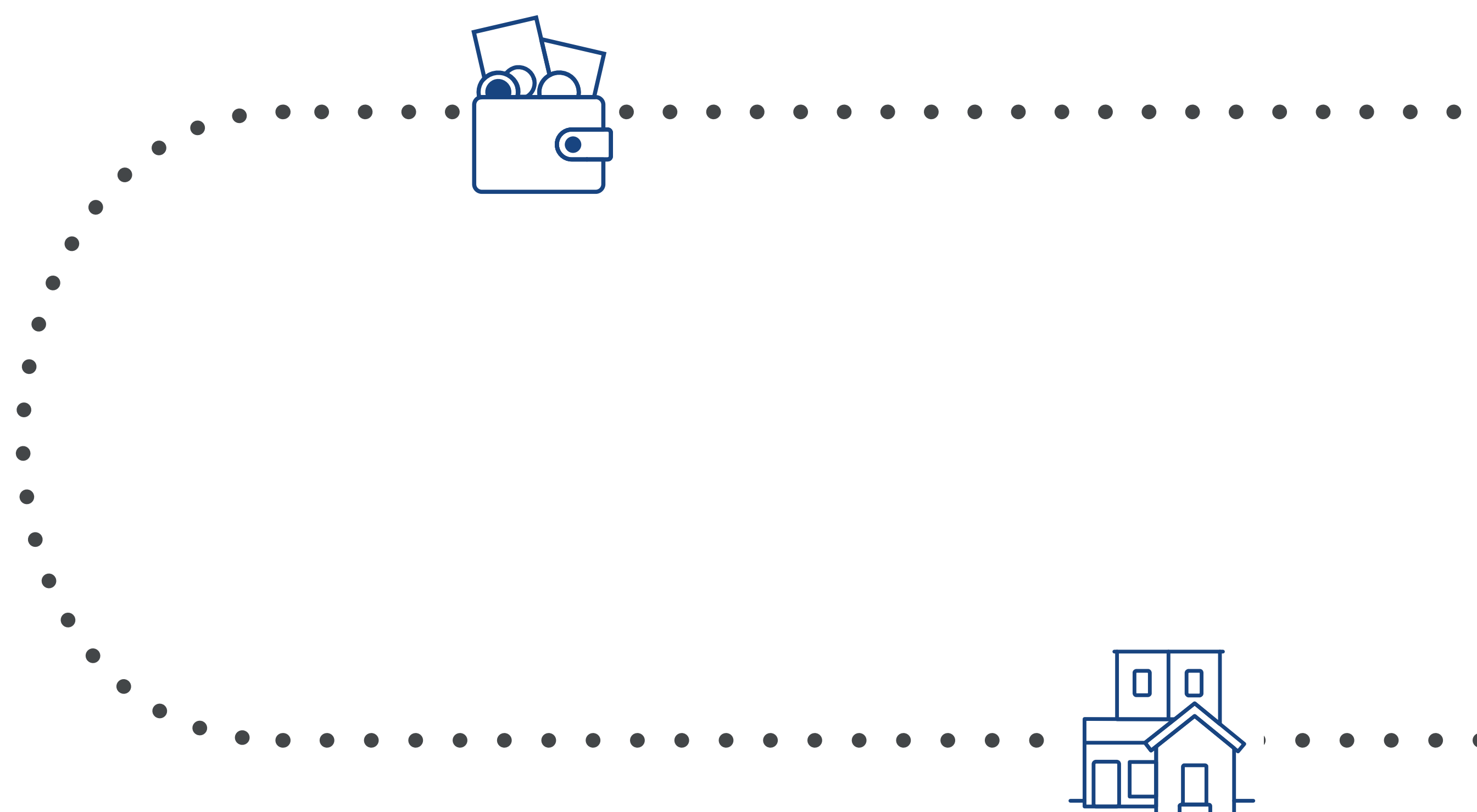
Our Associates thrive in a workplace that is respectful, safe and engaging. We aim to develop an organization that is both socially responsible and nurturing, where our Associates can meet the needs of our Members.

Environment

As we build on our sustainable business model, we continuously challenge ourselves as a company to reduce our environmental footprint.

Marketplace

Our commitment is to provide options and products that are eco-friendly and services that are convenient and accessible.



In 2023, we continued to embed sustainability into our leadership decisions and day-to-day business activities. Some of the highlights of 2023 include:

- Launched digital wallet cards for policyholders
- Enhanced environmental goals and Associate satisfaction through a steadfast commitment to remote work and reduced travel

Corporate Governance

The Board and the Management Team of the CAA Club Group of Companies (CCG) is committed to a high standard of corporate governance. The mandate of the Board of Directors is the governance of the organization on behalf of its Members to ensure continued financial viability and fulfillment of the organization's mission and beliefs.

Through its committees, and as a whole, the Board is a cohesive team with shared responsibilities that are clearly defined and understood by all Directors. The Board also periodically assesses its own effectiveness, board committees' performance, and individual Directors' contributions. For more information about CCG's Board of Directors, including the biographies of each member, please visit caasco.com/corporate-information/board-of-directors



Marianne Bridge



Quentin Broad



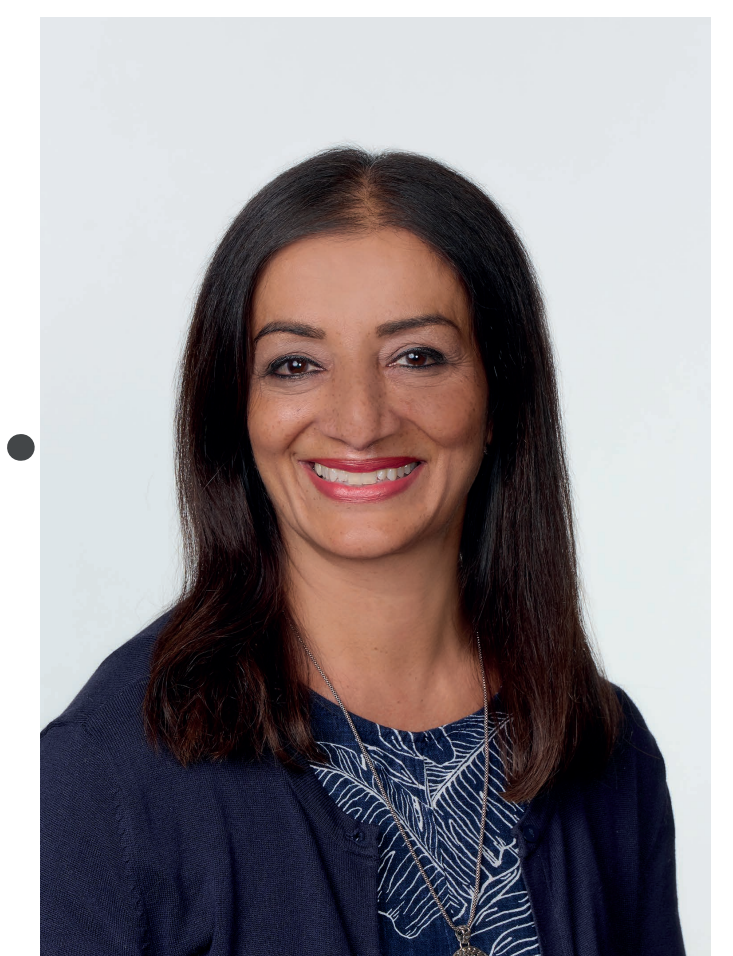
Brian Chu



Reta Coburn



Jean Desgagné



Rehana Doobay



William Furlong



Sheila Kingston



Christina Litz



Heather Reichert



Brenda Rideout



Ethel J. Taylor

“ We have been through so much together during the past several years when everything around us in the world changed. Despite these changes and the ongoing uncertainty of the economy, **we have stayed together looking after one another.** Our strategies continue to be effective to enable prosperity and strength throughout CCG, so that our Associates have one less worry and can concentrate on taking care of their families and our Members.”

Jay Woo, President and CEO

CCG CAA CLUB
GROUP OF
COMPANIES™

