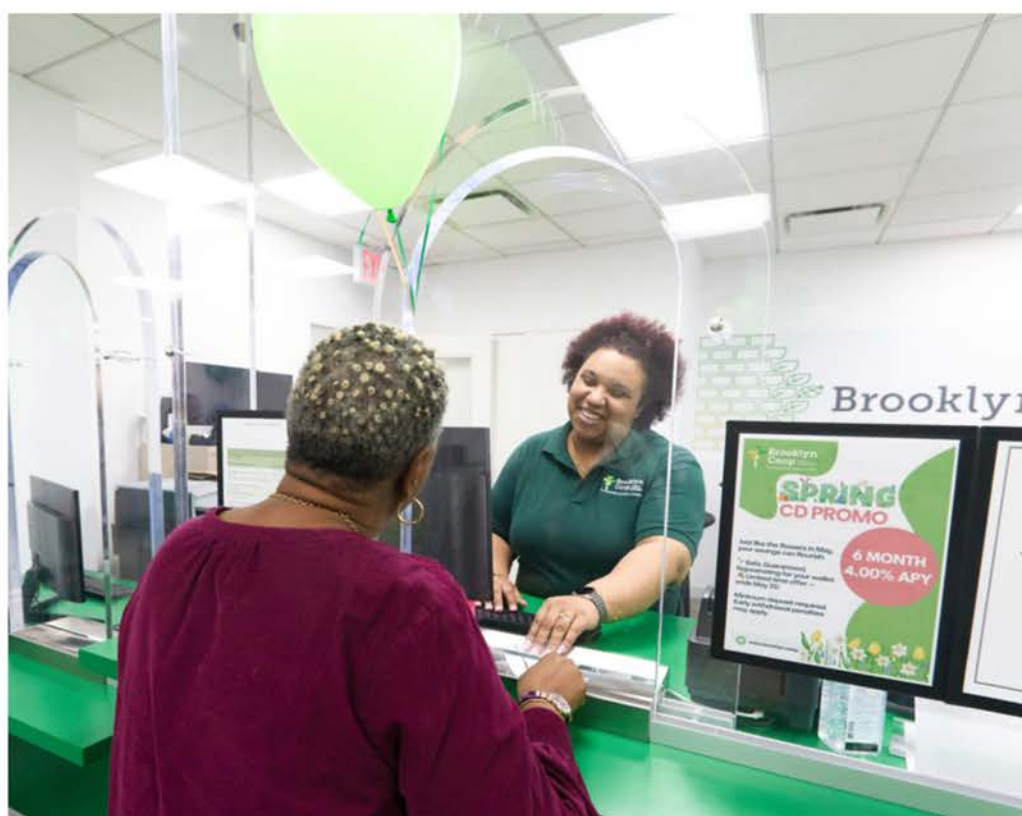


INCLUSIV/CAPITAL

THIRD QUARTER 2025

# IMPACT INVESTMENTS REPORT



HELPING LOW-AND MODERATE INCOME PEOPLE AND  
COMMUNITIES ACHIEVE FINANCIAL INDEPENDENCE  
THROUGH CREDIT UNIONS



## ABOUT INCLUSIV/CAPITAL

Inclusiv is the national CDFI intermediary for credit unions. Inclusiv mobilizes capital and invests in mission-driven credit unions to bridge access and credit gaps to strengthen financial inclusion, resiliency and ownership in underinvested communities.

Since the program's inception in 1982, Inclusiv has invested more than \$500 million in CDCUs and cooperativas to provide safe and trusted financial services, asset building and wealth creation through small business lending and affordable homeownership.

## ABOUT THIS REPORT

As a mission-driven organization, Inclusiv reports our impact in terms of both financial and social metrics. Inclusiv is a non-profit membership organization and certified community development financial intermediary and our financial structure is comprised of several activities.

We report our statement of activities as a non-profit corporation, reflecting revenues and expenses in the areas of program, investment, consulting and administrative. The information contained in this report is based on preliminary, unaudited financial statements.



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# COMMUNITY DEVELOPMENT CREDIT UNIONS BRIDGE OPPORTUNITIES, BUILD ASSETS & DRIVE IMPACT



## INCLUSIV'S MEMBERSHIP INCLUDES:

- 446 COMMUNITY DEVELOPMENT CREDIT UNIONS
- 244 MINORITY DEPOSITORY INSTITUTION CREDIT UNIONS & COOPERATIVES
- 18.5 MILLION COMMUNITY MEMBERS SERVED
- \$272.7 BILLION IN COMMUNITY CONTROLLED ASSETS

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# **/inclusiv/**capital

## **QUARTERLY UPDATES**

Dear Inclusiv Partners,

These past few months have been a season of change and reflection:

Our team was honored to host the Inclusiv's Building Resilient Communities convening in New Orleans, which brought together credit union leaders and advocates to the Ashe Cultural Center.

We looked back on the 20<sup>th</sup> anniversary of Hurricane Katrina- from the devastating impacts to celebrations of community and a legacy shared by CDCUs as first responders and partners in rebuilding and creating resilient futures. More than a network, CDCUs are a movement focused on building stronger communities and creating opportunities in overlooked neighborhoods. Our success is based on leading with community; and it is when we are in community with one another, that we can reimagine what is possible advance our impact with joy and prosperity for our neighbors.

We thank you for your partnership and for being a part of our community and are delighted to share these updates from this past quarter:

### **ADVANCING SMALL BUSINESS AND LOCAL ENTREPREURSHIP WITH INCLUSIV BUSINESS FORWARD:**

Inclusiv is happy to welcome Lower East Side People's Federal Credit Union and Brooklyn Cooperative Federal Credit Union, the first participating Community Development Financial Institution (CDFI) credit unions, to our Business Forward initiative. Inclusiv Business Forward aims to increase access to capital for small businesses in New York State through CDFI credit unions, financial institutions uniquely positioned to support small businesses with affordable loans and financial services that help them grow and thrive.

This small business lending initiative started thanks to a \$5 million investment from New York State Empire State Development (ESD) through the State Small Business Credit Initiative (SSBCI). It serves as a blueprint for other states to deploy SSBCI funding to provide capital and technical assistance to promote small business stability, growth, and success. Long-term, Inclusiv Business Forward aims to expand both community impact and lending growth of CDFI credit unions.

### **INCLUSIV CONFERENCE 2026** **MAY 12-14, 2026 PORTLAND, OREGON**

Standing Strong, Building Forward

Our theme for 2026, Standing Strong, Building Forward, reflects our movement's unwavering commitment to financial inclusion. When faced with challenges, community development credit unions remain focused on building a financial system that works for everyone. For more information, please visit:  
<https://inclusiv.swoogo.com/conference2026/>.



We look forward to seeing you in Portland!



# FINANCIAL OVERVIEW

As of September 30, 2025, Inclusiv held \$2.05 billion in assets, reflecting a year-to-date increase of 3.30% (\$65.7 million). Inclusiv's asset growth in the third quarter of 2025 has been supported by expansion of impact investments and capital deployment to strengthen community lending and other mission-driven initiatives. The net asset ratio, including the CCIA award, was 96.07%. Excluding the award, the ratio stood at 37.69%.

Inclusiv managed \$190.9 million in investments

in community development credit unions and cooperativas at quarter-end. All investments, excluding loan participations and deposits placed through the Inclusiv Social Impact Deposits Platform, are recorded on the balance sheet, with related revenues and expenses separately reported on the income statement. As of September 30, 2025, Inclusiv reported \$4.2 million in unrestricted net income. Net interest income generated by Inclusiv/Capital and Mortgage was \$1.4 million.

## REVENUES

As of the end of the third quarter of 2025, Inclusiv reported \$22.4 million, on par with revenue generated at the end of Q3 2024. Revenue streams align with Inclusiv's organization and impact model as a non-profit organization, CDFI intermediary, and association for mission driven credit unions.

The breakdown of revenue is as follows:

- \$14.9 Million from grants and contracts,
- \$3.6 Million from interest income earned from Inclusiv Capital and Secondary Markets loans and investments, and
- \$2.9 Million from membership dues.

## OPERATING EXPENSES & PROGRAM INVESTMENTS

Operating expenses encompass all the direct costs of Inclusiv's programs, initiatives, management, and investments in our member CDCUs. Inclusiv reported year-to-date total expenses of \$18.2 million, up from \$11.3 million as of September 30, 2024.

Expenses increased over the prior year due to organizational growth and expansion of activities:

- Staff Salaries & Benefits: \$6.9 million year-to-date, an increase of 61% (\$2.6 million) due to increases in Staffing.
- Grant/Program Expenses: \$5.4 million year-to-date, an increase of 113% (\$2.8 million) driven by sub grants and programmatic activities.
- Administrative & Overhead: \$1.5 million year-to-date, an increase of 156% (\$941k) compared to Q3 2024, driven by higher expenses for Rent & Utilities and Miscellaneous expenses related to opening an additional office.

/ inclusiv /				
	9/30/2025	9/30/2024	Change	% Change
Total Assets	2,055,367,522	119,144,795	1,936,222,727	1625%
Total Liabilities	80,720,020	75,451,977	5,268,043	7%
Total Net Assets (including CCIA award)	1,974,647,501	43,692,817	1,930,954,684	4419%
Net Asset Ratio (including CCIA award)	96%	37%	59%	162%
Total Net Assets (excluding CCIA award)	48,822,454	43,692,817	5,129,637	12%
Net Asset Ratio (excluding CCIA award)	38%	37%	1%	3%
Unrestricted Net Income	4,168,738	11,242,980	(7,074,242)	-63%

# STATEMENT OF POSITION

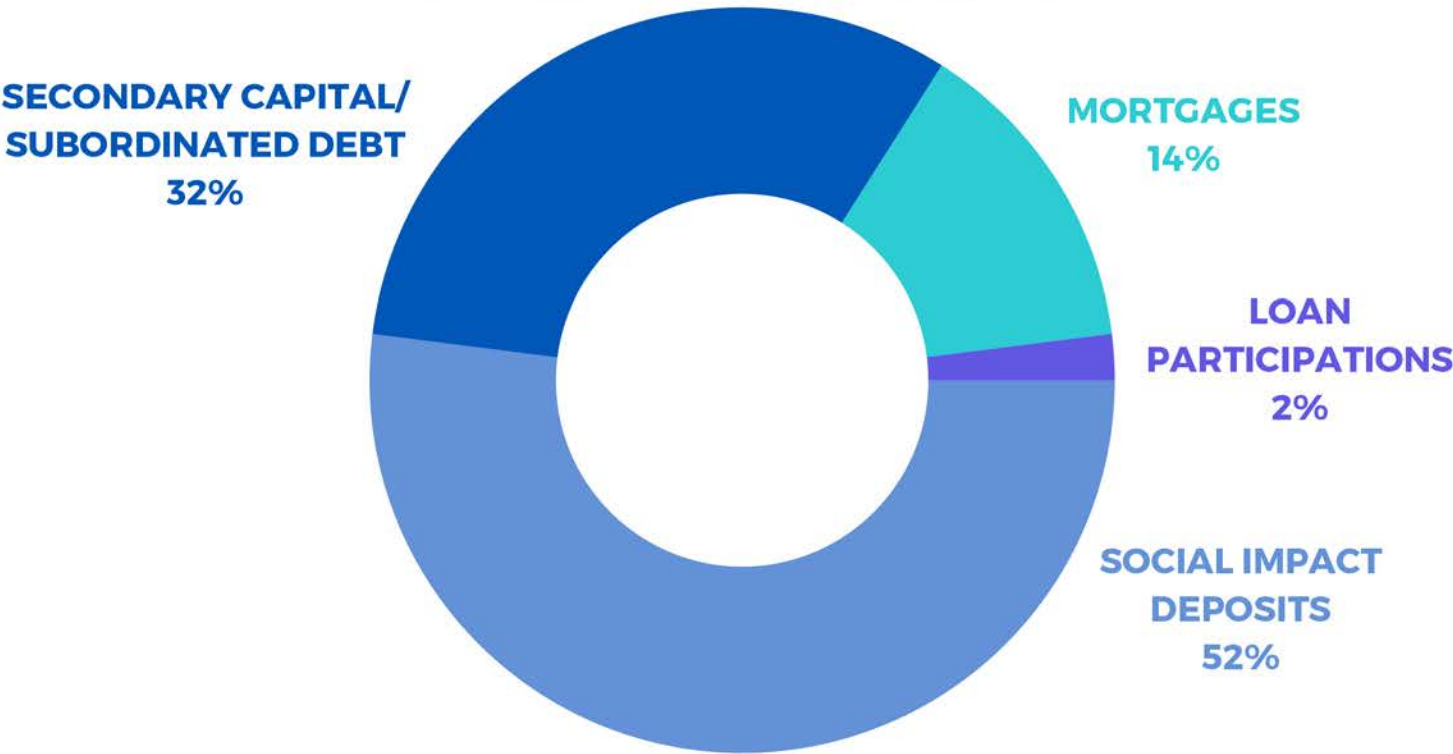
Inclusiv's total assets were \$2.05 billion as of September 30, 2025. Of these assets, Inclusiv held the following assets on its balance sheet: \$1.87 billion in grant restricted cash related to Inclusiv's EPA Clean Communities Investment Accelerator award; \$4.4 million in social impact (nonmember) deposits; \$54.5 million in subordinated debt/ grandfathered secondary capital; \$27.1 million in mortgages; \$3.5 million in loan participations; and \$2 billion in cash & cash equivalents.

Inclusiv also managed servicing for the following investments in community development credit

unions: \$95.6 million in social impact deposits, \$6.2 million in secondary capital loan participations to National Cooperative Bank, and \$28.5 million in secondary capital through the Inclusiv Secondary Capital Fund LLC of which Inclusiv is the managing member. Inclusiv holds \$5.0 million in preferred equity from the Kresge Foundation related to the aforementioned fund.

Total liabilities at the end of the third quarter were \$80.7 million. Net assets at the end of the quarter were almost \$1.97 billion, including \$38.6 million in unrestricted net assets.

## INCLUSIV/CAPITAL PORTFOLIO AS OF SEPTEMBER 30, 2025



**\$191.3 MM**  
INVESTMENTS  
UNDER  
MANAGEMENT

**535**  
INVESTMENTS

**\$32.6 MM**  
YEAR-TO-DATE  
INVESTMENTS &  
COMMITMENTS



# SOCIAL IMPACT DEPOSITS

## STRENGTHENING COMMUNITIES AND ECONOMIC OPPORTUNITIES

With the larger shifts in the economy, households across the country are grappling with inflation, rising insurance and household expenses, and high interest rates on mortgages, credit cards, and other loans.

The largest challenges are experienced by low-income and low-wealth households. According to the FinHealth Spend Report, financially vulnerable households spent 17x more of their income on interest and fees than financially healthy households. As community centered lenders, CDCUs provide development services and affordable access to credit to provide pathways to asset and wealth building for underbanked communities.

Social impact deposits connect capital to communities, allowing institutional investors to activate their cash portfolios to build stronger local economies and thriving neighborhoods.

Social impact deposits are insured certificates of deposits that provide liquidity to CDCUs to fund asset and wealth building opportunities - from refinancing out of predatory loans to affordable home mortgages. Inclusiv's Social Impact Deposits participants lend 96 cents of every dollar on deposit at their institutions. CDCUs immediately reinvest these funds into their communities, strengthening local resiliency.

As of September 30, 2025, Inclusiv managed \$100 million in social impact deposits with capital raised from the Inclusiv Impact Deposits Fund and we've invested \$25 million year-to-date. These deposits are used to provide inclusive financial services to nearly 2.4 million households across the country and support the financing of \$8 billion in mortgages to nearly 50,000 homeowners and \$3.4 billion in capital to 6,500 small business and local development projects across the US and Puerto Rico.

### SOCIAL IMPACT DEPOSITS PLATFORM: IMPACT AT A GLANCE

**2,398,251**  
MEMBERS SERVED



**LOW-INCOME  
EARNING  
COMMUNITIES**



**LED BY AND SERVE  
COMMUNITIES OF  
COLOR**

#### HOW DO SOCIAL IMPACT DEPOSITS IMPACT COMMUNITIES?

CDCUS REINVEST  
DEPOSITS TO CREATE  
WEALTH LOCALLY BY  
MAKING AFFORDABLE  
LOANS TO EXPAND  
HOMEOWNERSHIP, SMALL  
BUSINESSES,  
ENVIRONMENTAL  
SUSTAINABILITY AND SAFE  
AND AFFORDABLE ACCESS  
TO CREDIT.



**49,630 HOMEOWNERS  
\$8.0 BILLION IN MORTGAGES  
57% OFFER FIRST-TIME  
HOMEBUYER PROGRAMS**



**\$3.4 BILLION IN LOANS  
6,558 SMALL BUSINESSES AND  
LOCAL DEVELOPMENT PROJECTS**



**56% OFFERING/ PROCESS OF  
DEVELOPING GREEN AND  
RENEWABLE ENERGY LOANS**



# CDCU IMPACT SPOTLIGHT

## INVESTING IN PEOPLE AND TRANSFORMING OPPORTUNITIES IN SYRACUSE



Cooperative Federal's mission is to foster social equity and economic justice in Syracuse, NY by connecting all people with capital and banking services - especially in communities that have been unjustly excluded from wealth. Founded in 1981 as a grassroots pledge campaign, they envision a solidarity economy: a world where all people are valued, have opportunity, and can be part of a sustainable future.

Syracuse is a highly underbanked community, with a poverty rate of 30.1%. As a Minority Depository Institution (MDI) and certified Community Development Financial Institution (CDFI), Cooperative Federal has demonstrated their impact and ability to provide necessary development and financial services in the region. In the past year, the credit union served 3,608 members and provided more than \$7.8 million in affordable loans. More than transactions, the credit union is a community leader in building a movement and local ecosystems for prosperity. Cooperative Federal partners with local organizations

and development agencies to provide transformative opportunities.

"Faida learned about Cooperative Federal through her work with both Hopeprint and the Northeast Hawley Development Association (NEHDA), two local nonprofits dedicated to building community and revitalizing neighborhoods on Syracuse's Northside. While learning about how CoopFed could help the Northside businesses she was advising, Faida realized that the credit union was just what she needed for herself, too. After getting caught up with a high-cost credit card during college, Faida needed to clean up her credit before she could buy a car. But instead of simply denying her application, CoopFed gave her a debt consolidation loan and advice to improve her score. It worked, and six months later she had her very own car. "When I was walking an hour in the cold to get where I needed to go, Cooperative Federal helped me," she said. "The day I received that help, I shed genuine tears of gratitude. That support changed my life." -Cooperative Federal's Annual Report 2024.



Photo credits: Cooperative Federal

### COOPERATIVE FINANCIAL INCLUSION:

**In 2024, Cooperative Federal provided education and counseling to 1,184 clients; granted \$367,500 to 1<sup>st</sup> time homebuyers; and presented 74 class sessions. Inclusiv has invested \$2.1 Million in social impact deposits subordinated debt commitments to invest in Cooperative Federal's initiatives to advance community revitalization and build a future that works for all.**



# CURRENT PORTFOLIO

## SECONDARY CAPITAL & SUBORDINATED DEBT

### BUILDING EQUITY BY CATALYZING COMMUNITY-CENTERED GROWTH

Inclusiv/Capital manages a total of \$60.7 million in secondary capital and subordinated debt, has \$1.15 million in outstanding commitments and applications to strengthen CDCU asset and wealth building initiatives for communities that are underserved by mainstream financial institutions. Secondary capital, a form of subordinated debt, is a loan that is treated as equity capital for regulatory purposes. These investments catalyze sustainable growth and inclusive community impact initiatives.

These loans support the capital position of credit unions, enabling them to leverage deposits on a 10:1 basis to increase capital and build stronger, vibrant local economies.

Inclusiv's portfolio includes two funds—the Southern

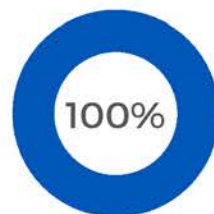
Equity Fund and Racial Equity Investment Fund—and is comprised of investments in 28 CDCUs and cooperativas that represent \$18.8 billion in community-owned assets. One hundred percent of these funds are directly invested into communities earning low-incomes: more than 42% of CDCUs and cooperativas engaged in this initiative are minority depository institutions and are led by and/ or serve primarily communities of color.

Members engaging in Inclusiv/Capital subordinated debt initiatives use the funds to sustain growth, expand markets and reach into underinvested communities, and innovate and scale products designed to enable under-resourced communities and small businesses to strengthen their economic mobility.

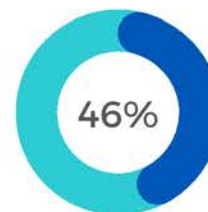
## SUBORDINATED DEBT: IMPACT AT A GLANCE

SUSTAINING GROWTH · EXPANSION INTO UNDERINVESTED COMMUNITIES ·  
INNOVATE AND SCALE SOLUTIONS TO BUILD VIBRANT LOCAL ECONOMIES

**1,409,852**  
MEMBERS SERVED



LOW-INCOME  
EARNING  
COMMUNITIES



LED BY AND  
SERVE  
COMMUNITIES  
OF COLOR

FOR CDCUS AND  
COOPERATIVAS, EQUITY IS  
MORE THAN A LINE ON  
THE BALANCE SHEET, IT IS  
CATALYTIC CAPITAL THAT  
CAN DEEPEN COMMUNITY  
RESILIENCE AND  
THRIVING.



**30,286 HOMEOWNERS**  
**\$4.94 BILLION IN MORTGAGES**  
**60% OFFER FIRST-TIME  
HOMEBUYER PROGRAMS**



**\$2.41 BILLION IN LOANS**  
**4,797 SMALL BUSINESSES AND  
LOCAL DEVELOPMENT PROJECTS**

**60X**

**EACH DOLLAR IS REINVESTED IN  
COMMUNITY LOANS SIXTY TIMES  
OVER A 5-YEAR PERIOD**



**54% OFFERING GREEN AND  
RENEWABLE ENERGY LOANS**

# CURRENT PORTFOLIO

## INCLUSIV SECONDARY MARKETS AND LOAN PARTICIPATION MARKETPLACE BRIDGING MARKET GAPS TO BUILD STRONGER LOCAL ECONOMIES

Inclusiv's Secondary Markets bridges gaps in the capital markets to strengthen the capacity of CDCUs in advancing clean and efficient energy, small business and job creation, and homeownership solutions in low-income communities. As of September 30, 2025, Inclusiv held \$30.6 million across our secondary markets portfolio, which is composed of \$27.0 million in mortgage loans, \$845,000 in solar loans, and \$2.6 million in small business loans. During this year, Inclusiv completed \$3.9 million in secondary markets purchases, including \$2.6 million in small business loans.

Small businesses are a central to the US economy and building vibrant neighborhoods, employing nearly half of the US workforce and driving 44% of GDP. Data from the Fed's Small Business Credit Survey shows that 48% of small business did not receive full approval of their capital requests, with many more not having applied out of fear of rejection or understanding how to apply. CDCUs maintain a strong local focus while serving these underserved markets nationwide, providing more than \$33 billion in small business capital (60,000 loans).

As part of Inclusiv's Small Business Capital Initiative, we launched Business Forward in the third quarter of 2025, powered by a \$5 million investment from New York State Empire State Development through SSBCI. The Business Forward initiative aims to expand access to affordable small business financing for underserved entrepreneurs across New York State by connecting New

York State entrepreneurs, particularly those in underserved communities, with affordable capital delivered through CDFI credit unions. It will serve as a model for how states can deploy SSBCI funding to strengthen small business stability, growth, and long-term success.

Earlier this summer, Lower East Side People's Federal Credit Union and Brooklyn Cooperative Federal Credit Union joined our Business Forward initiative. These credit unions join a growing partnership effort led by Inclusiv to connect small businesses with resources and lenders in New York State that understand their needs.

"Meeting the capital needs of local small businesses has always been among Brooklyn Coop's highest priorities. Not only do small businesses create income and jobs, they are also instrumental in creating generational wealth. We applaud Inclusiv and the New York State SSBCI for bringing their incredible resources to our small business members in this way," **said Brooklyn Coop CEO Samira Rajan.**

"Being part of a program that helps businesses access the funding they need to grow and thrive is incredibly rewarding. We are proud to contribute to our communities and dedicated to empowerment, shared resources, and lasting progress," **Francisca Fabian, Chief Lending Officer of the Lower East Side People's Federal Credit Union.**

## INCLUSIV SECONDARY MARKETS AND LOAN PARTICIPATION MARKETPLACE



### HOME-OWNERSHIP

**\$26.6 MM**  
IN MORTGAGES

**176**  
HOME-  
OWNERS



### CLEAN ENERGY

**\$0.8 MM**  
IN LOANS

**139**  
RESILIENCY  
PROJECTS



### SMALL BUSINESS

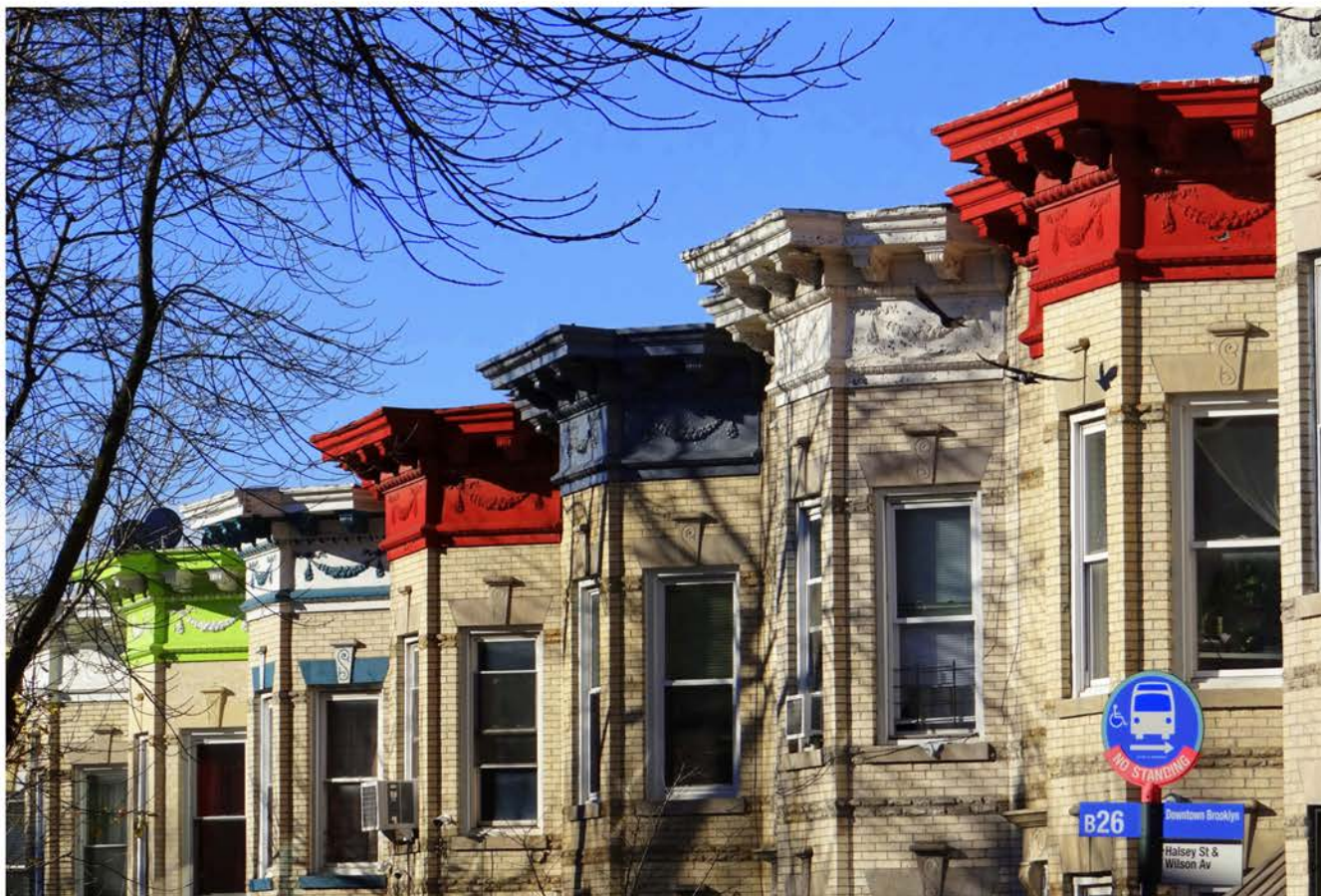
**\$2.6 MM**  
IN LOANS

**9**  
BUSINESS  
OWNERS



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# ABOUT INCLUSIV



## CONTACT US:

[CAPITAL@INCLUSIV.ORG](mailto:CAPITAL@INCLUSIV.ORG)

Inclusiv helps low- and moderate-income people and communities achieve financial independence. Inclusiv is a certified community development financial institution (CDFI) intermediary that provides capital, builds capacity, develops innovative products and services and advocates for the community development credit unions in our network.

With more than 500 credit union members holding over \$289 billion in community-controlled assets, Inclusiv's network serves 19.6 million residents of low-income urban, rural and reservation-based communities across the US.

Founded in 1974, Inclusiv is headquartered in New York, NY, with offices in Madison, WI, Atlanta, GA, and San Juan, PR.

