

INCLUSIV IMPACT INVESTMENTS REPORT

FOURTH QUARTER 2025



Helping low-and moderate
income people and communities
achieve financial independence
through credit unions.



ABOUT INCLUSIV

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.



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

INCLUSIV'S MEMBERSHIP INCLUDES:

450

Community
Development Credit
Unions

250

Minority Depository
Institution Credit
Unions & Cooperativas

18.9 MILLION

Community Members Served

\$280.0 BILLION

in Community Controlled Assets

QUARTERLY UPDATES

Dear Inclusiv Partners,

As we step into 2026, we look forward to building upon more than five decades of advancing ownership and economic opportunities through credit unions. From a movement built with and for communities across the country, the Inclusiv Network of 450 community development credit unions and cooperativas stand strong as they provide 18.9 million members relief from economic strain to reimagining thriving communities and shared prosperity.

STANDING STRONG.

In the past year, Inclusiv celebrated a historic milestone of connecting more than \$500 million in capital to CDCUs and cooperativas. Beyond transactions, these partnerships bridge gaps and mobilize capital to create new jobs, sustain small businesses, reduce energy burdens and help families realize the dream of homeownership. Our partnership and investments connect capital to communities. From social impact deposits in CDCUs like One Detroit CU have saved members more than \$10 million in savings and relief by refinancing predatory loans – to Inclusiv's Secondary Market which provides capital for tractor loans to ten small farmers across Georgia and Alabama- our partnerships create transformational opportunities for communities.

As a CDFI, our growth is centered on our impact in advancing financial well-being and fostering prosperity in low-income and underinvested communities. We are delighted to announce that Inclusiv received Four Stars Impact Management and AA Financial Strength rating from Aeris. "Inclusiv's impact investments and initiatives advance financial inclusion and opportunity in historically underinvested communities. The Aeris ratings and external assessment further validates our impact model—investing in credit unions is a sustainable and transformational way to build more equitable communities."

BUILDING FORWARD. TOGETHER.

As a movement, we are stronger together and are inspired by the innovative ideas and generative discussions during our convenings. From our *Advancing Financial Empowerment and Inclusion Roundtable* in New York City to last month's third Regional Convening in San Juan, *Building Resilient Communities*, we have witnessed the impact of place, trusted partnerships and what is possible when we center communities and ownership.

Experiencing the stories of communities served by CDCUs across the country, we are reminded of the growing need for their services and opportunities for prosperity when people and purpose come together.

We invite you to join us in Portland, Oregon this May as we and CDCUs across the country come together to *Standing Strong, Building Forward*.

Thank you for your partnership.



FINANCIAL OVERVIEW

As of December 31, 2025, Inclusiv held \$2.1 billion in assets, reflecting a year-to-date increase of 4.2% (\$83.6 million). Inclusiv's asset growth in the fourth 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 96.2%. Excluding the award, the ratio stood at 38.7%. Inclusiv managed \$198.7 million in investments in community development credit unions and cooperativas at year-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 December 31, 2025, Inclusiv reported \$4.0 million in unrestricted net income. This is a decrease of \$8.5 million from the prior year. In 2024, Inclusiv received a \$9.0 million unrestricted operating grant from a philanthropic support. Net interest income generated by Inclusiv/Capital and Mortgage was \$1.8 million.

OPERATING RESULTS

REVENUES

As of the end of the fourth quarter of 2025, Inclusiv reported \$27.5 million of year-to-date revenue, slightly below the \$28.2 million reported at the end of 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:

- Grants & Contracts: \$18.3
- Inclusiv Capital/ Mortgage Interest Income: \$4.8 million
- Membership & Conference: \$3.1 million

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 \$23.4 million. Increases over the prior year were primarily driven by programmatic activities and increases in staffing and overhead to support organizational growth, as summarized below:

- Grant/Program Expenses: \$6.4 million, an increase of 106.3% (\$3.3 million) driven by sub grants and

programmatic activities.

- Salaries & Fringe: \$9.3 million, an increase of 30.9% (\$2.2 million) due to increases in staffing.
- Administrative & Overhead: \$2.0 million, an increase of 12% (\$1.1 million) driven by expenses for Rent & Utilities and Miscellaneous expenses to support organizational growth.
- Professional Fees: \$1.3 million year-to-date, an increase of 102% (\$680k).

	12/31/2024	12/31/2025	Change	% Change
Total Assets	1,989,601,542	2,073,283,746	83,682,205	4.2%
Total Liabilities	74,668,497	78,691,629	4,023,132	5.4%
Total Net Assets (including CCIA award)	1,914,933,044	1,994,592,117	79,659,073	4.2%
Net Asset Ratio (including CCIA award)	96.2%	96.2%	0	0.0%
Total Net Assets (excluding CCIA award)	43,935,132	49,771,813	5,836,681	13.3%
Net Asset Ratio (excluding CCIA award)	37.2%	38.7%	1.5%	4.2%
Unrestricted Net Income	12,582,223	4,047,409	(8,534,814)	-67.8%

STATEMENT OF POSITION

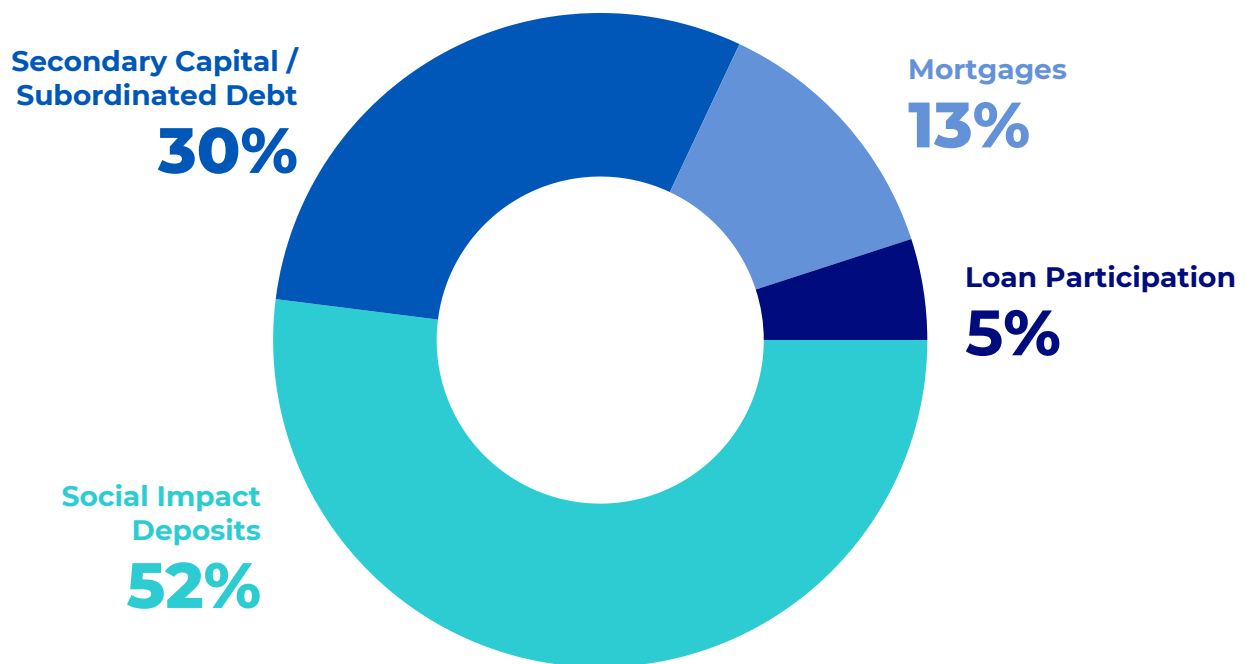
Inclusiv's total assets were \$2.1 billion as of December 31, 2025. Of these assets, Inclusiv held the following assets on its balance sheet: \$1.9 billion in grant restricted cash related to Inclusiv's EPA Clean Communities Investment Accelerator award; \$1.8 million in social impact deposits; \$54.1 million in subordinated debt/ grandfathered secondary capital; \$26.1 million in mortgages; \$9.7 million in loan participations; and \$26 million in cash & cash equivalents (non-CCIA).

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

\$101.5 million in social impact deposits, \$6.0 million in secondary capital loan participations to National Cooperative Bank, and \$26.5 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 fourth quarter were \$78.7 million. Net assets at the end of the quarter were almost \$2 billion, including \$38.1 million in unrestricted net assets.

INCLUSIV/CAPITAL PORTFOLIO AS OF DECEMBER 31, 2025



\$198.7M

Investments
Under
Management

675

Investments

\$54.7M

Year-to-Date
Investments &
Commitments

SOCIAL IMPACT DEPOSITS

STRENGTHENING COMMUNITIES AND ECONOMIC OPPORTUNITIES

According to the [Federal Reserve Bank's 2025 Community Perspectives Survey](#), almost 80% of institutions serving low- and moderate income-earning communities reported that demand for their services had increased over the preceding year – including 35% who said that demand had “significantly increased.” With the changing economic landscape, while demand for services and credit have increased, US households report increasing concerns in having access to credit and savings. Trust, safety and affordability are high priorities as households are navigating economic strain and managing affordability challenges.

CDCUs design and provide safe and affordable access to credit and development services to support economic opportunities and asset building for all communities, especially for millions of low-and moderate-income earning and underbanked households. As member-owned financial cooperatives, CDCU loans are funded from shares and deposits.

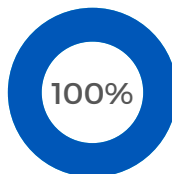
Social Impact Deposits provide liquidity to CDCUs to respond to local needs. As of December 31, 2025, Inclusiv managed \$103.3 million in social impact deposits in CDCUs and cooperativas across the US and Puerto Rico.

Across Inclusiv's portfolio, credit unions have a 93% Loans-to-Shares ratio, meaning that social impact deposits are immediately reinvested in the community in the form of loans. The additional lending capital is deployed in the form of affordable mortgages, small business loans, personal loans, and other wealth- and asset-building tools.

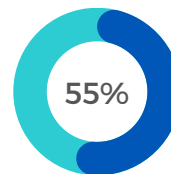
CDCUs like One Detroit CU use these deposits to provide safe and affordable alternatives to predatory loans and build assets. Read more about Social Impact Deposits and how mission driven credit unions like One Detroit are using them to build stronger local economies in the CDCU Impact spotlight.

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

2,676,538
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 business, environmental sustainability and safe affordable access to credit.



58,955 Homeowners

\$9.3 Billion in Mortgages

**59% Offer First-time
Homebuyer Programs**



\$4.3 Billion in Loans

**7,244 Small Business and Local
Development Projects**



**57% Offering/Process of
Developing Green and
Renewable Energy Loans**



Designations: Low-income, MDI, CDFI

Total Assets: \$63.1 million

Total Members: 12,260

Location: Detroit, MI

CDCU IMPACT: ONE DETROIT CU

The city of Detroit has experienced an American tale of “boom and bust.” Once the fifth-largest city in the country with a population of nearly two million and the enviable automobile manufacturing capital of the world, the city filed for bankruptcy in 2013 and now has a population under 700,000. Despite their challenges, the story of Detroit has always been one of grit, determination, and resiliency. Today there are more companies moving into the city, population growth is positive for the first time in six decades, and new skyscrapers, offices, and apartments are being constructed downtown.

Celebrating their 90th anniversary in 2025, One Detroit CU was founded in the midst of the Great Depression to support employees of the newspapers in the region before expanding to the radio, television, printing, and publishing industries. Nowadays, the credit union serves over 12,000 member-owners who live or work in Detroit and three surrounding counties.

When traditional banks leave a neighborhood or entire city, they leave a vacuum filled by predatory payday lenders (including auto title lenders). As other regulated financial institutions abandoned the city, One Detroit CU expanded their branches, lending, and services to make sure that all Detroiters would be able to access safe and affordable banking and credit opportunities.

In recent years over 88% of the credit union’s loans went to borrowers living in low- to moderate-income earning census tracts and 97% of their loans were to people of color. Additionally, 63% of their loans are to credit-challenged borrowers. The credit union has experienced consistent growth and profitability, demonstrating that it is more than possible to provide borrowers who might not fit into traditional credit boxes with the opportunities to meet their financial needs and get on a pathway to asset and wealth building.

One of the ways that One Detroit CU uplifts their members is the Refi My Ride program whereby borrowers can get auto loans from other lenders refinanced at the credit union for a lower rate. The credit union estimates that their \$40 mm cumulative loans through this program have saved members over \$10 mm in interest payments. Some of this loan capital has come from the \$3.5 million in Social Impact Deposits that Inclusiv and our partners have placed at the credit union over the last few years. Impact Deposits become loans which become real, tangible savings in the pockets of low- and moderate-income borrowers that can be put towards groceries, savings, a college fund, and more.

EXPANDING FINANCIAL OPPORTUNITIES: One Detroit CU is committed to ensuring that no communities are left behind. Pictured above was the first member at the credit union’s new branch in Inkster, MI celebrating with the credit union’s CEO, Retail Director, and the branch manager. Inkster is located southwest of Detroit with a population of just over 26,000 and ¾ of residents are black. Until One Detroit CU opened their branch inside of a local recreation center, there were no regulated banks or credit unions located within city limits.

SECONDARY CAPITAL & SUBORDINATED DEBT

Building Equity by Catalyzing Community-Centered Growth

Inclusiv/Capital facilitates subordinated debt and secondary capital loan to support credit union growth and resilience as they expand impact lending and development services to unbanked and underbanked communities. . Inclusiv currently manages \$60.1 million in secondary capital and subordinated debt. In 2025 alone, Inclusiv/Capital invested \$6.5 million and committed an additional \$6.2 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. As the first impact-focused lender in this space, Inclusiv has financed more than \$90 million in subordinated debt and secondary capital to date. These investments catalyze sustainable growth and inclusive community impact initiatives by supporting the capital position of

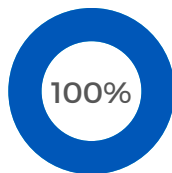
credit unions, enabling them to leverage deposits on a 10:1 basis to increase capital and build stronger, vibrant local economies.

Inclusiv's portfolio comprised of investments in 27 CDCUs and cooperativas that represent \$18.7 billion in community-owned assets. One hundred percent of these funds are directly invested into low-income and underinvested communities. More than 44% 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, reach underinvested communities, and innovate and scale products designed to strengthen economic mobility for under-resourced communities and small businesses.

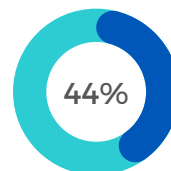
SUBORDINATED DEBT: **IMPACT AT A GLANCE**

Sustaining Growth • Expansion into Underinvested Communities • Innovate and Scale Solutions to Build Vibrant Local Economies

1,399,093
Members Served



**Low-Income
Earning
Communities**



**Led by and Serve
Communities of
Color**

**For CDCUs and
cooperativas, equity is
more than a line on a
balance sheet, it is
Catalytic Capital that can
deepen community
resilience and thriving.**

60X

**Each Dollar is Reinvested In
Community Loans Sixty Times
Over a 5-year Period**



30,079 Homeowners

\$4.99 Billion in Mortgages

**60% Offer First-time Homebuyer
Programs**



\$2.44 Billion in Loans

**4,726 Small Businesses and Local
Development Projects**



**56% Offering Green and
Renewable Energy Loans**

INCLUSIV SECONDARY MARKET

BRIDGING MARKET GAPS TO BUILD STRONGER LOCAL ECONOMIES

Impact lending by community development credit unions continues to grow, increasing by seven percent to \$256 billion in the past year alone. How might we strengthen economic opportunities and wealth building for low-income and underinvested communities? By developing a secondary marketplace for mission driven, community owned and led credit unions, Inclusiv works with CDCUs, cooperativas and partners to create a local multiplier effect, allowing more capital to recirculate in neighborhoods, strengthening local businesses, jobs and wealth building through homeownership.

Inclusiv's Secondary Market empowers credit unions to expand affordable homeownership, small business development, and reduce energy burdens for their members. Through partnerships with CDCUs, we develop and pilot innovative loan products by providing technical assistance designed to meet the needs of underserved consumers and capital resources.

In 2025, Inclusiv expanded its secondary market offerings and provided nearly \$10 million for CDCUs and cooperativas through: participations, small business, and Inclusiv Business Forward, whole mortgage purchases, supporting CDCUs in serving as a vital source of responsible mortgage financing for single family and shared equity homeownership.

More than transactions, Inclusiv's secondary market seeks to bridge vital gaps and build a stronger infrastructure to support local lending, ownership and wealth building opportunities for all communities. This includes first purchase of participations for tractor loans to ten small farmers across Georgia and Alabama, helping new farmers get off the ground and experienced farmers to replace aging equipment. Additionally, Inclusiv completed the first mortgage loan participations in Puerto Rico to advance homeownership and wealth building opportunities.

As of December 31, 2025, Inclusiv held \$35.7 million in assets related to the Inclusiv secondary market and loan participations marketplace, which include the following:

Inclusiv/ Mortgage: \$26.1 million in mortgages to 174 homeowners, providing an average of \$119k increase in equity per homeowner;

Clean Energy and Solar Loan Participations: \$2.9 Million supporting 215 resiliency projects in 31 states;

Small Business Loan Participations: \$2.6 Million in loans supporting 9 Small Businesses.

INCLUSIV SECONDARY MARKET AND LOAN PARTICIPATION MARKETPLACE



HOMEOWNERSHIP

\$26.1 M
IN MORTGAGES

174
HOMEOWNERS



CLEAN ENERGY

\$2.9 M
IN LOANS

215
RESILIENCY
PROJECTS



SMALL BUSINESS

\$2.6 M
IN LOANS

9
SMALL BUSINESSES

ABOUT INCLUSIV



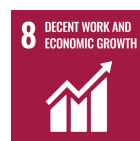
INCLUSIV'S IMPACT DESIGNATIONS



CDFI Fund-certified Community
Development Financial Institution



Aeris Insights rating of Impact
Management and Financial Strength
and Performance



Inclusiv's work most directly advances the above United Nations Sustainable Development Goals.