Changing Lives by Changing Systems
Friends,

During the past two years of social, health and economic upheaval, those in society who are most vulnerable – women, people of color, rural residents, those who earn lower incomes and hold less wealth – faced the greatest risk of irreparable harm. The pandemic widened longstanding disparities, and laid bare systemic barriers that prevent people of color – America’s emerging majority – from fully contributing to the nation’s prosperity.

Across the Deep South, where these pernicious conditions are particularly severe, HOPE stood in the breach to support people on the economy’s edge, helping our neighbors survive, and forging pathways for them to realize their potential.

This experience and related data equipped HOPE to show how recovery programs that relied on traditional delivery mechanisms failed to address the challenges faced by countless families and communities, and to be a catalyst for transformative policy action and historic investment for opportunity-starved communities. Consequently, marginalized people now have more equitable access to good jobs, housing, healthcare and education - basic necessities that improve lives and levels the playing field.

This not only holds true in the Deep South. Our policy wins benefit distressed communities nationwide. Our success importing capital from the world’s largest corporations into banking deserts has implications for persistent poverty areas across the country. And our effectiveness at building mobility ladders in the cradle of America’s ongoing struggle with race and poverty has broad, reverberating impact far beyond the borders of our region.

America’s collective prosperity hinges on dismantling barriers that have held communities back far too long, on pulling people away from the economic precipice, and providing them with the tools they need to succeed. And rarely have the conditions needed to move the needle on equity and inclusion in America been more urgent or more aligned.

The time is now for a young girl to begin her savings journey; the time is now for diverse businesses to receive the capital they need to thrive; the time is now for predatory lending victims to escape from debt traps; the time is now to align your money with your values by banking on the unbanked with a HOPE Transformational Deposit.

Everyone benefits when more people are equipped to succeed. Only when we unlock opportunity for all will we tap the nation’s deep, diverse potential and realize the promise that is America. Our time is now to turn that key.

Bill Bynum, CEO, HOPE
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Living in her rented mobile home in Pearl, Mississippi, Kimberly Patrick yearned to buy a house of her own. She wrote a letter to herself and put it in her Bible. “I just prayed and prayed,” she said.

On January 4, 2022, Patrick’s prayers were answered when she closed on her new home in Pearl, purchased with a mortgage from HOPE. “It is the best thing that has ever happened to me,” Patrick said of her three-bedroom house with a skylight in the kitchen, a patio, and a fenced-in backyard. Patrick’s daughter, 17, lives with her and she has three grown children. “She’s the reason why I was so adamant about getting a new house. Renting was money that was just being given away that I could have been putting into a mortgage payment all these years. I had to make up my mind and get my credit situated so I could make this move.”

Patrick’s realtor referred her to HOPE, where she worked with Don Jackson, Vice President of Mortgage Business Development. As he does with all borrowers who come to HOPE, Jackson diligently walked Patrick through all the paperwork and documentation she would need to qualify for the loan, including raising her credit score to at least 590. Patrick was able to increase the amount for which she was eligible by refinancing her auto loan.

Jackson also initiated a grant from the Mississippi Home Corporation, a state agency that provides funding to eligible borrowers with low to moderate incomes, lowering Patrick’s down payment and closing costs. He also obtained a federally backed bond loan with a below-market interest rate of 3.14%, and added Patrick’s previous on-time rent payments to her credit report to help her meet the loan criteria.

Jackson said that Patrick would not have qualified for a mortgage with a traditional bank, and that other banks in the area often point potential borrowers in HOPE’s direction. HOPE is one of the only lenders to offer mortgages to customers with credit scores of 580. It also requires borrowers to obtain a homebuyers, education certificate, through a class that they can take in person or online, as part of its mission of raising the financial acumen of its customers.

“It’s personal for me. Growing up in the rural South in sub-standard housing, with not enough room for my brothers and sisters, and not having the availability of housing, for me it is a mission that people need this,” said Jackson, who has worked at HOPE for more than 14 years. “It’s part of my calling.”

Patrick said she felt that personal commitment come through during the thorough application process. “He put everything he had into it. When he said he was here to help me, that’s just what he did,” Patrick said. The result was her new house, where Patrick said she relishes having control over her destiny.

She bought a puppy, Rocko, who currently lives in a doghouse in the backyard built by Patrick’s fiancé. Patrick said she plays with Rocko outside after coming home from her job as an appointment clerk and dispatcher at TForce Freight. “When I go out on my patio, I can just breathe and let go. It feels so good to sit back there.” Patrick’s daughter, meanwhile, has decorated her new bedroom with LED light strips and both mom and daughter are happy not to be sharing a bathroom.

Patrick also loves her neighbors, and feels very welcome in her new neighborhood. “Everybody keeps their yards clean, there are a lot of people walking,” she said, adding that she feels safe and content in the new surroundings. “I love my little house.”

In Mississippi, Black mortgage applicants earning over $150,000 a year have their applications denied at a higher rate than white applicants earning between $30,000 and $50,000.

Source: Mississippi Home Corporation

Kimberly Patrick looks up at the skylight in the kitchen of her new home.

Kimberly Patrick looks up at the skylight in the kitchen of her new home.

Kimberly Patrick and her daughter play with their puppy, Rocko, in the backyard of her new home.
Until October 2021, grocery shopping was a painful and arduous experience for Amanda Griffin, who suffers joint and bone pain from Lupus and had to travel 20 miles to the nearest supermarket, often relying on rides from neighbors. But now, she simply goes online, selects items she needs, and has them delivered the same day.

Griffin lives in Drew, Mississippi, population 1,927 and now the home of the Mississippi Delta Online Grocery Program. Working with HOPE, the Drew Collaborative, headed by Drew native Gloria Dickerson, has converted an abandoned local armory to a warehouse for groceries and other staples. Residents of Drew order their groceries online and can pick them up at the armory or have them delivered by refrigerated van, instead of driving 20 miles to the Wal-Mart in Cleveland, Mississippi, the closest full-service supermarket since Drew's last grocery store closed in 2014.

“It truly helps me,” said Griffin. The new program helps her ensure she has all the ingredients she needs to cook and make healthy school lunches for her three girls. Griffin is also able to order food for her paralyzed sister who lives nearby, and her husband has begun using the service to supply his restaurant in town.

Dickerson retired as a program director at the W.K. Kellogg Foundation in 2009 and returned to Drew. With a grant from her former employer, she began community programs focused on children’s needs and development. Eventually, the adults in the town, impressed by Dickerson’s initiatives, asked if she could find ways to help the entire community. Healthy food access was at the top of their list.

Without enough residents to make a grocery store sustainable, the town had been unable to attract an operator to open one. Shopping for food had cost residents gas or taxi money, eaten up their time, and left them without options to easily re-stock perishable items. The Drew Collaborative contacted HOPE, which has a branch in the town, for assistance in developing a method to bring convenient, healthy food options to the small town.

Together, the Drew Collaborative and HOPE formulated the concept for a local “click and collect” grocery shopping model and applied for grants to fund the project, with HOPE acting as the financial conduit. The HOPE Catalyst Fund provided financing to repair the Drew armory building and get it in shape to house cold storage, shelving, and a classroom space.

The grocery program opened in October 2021 and currently serves about 30 customers every month. Customers have access to the wide range of groceries and other staples found at Wal-Mart, which supplies the inventory, but can now get them locally, with the option to pay with Supplemental Nutrition Assistance Program benefits.

There have been discussions with Mississippi State University to develop programming in Drew. Possibilities include cooking classes, health screenings, nutrition education, meal planning and budgeting, and to create a community gathering space at the armory building. There has been talk of establishing a community garden on the grounds. Dickerson envisions putting fliers in customers’ bags about healthy eating and future programs.

“It’s really an exciting thing to be happening in a small rural community,” Dickerson said.

The Hope Community Partnership supports communities with strategic, focused economic development training and technical assistance. Working closely with municipalities, community stakeholders, and residents, HOPE facilitates the identification and resourcing of high priority projects, such as the redevelopment of schools, hospitals, grocery stores and high quality affordable housing.
The groundbreaking for the Sankofa Fresh Stop Market represented more than a new construction project. It was the latest step in Rashida Ferdinand’s quest to bring healthy resources, including locally sourced fresh food and health education, to New Orleans’ Ninth Ward.

With a $426,000 commercial loan from HOPE, Ferdinand plans to open an 1,800-square foot market that will become a community hub. The Sankofa Fresh Stop Market will offer fresh food, cooking classes, and health education in a neighborhood known as a “food desert,” where residents lack easy access to fresh produce and locally sourced products.

Ferdinand, an artist and sculptor, evacuated from her native New Orleans during the Hurricane Katrina disaster but returned a year later, starting Sankofa Community Development Corporation (CDC) in 2008. Working in partnership with a number of community organizations and incorporating health and food education, the community market program evolved into a weekly farmers’ market in different locations. From there, the Sankofa CDC bought land to open a weekly produce stand, offering fresh food from local farmers and wholesalers.

As food sales and educational offerings grew, Ferdinand and her organization sought a permanent home to operate the Sankofa Fresh Stop Market so the Sankofa CDC would have ownership and autonomy over its operations and location. They approached HOPE because of its community development track record and “because it’s a part of New Orleans,” Ferdinand said.

“They gave us direction and guidance on what we would need to have a competitive application,” Ferdinand said, adding that as HOPE reviewed Sankofa CDC’s financials and documents, it was very communicative and supportive of the mission and worked with the company as a partner.

HOPE leverages resources through the Fresh Food Retail Initiative (FFRI) in partnership with the city of New Orleans and the state of Louisiana to expand access to healthy food throughout the city and state. Sankofa CDC tapped FFRI’s low-cost loan program to build the Fresh Stop Market and to operate its healthy food retail and educational programs. To qualify, the borrowing entity must be in a low to moderate-income community with limited access to fresh food and produce, and sell its products at affordable prices. The city-financed portion of the loan will be forgiven after Sankofa CDC meets the terms and conditions of the project.

“She envisions that the new building will house a fresh produce retail space, a reading library and a self-serve coffee and tea kiosk, with a community learning kitchen as a base for community health ambassadors who are trained in nutrition education.

“It’s important that our Black businesses have access to capital, access to resources, to provide the information and resources that are needed, to fill the voids that impact inequities,” Ferdinand said. “This keeps me inspired as a Black business, to know that we are mission-driven and doing this work to serve people who for many generations have not had the access that they should.”
EXPANDING HOUSING ACCESS THROUGH OPPORTUNITY ZONES

Flossie and Willie Byrd raised three children in Brookhaven, Mississippi, and then downsized from their house to an apartment in town. Since August 2021, they have been living in a brand-new home in the new development of Mill Creek and are overjoyed with the modern construction, green neighborhood, and quiet setting.

The Byrds are among 48 families living in Mill Creek at rents they can afford. They are participating in an innovative project that brings together federal funding, state tax credits, socially conscious investors, and HOPE’s mission of strengthening communities with low-cost loans and equity. In their under-resourced town, the Byrds and their neighbors now have access to high-quality housing with amenities found in any market-rate development.

“Expanding housing access through Opportunity Zones

This is a beautiful area. It’s five minutes from downtown,” Flossie said. “We’re close to town but it seems like we’re in the country. When I look out my back door, everything looks so bright and beautiful.” She added that the layout of the development ensures that residents are never looking directly into another house from their own homes. “It’s amazing how they have these houses set up,” Flossie said.

The U.S. government created Opportunity Zones in 2017 as an economic tool to foster private investment in distressed areas. While originally intended to spur the growth of under-resourced communities, Opportunity Zones have yet to meet their stated purpose in most cases. In contrast, HOPE set out to form a sustainable, mission-oriented equity product using Opportunity Zones to support developers in the creation of affordable housing in economically challenged areas of the Deep South.

In 2019, the HOPE Opportunity Zone Fund invested $1.5 million in the Mill Creek Development located in the rural southwest Mississippi community of Brookhaven, where 25% of the population of 12,000 lives in poverty. The transaction paired Opportunity Zone Fund equity from private investors with Low-Income Housing Tax Credits (LIHTC), the first such pairing in Mississippi and believed to be among the first in the nation.

The new units in Brookhaven were constructed in a neighborhood featuring sidewalks, lighting, and landscaping. The favorable loan terms that

HOPE created by utilizing the federal and state initiatives enabled the developer to lease the homes at affordable rates, and developed a replicable model for Opportunity Zones to benefit underserved communities. HOPE’s innovative housing initiative in Mill Creek shows how the program can best be used to serve those who it was intended to benefit.

HOPE stipulated to the developer that in return for financing at below-market rates, all 48 units could only be rented to tenants with incomes below $35,000. The Mill Creek development opened to residents in June 2021.

As the homes were being built, Willie Byrd kept an eye on the construction, liking what he saw: “My children said, ‘Mama darling, we want you and Dad to move in there. It looks so nice.’ And so with God’s help, here we are,” Flossie said. “These houses are very nice. It’s very roomy. Our granddaughter visited and she was so excited about it she bought us a whole new living room set. And our son bought us a dinette set.” The Byrds have seven grandchildren and three great-grandchildren, and now they have room for any of them to stay over whenever they want.

“Expanding housing access through Opportunity Zones

“My children said, ‘Mama darling, we want you and Dad to move in there. It looks so nice.’ And so with God’s help, here we are.”

Flossie Byrd, resident of Mill Creek Housing

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With investments totaling over $7 million, the HOPE Opportunity Zone Fund has created five affordable housing developments in Mississippi with a total of 235 units. HOPE prioritizes finding Opportunity Zone Fund investors who are patient, seek a small return on their investment, and are driven by the mission of creating an economic and social impact with their funds.

456 Affordable Housing units financed by HOPE in 2021
912 Residents who were provided a home

Regionwide there is a shortage of over 386,000 affordable housing units
Source: National Low-Income Housing Coalition

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MITCH MCGUIRE, KAPSTONE INVESTMENT GROUP

“Have you seen others who don’t look like me and had less experience than me walk into well-known institutions and walk out with whatever they needed,” said Mitch McGuire, the founder of Kapstone Investment Group.

We know that not only do our people have vivid dreams, but they have the talent, drive and tenacity to realize those dreams. What they lack is funds. Today, McGuire owns 26 homes in Montgomery, with the goal of renting high-quality housing to low-income residents in the area. Having attended law school after retiring from AT&T in 2006, McGuire also founded a civil rights law firm that represents underserved individuals. “My clients don’t have the resources or ability to fight back when they’ve been harmed,” McGuire said. He owns the building that houses his law practice and real estate company.

In 2021, McGuire closed a $1.575 million loan with HOPE that enabled him to consolidate previous loans from other financial institutions at a much lower interest rate. “They put me through the hoops, but then welcomed my business with open arms. It was an experience I had not had before,” McGuire said.

McGuire bought his first single-family home in 2007, with the goal of renting it to a low-income family. “There is very poor housing that people typically offer to low-income individuals. The houses that is better constructed, better maintained, those opportunities are few and far between for persons of lower income,” McGuire said, because the rent is out of reach or the owners reject them as tenants.

McGuire created a business plan to align his idealism with the need to be profitable by stringently screening prospective tenants. Word spread quickly in the community as Kapstone purchased additional properties, intentionally buying well-made homes as a path to stability for low-income Montgomery residents. “They are hard-working individuals who maintain employment, working very hard to raise families. They want to do the right thing, they want to pay their rent, they want a nice place to live,” McGuire said. Kapstone’s tenants live in their rentals for an average of three years.

As Kapstone grew, McGuire sought a loan to capitalize the business, but found that banks were hesitant to lend to a Black business owner. After having purchased and rented out several properties, McGuire was finally able to obtain a loan from a small credit union. However, with the financial crisis of 2008, the credit union shut down its commercial financing operations, leaving McGuire without an option to leverage his property equity for additional capital for maintenance and upkeep. Larger banks turned him down, despite recognizing what his mission was, and that the cards are stacked against minority-owned businesses, they were willing to say “You’re worth the risk.” McGuire said. He now has the ongoing relationship that he sought with an institution that knows his goals, has a mission aligned with his, and is willing to support his continued growth.

Americans running an institution,” McGuire said. “HOPE’s mission of providing opportunities to people and companies who may not have traditionally been able to find good opportunities was very exciting to me.”

“When they took a look at my metrics and recognized what my mission was, and that the cards are stacked against minority-owned businesses, they were willing to say ‘You’re worth the risk’,” McGuire said. He now has the ongoing relationship that he sought with an institution that knows his goals, has a mission aligned with his, and is willing to support his continued growth.

McGuire has now moved most of his banking and financing to HOPE while continuing to provide quality, affordable housing to residents of his hometown. Kapstone is committed to fixing up properties before renting them out and to being a responsive landlord. “We do not want any of our tenants to live in a home that we would not want to live in ourselves,” McGuire said. He hopes to partner with HOPE in the future to identify additional property development opportunities for underserved communities in the region.

HOPE Commercial Lending Impact 2021

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<td>In 2021, HOPE made 2,630 commercial loans totaling more than $85 million.</td>
<td>71% of companies receiving commercial loans are owned or led by people of color.</td>
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Wealth gap – the difference between assets and debt – between white and Black households in the U.S. is 13 to 1, but shrinks to 3 to 1 among small business owners. Despite that evidence of business ownership as an engine of economic mobility, only 13 percent of Black-owned and 20 percent of Latinx-owned businesses reported receiving the full share of financing requested from banks, compared to 40 percent for white-owned firms.

Source: Association for Enterprise Opportunity

Across HOPE’s portfolio, HOPE financed businesses created or retained 6,597 jobs.
Shanille Bowens, owner of Naturally Nurtured Birth Services in Memphis, Tennessee, about her attempt to apply for Paycheck Protection Program (PPP) funding during the COVID-19 pandemic. “They want you to already have funds to apply for more, which really doesn’t help because you have to have a starting point. You have to have someone to help you climb the ladder to success.”

Bowens’ company provides doula services, primarily to women of color. A doula offers physical, emotional, and educational support throughout pregnancy, labor, birth, and early motherhood. With the HOPE PPP loan, Bowens continued to change the systems of care and support to save the lives of women of color and their newborns.

Memphis has one of the country’s highest rates of preterm births, which Bowens said is 44% higher for Black women than the rate among all other women in the area. Black women nationwide are four times as likely as white women to die from childbirth and postpartum complications. Many of these complications and deaths are preventable.

Bowens said that with a doula, those outcomes decrease significantly. A doula helps a woman develop a birth plan, supports her during labor, and cares for her in the early stages of motherhood. “We listen to them, we show up for them, we advocate for them. We’re also mothers who’ve given birth in Memphis. We have a personal point of view when it comes to things that are lacking in Memphis and the surrounding areas,” said Bowens, mother of six.

Borrowers of color

When COVID hit, suddenly Bowens and her fellow doulas were not permitted into hospitals to accompany women in labor, at a time of fear and uncertainty when their support was most needed. “There were a lot of unknowns,” Bowens said. As the pandemic continued, her company’s income dropped because fewer families sought out its services.

Bowens and her colleagues tried to adapt by devising different strategies and mechanisms to work around pandemic restrictions, but after about six months, she decided to apply for a PPP loan. Having been previously turned down for business loans from another bank, Bowens decided to turn to HOPE, of which she is a member.

Naturally Nurtured was approved quickly for $3,800. Without the PPP, Bowens said she faced the prospect of scaling back the company’s services. The company used the loan to purchase Personal Protective Equipment and digital platforms allowing the doulas and consultants to meet with women virtually and expand their reach. Naturally Nurtured now works with women in Arkansas and Mississippi in addition to the Memphis area.

Bowens said that Naturally Nurtured has made women aware of the childbirth choices available to them, enabling her business to succeed, and that more women are now choosing home births to avoid hospitals due to COVID. They fear being separated from their partners or their babies, and COVID has compounded existing fears about giving birth in a hospital, creating a greater demand for doula services. For Black women, these fears are compounded by the skepticism many have about the U.S. healthcare system and its ability to provide them with good, unbiased care.

Bowens is grateful for the role that HOPE has played in her life and her region. “When you have your bank in the middle of an at-risk community, it’s important to give back,” Bowens said. “When I bank with HOPE, I don’t feel like I’m just another number. I feel like there’s an actual relationship. No one can get anywhere if they don’t have a starting point.”

Shanille Bowens, owner of Naturally Nurtured Birth Services

RESPONDING IN TIMES OF NEED

“I’m a Black woman and because I don’t have a ton of capital already, they don’t see me as valuable,” said Shanille Bowens, owner of Naturally Nurtured Birth Services in Memphis, Tennessee, about her attempt to apply for Paycheck Protection Program (PPP) funding during the COVID-19 pandemic. “They want you to already have funds to apply for more, which really doesn’t help because you have to have a starting point. You have to have someone to help you climb the ladder to success.”

Black mothers are twice as likely to receive late or no prenatal care as compared to non-Hispanic white mothers

Source: US Department of Health and Human Services, Office of Minority Health

Cumulative HOPE Paycheck Protection Program (PPP) Impact

Total HOPE PPP Loans: 5,216
Total Distributed: $140 Million

Borrowers of color: 89%
Women-Owned businesses: 50%

PAYCHECK PROTECTION PROGRAM
HOPE gave my business hope. When those corporate big institutions aren’t willing to take a chance on you, HOPE looks at the overall picture. They want to see you succeed.”

Courtney Jacobs, Insurance Done Right, LLC
After winning a gift card at a “Black Financing for Business” course hosted by the Arkansas Small Business and Technology Development Center, Candace Baker researched HOPE and decided it was the right place to begin a nest egg for her 7-year-old daughter, Rebekah. “In central Arkansas, there are not very many opportunities to bank Black. That’s what drew us to HOPE, that they do so much for the Black community.”

Rebekah’s parents decided to open an account for her as part of their celebration of Kwanzaa in 2021, the first year the family had observed the holiday. The fourth principle of Kwanzaa is Ujamaa, Cooperative Economics. “We decided the gift to Rebekah that day would be to open a bank account,” Baker said.

Baker emailed HOPE Financial Inclusion Officer Kimberly Lee in late December. Masked up, the Bakers came in with their documents and $270 that Rebekah had saved from birthday and Christmas gifts.

Lee explained to Rebekah the significance of her decision to join HOPE, the importance of saving for something she really wants, and ways she can utilize her savings account. Rebekah, who loves to bake with her mom and sells Girl Scout cookies, said she is saving up to open a cookie business; her favorite cookies are snowball and chocolate chip.

The HOPE program officer also gave the family a 52-week “saving challenge” tracker, which Baker said has prompted her to think more about financial management and options for her own business banking.

“I’m trying to grow a business and I see the opportunity with HOPE as more likely to help me develop,” Baker said of HOPE’s focus on supporting Black-owned businesses in the South. “There’s an opportunity to compensate for systemic issues in banking. An opportunity to be successful in my business. When I think of HOPE, they do try to level that playing field.”

And when Rebekah thinks of HOPE, she’ll remember the warmth of Kimberly Lee, who praised her for depositing $270 at 7 years old and beginning her lifelong financial journey.

“In central Arkansas, there are not very many opportunities to bank Black. That’s what drew us to HOPE, that they do so much for the Black community.”

Candace Baker, mother of Rebekah Baker

Children with savings accounts in their name are about six times more likely to attend college than children with no accounts.

Source: Washington University in St. Louis

46% of HOPE members were unbanked or underbanked before opening an account with HOPE.

In 2021, 5,847 savings accounts and 3,556 personal checking accounts were opened with HOPE.

In 2021, HOPE served 105,000 people in Member Households.
A new partnership between HOPE and the Black Clergy Collaborative of Memphis (BCCM) aims to break the cycle of debt and poverty created by high-cost payday loans by offering Memphis residents affordable loans, financial counseling, and paths to economic stability.

In August 2021, the BCCM and HOPE launched the “Borrow and Save Loans” initiative to provide alternatives to the high-cost, predatory loans taken out by many Black residents of Memphis for emergencies. Many borrowers are unbanked, lack credit histories, and need amounts that are too small to be lent by traditional banks. Lacking access to capital, and living paycheck to paycheck, they turn to lenders that charge rates up to 400%, making the loans impossible to pay back and devastating borrowers’ credit ratings.

“Payday and car title loans drain millions per year from people in Memphis,” said Rev. Dr. J. Lawrence Turner, BCCM founder and president and senior pastor of the Mississippi Boulevard Christian Church. “Their fees trap people into long-term debt at triple-digit interest rates, plunging them into a cycle of debt taking years, if ever, to escape. Many Memphians have been forced to obtain payday loans to meet financial emergencies. But relying on payday loans ends today. The partnership between the Black Clergy Collaborative and HOPE fills a critical need for people struggling to make ends meet who have been exploited by payday lenders for too long. Today, we are taking steps to end that exploitation and move our people toward financial freedom.”

Approximately 7,000 members of 10 BCCM churches now have access to HOPE’s financial education and products. The collaboration focuses on creating awareness of the full range of options and services geared toward advancing economic mobility in Memphis, which is home to some of the poorest ZIP codes in the U.S. Through the partnership, the two organizations seek to increase opportunities to build credit and wealth and access to financial resources in case of emergencies. The Borrow and Save loans also help individuals build credit histories and increase their scores as the funds are repaid.

The partnership began after the BCCM’s economic empowerment committee honed in on predatory loans as a significant factor hindering the Black community of Memphis. The committee chairman, Rev. Darell Harrington, Senior Pastor of New Sardis Baptist Church, formerly worked for HOPE as a Financial Inclusion Officer and contacted CEO Bill Bynum.

“There has been a story told that the church is only concerned about the spiritual and the heavenly, that there’s no concern about the physical and the worldly,” said Reverend Ashton Alexander, Senior Pastor of Pilgrim Rest Baptist Church. “This collaboration has helped show the church’s concern not just with a person’s spiritual well-being but a person’s material reality. If you’re impoverished, that’s going to do something to your soul and to your spirit.”

When Ella Fitzgerald’s furnace went out, she turned to a high cost lender. She had previously borrowed money at reasonable terms from the parent institution of her lender, so she believed this loan would be manageable. “When I started digging deep into it, I found out it had double-digit interest rates,” Fitzgerald said, noting that the $174 monthly payment would almost double the original loan amount. “I wasn’t pleased with it at all.”

Fitzgerald’s sister had an account at HOPE, so she went to the West Memphis branch. “I didn’t know HOPE was a Black-owned bank,” Fitzgerald said. “They were very warm when they greeted me and very helpful!” HOPE told her that they could offer her a secured loan for $88 in monthly payments.

Fitzgerald has since moved her checking and savings accounts to HOPE. “I don’t feel like a number. They look at you like a person and take into consideration the things that you’re going through and give you the different options to get you where you need to be,” she said. “We as a race don’t get the same shake and we need someone who’s there for us to help us in the areas we need to be helped.”

Ella Fitzgerald used a HOPE loan to refinance a high-cost loan used to replace her furnace.
The federal government took historic measures to combat the economic devastation wrought by the COVID-19 pandemic. Yet it was not a foregone conclusion that the pandemic response would reach the people most in need. HOPE recognized this challenge and devoted much of 2021 engaging in policy and advocacy directed towards ensuring equitable access to these resources. HOPE’s efforts not only helped keep individuals, businesses and communities in the Deep South afloat, but also put a necessary spotlight on the systemic inequities surrounding the way our country responds to crises.

During an April hearing of the U.S. Senate Committee on Banking, Housing, and Urban Affairs titled, “An Economy that Works for Everyone: Investing in Rural Communities,” HOPE CEO Bill Bynum urged lawmakers to make transformational investments that increase economic opportunity for areas of persistent poverty and people of color.

During his testimony, Bynum said:

“People, when afforded opportunity and access to the right tools, will climb the economic ladder.”

Bill Bynum, CEO, HOPE

HOPE’s advocacy created awareness at the highest levels of government of the barriers that small, rural communities face in accessing emergency federal funding intended to help them, leading to a policy directive that was a game-changer for cash-starved local governments.

In 2021, as a result of analysis and advocacy conducted by HOPE, the U.S. Treasury Department issued new guidance for distributing pandemic relief money to municipalities, prohibiting states from funding on a reimbursement basis. This ensured that recovery funding would not further widen gaps between resource-rich communities and those with less, and granted communities of color and rural communities equitable access to the government resources they needed to recover and move beyond the pandemic.

The motivation for this advocacy was rooted in our experiences and partnership with the Black Belt Community Foundation during the first year of the pandemic. In 2020, Alabama, like many states, only made COVID relief funds available for local governments on a reimbursement basis. In response, HOPE and the Black Belt Community Foundation developed an innovative revolving loan program that helped Black Belt cities access $1 million in funds that otherwise would have been out of reach. Unfortunately, this emergency solution would not have been necessary if the funds had been made available upfront, as other states did. The policy change rectifies the structural issues originally faced by local governments.

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NCUA REVERSES ON TERM LIMIT RESTRICTION FOR ECIP FUNDS

As part of its COVID-19 relief package passed in December 2020, Congress included an unprecedented $12 billion investment in CDFIs and MDIs, fueling the amplification of their impact in communities hard hit by COVID-19. HOPE was part of the effort, ensuring community voices were heard and taken into account. Throughout 2021, HOPE worked in coalition to address significant policy barriers to ensure the equitable deployment of these resources. One key victory included work with numerous other advocates to ensure that credit unions had access to one of the key programs, the $9 billion Emergency Capital Investment Program (ECIP) at levels similar to banks. As a result of this victory, more than six million additional Homeowners, entrepreneurs and individuals will now have the ability to tap into the financial resources needed to emerge from the pandemic, climb the economic ladder, and build intergenerational wealth.
Nick Wallace appeared on the hit TV show “Top Chef: Houston” in the spring of 2022, but this celebrity chef is firmly rooted in Jackson, Mississippi. His community service ethic and enterprising spirit led him not only to a mortgage from HOPE – becoming the first member of his family to ever buy a home – but also the funds necessary to grow his expanding culinary empire. Wallace is now a HOPE Brand Ambassador and uses his growing fame as a chef and business owner to spread the organization’s messages of access and aspiration. “I honestly never thought it could happen,” Wallace said of his home purchase in 2017. “My vision of banks in general was that things were just really hard” for Black residents of the South. Wallace’s grandfather had a philosophy that “we don’t get loans” and that Black people had to save enough money to pay for large purchases outright. “Once I got involved with HOPE, they nurtured me. They took me through it,” Wallace said, adding that the credit union made sure he could afford the mortgage payments and in so doing, changed his perspective about possibilities and potential.

As Wallace continued to expand his presence in Jackson, he developed a program with the city’s schools, Creativity Kitchen, to provide healthy, flavorful school meals that are aesthetically presented. He speaks to Jackson students about entrepreneurship and business opportunities, and has begun speaking in Clinton schools as well, leading the mayor to offer Wallace the opportunity to open a new restaurant in a redeveloped section of town. “Now I’m about to sit back down with HOPE to obtain financing to open the restaurant, Wallace said, adding that this new venture exemplifies how giving to others comes back in unexpected ways.

His next step was the founding of The Nissan Café by Nick Wallace Culinary at the Two Mississippi Museums – the Museum of Mississippi History and the Mississippi Civil Rights Museum. After catering the Museum’s opening for 3,000 people, Wallace was eventually asked to open the café. “Everything I was taught, all the love that I was given my whole life, I get to pay it forward to everybody who comes into this building.” At the café, Wallace empowers culinary students from Hinds Community College, helping him close the circle of his unfinished time there. “Now I get to enlighten even more entrepreneurs and future business owners,” he said, adding that the students get to meet visitors from all over the world.

Wallace continues to spread the message of HOPE’s services that offer opportunities to those who do not believe they can buy a home for their family or open a thriving business. “HOPE is changing people’s lives. The way they lay their head at night, the way they do business, the way they drive to work,” Wallace said. “I want this message to be loud and clear. I want people to dream big and align themselves with people who want to change lives.”

Nick Wallace, HOPE MEMBER, AMBASSADOR AND CELEBRITY CHEF

Nick Wallace appeared on the hit TV show “Top Chef: Houston” in the spring of 2022, but this celebrity chef is firmly rooted in Jackson, Mississippi. His community service ethic and enterprising spirit led him not only to a mortgage from HOPE – becoming the first member of his family to ever buy a home – but also the funds necessary to grow his expanding culinary empire.

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Wallace grew up on a farm in Edwards, Mississippi, and learned cooking from his grandmothers, Queen Morris and Lennel Donald. He enrolled at Hinds Community College but left to pursue a culinary career with Marriott to refine his skills. Eventually, he was sent to work in Anchorage, a period in his life that he credits for setting him on a path to success as a caterer, restaurateur, and entertainer.

When he returned to Jackson, Wallace began catering, blending his farm origins with sophisticated French technique to create a uniquely modern Mississippi cuisine. During events hosted by HOPE, he developed a strong relationship with HOPE CEO Bill Bynum and the two spoke often about advancing economic mobility in the region. “Millions of people need this opportunity as well and I want them to be affected,” Wallace said. “I never thought that I would be in business with them and have my voice heard throughout the community.” He obtained another loan from HOPE to purchase a commercial van for his growing business.

As Wallace continued to expand his presence in Jackson, he developed a program with the city’s schools, Creativity Kitchen, to provide healthy, flavorful school meals that are aesthetically presented. He speaks to Jackson students about entrepreneurship and business opportunities, and has begun speaking in Clinton schools as well, leading the mayor to offer Wallace the opportunity to open a new restaurant in a redeveloped section of town. “Now I’m about to sit back down with HOPE to obtain financing to open the restaurant, Wallace said, adding that this new venture exemplifies how giving to others comes back in unexpected ways.

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Nick Wallace, Chef, Entrepreneur

“HOPE is changing people’s lives. The way they lay their head at night, the way they do business, the way they drive to work. I want this message to be loud and clear. I want people to dream big and align themselves with people who want to change lives.”

Nick Wallace, Chef, Entrepreneur
When Michelle Lanier of Washington, D.C., read a newsletter that included an invitation from the Faith and Money Network to consider opening an account with HOPE “to support its efforts to build capital for Black individuals and businesses,” she was inspired by the idea that her banking choice could make an impact.

Three out of four HOPE members earn less than $50,000 a year, and two out of three members on any given day have less than $1,000 in their savings account. As a result, in many of the communities that we serve, the assets are simply not available to create a deposit base for HOPE’s services in the same way that traditional banks use customer deposits to fund products such as loans and lines of credit.

To address this challenge, HOPE seeks to invest low-cost, federally insured “Transformational Deposits” into opportunity deserts across the Deep South. In 2021 HOPE raised more than $100 million from corporations, institutions, and individuals choosing to deposit their funds into Hope Credit Union, transforming the financial landscape of underbanked communities in the Deep South by seeding and supporting families and businesses that have previously encountered barriers to economic mobility.

Socially-conscious individual depositors like Lanier are helping HOPE achieve its goals by opening a certificate or money market account of at least $1,000 and moving their funds into HOPE, believing that her money could make a real impact. “They’re able to use the funds as they see fit, giving people access and power to make their own decisions as to how they use the money,” Lanier said. “I’m glad I have somewhere like this to put the money.”

At the same time, corporate transformational deposits have been a game-changer in HOPE’s efforts to close the racial wealth gap. Recent multi-million dollar deposits from companies such as Netflix, NIKE, and PayPal position HOPE to import capital into wealth-starved communities, giving their residents access to affordable, responsible financial services that are key to economic mobility and stability.

Dane Spurill, Senior Director of Global Cash and Banking at NIKE, spoke with HOPE CEO Bill Bynum during the HOPE Economic Mobility Forum in December 2021. “When I landed here, I noticed so much NIKE apparel,” Spurill said of coming to Jackson, Mississippi, adding that his company’s relationship with HOPE grew from a desire to align its balance sheet with its brand. “Our athletes come from these places,” Bynum said. “They’re able to use the funds as they see fit, giving people access and power to make their own decisions as to how they use the money.”

Spurill wondered. “For us, it was a new endeavor. We wanted to take advantage of the fact that as a growing company, we were going to leverage that additional cash position to make meaningful change and meaningful impact in the communities that matter the most to us.”

Transformational Deposits enable HOPE to grow its longstanding programs aimed at strengthening underserved communities, through personal and commercial loans to support businesses and home ownership; checking and savings accounts that provide banking security to people unable to find it elsewhere; and educational materials for members about financial products and services available to them. They also fortify HOPE’s ability to be an economic first responder in times of crisis such as Hurricane Ida and the COVID-19 pandemic.

By enabling members to tap into services and products geared toward economic mobility, in an area with unparalleled challenges, HOPE’s Transformational Deposits are creating a strong foundation and leveling a historically uneven playing field for all residents of the Deep South.

HOPE Transformational Deposit Investments 2021

- 443 corporations, individuals and nonprofit organizations have deposited $116 million in Transformational Deposits
- Transformational Depositors include PayPal, NIKE and Netflix
- 94% of Transformational Deposits are from 36 states outside of the Deep South
- Strike the Individual TD number
- For more information visit: www.hopecu.org/transform

Michelle Lanier, Transformational Depositor

“In my mind, they’re helping people who have not been able to build any generational wealth because they haven’t had the same access to money. I think that’s really important.”
### HOPE ENTERPRISE CORPORATION/HOPE FEDERAL CREDIT UNION

**CONSOLIDATED AND COMBINED FINANCIAL HIGHLIGHTS**

<table>
<thead>
<tr>
<th>Results of Operations</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$46,426,829</td>
<td>$69,292,515</td>
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<tr>
<td><strong>Operating Expenses</strong></td>
<td>$40,962,592</td>
<td>$37,612,014</td>
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<td><strong>Loan Loss Reserve Expense</strong></td>
<td>$5,516,753</td>
<td>$2,516,818</td>
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<tr>
<td><strong>Change in Net Assets (Net Income)</strong></td>
<td>-$52,516</td>
<td>$29,163,683</td>
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<thead>
<tr>
<th>Financial Position</th>
<th>2021</th>
<th>2020</th>
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<tbody>
<tr>
<td><strong>Total Assets</strong></td>
<td>$671,298,281</td>
<td>$626,348,219</td>
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<tr>
<td><strong>Total Net Assets (Net Worth)</strong></td>
<td>$172,072,845</td>
<td>$174,994,804</td>
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<tr>
<td><strong>Loans</strong></td>
<td>$495,653,875</td>
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<tr>
<td><strong>Total Debt</strong></td>
<td>$142,991,908</td>
<td>$162,723,851</td>
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<tr>
<td><strong>Total Deposits</strong></td>
<td>$349,987,394</td>
<td>$287,504,835</td>
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<thead>
<tr>
<th>Results of Activities</th>
<th>2021</th>
<th>2020</th>
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</thead>
<tbody>
<tr>
<td><strong>Total Loans Closed</strong></td>
<td>108,990,285</td>
<td>160,290,426</td>
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</table>

### TOTAL REVENUES AND EXPENSES

- **Total Revenues**
- **Operating Expenses**

### TOTAL ASSETS AND NET WORTH

- **Total Assets**
- **Total Net Worth**

### LOANS OUTSTANDING

- **Consumer Loans**
- **Commercial Loans and Investments**
- **Mortgage Loans**

### LOANS CLOSED

- **Consumer Loans**
- **Commercial Loans and Investments**
- **Mortgage Loans**
### COMBINED STATEMENT OF FINANCIAL POSITION

**FOR THE YEAR ENDED DECEMBER 31, 2021**

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>HEC Consolidated</th>
<th>Hope Credit Union</th>
<th>Eliminations</th>
<th>Combined 2021</th>
<th>Combined 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$20,884,637</td>
<td>$104,577,340</td>
<td>($20,641,098)</td>
<td>$104,820,679</td>
<td>$90,385,937</td>
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<td>Restricted cash</td>
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<td>10,760,353</td>
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<td>6,991,652</td>
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<td>Debt and other securities</td>
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<td>98,404,364</td>
<td>($38,035,775)</td>
<td>128,949,002</td>
<td>50,381,075</td>
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<tr>
<td>Cash restricted for collateral on subsidiary’s note</td>
<td>-</td>
<td>-</td>
<td></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investment in non-consolidated partnerships</td>
<td>1187,725</td>
<td>1187,725</td>
<td></td>
<td>1107,608</td>
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<tr>
<td>Grants and other receivables</td>
<td>2,000,772</td>
<td>(1,308,230)</td>
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<td>692,482</td>
<td>134,131</td>
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<td>Prepaid expenses</td>
<td>350,075</td>
<td>428,223</td>
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<td>816,398</td>
<td>710,224</td>
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<td>Other assets</td>
<td>50,000</td>
<td>5,012,571</td>
<td></td>
<td>5,062,971</td>
<td>4,656,470</td>
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<td>Interest receivable</td>
<td>433,951</td>
<td>962,883</td>
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<td>1,396,834</td>
<td>1,673,836</td>
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<td>Consumer loans</td>
<td>21,229,890</td>
<td>21,229,890</td>
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<td>21,115,450</td>
<td>21,115,450</td>
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<tr>
<td>Commercial loans</td>
<td>157,948,334</td>
<td>104,600,946</td>
<td>($76,341,652)</td>
<td>261,788,427</td>
<td>307,729,023</td>
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<tr>
<td>Residential mortgage loans</td>
<td>4,922,748</td>
<td>128,442,550</td>
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<td>132,365,298</td>
<td>133,880,374</td>
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<tr>
<td>Allowance for loan losses</td>
<td>(3,840,984)</td>
<td>8,705,278</td>
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<td>(12,547,257)</td>
<td>8,294,923</td>
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<tr>
<td>Loans, net</td>
<td>158,300,098</td>
<td>245,563,793</td>
<td>($86,263,695)</td>
<td>403,035,358</td>
<td>454,440,744</td>
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<tr>
<td>Foreclosed property</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Goodwill</td>
<td>977,899</td>
<td>977,899</td>
<td></td>
<td>1,223,236</td>
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</tr>
<tr>
<td>Property and equipment, net</td>
<td>2,400,013</td>
<td>17,008,394</td>
<td></td>
<td>14,107,407</td>
<td>14,315,416</td>
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<tr>
<td>Total assets</td>
<td>$264,988,337</td>
<td>$467,646,160</td>
<td>($60,636,016)</td>
<td>$671,298,281</td>
<td>$625,348,219</td>
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</table>

<table>
<thead>
<tr>
<th>LIABILITIES</th>
<th>HEC Consolidated</th>
<th>Hope Credit Union</th>
<th>Eliminations</th>
<th>Combined 2021</th>
<th>Combined 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>$2,565,546</td>
<td>$10,035,556</td>
<td>($7,490,250)</td>
<td>$11,205,812</td>
<td>$8,988,673</td>
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<tr>
<td>Dividends payable</td>
<td>-</td>
<td>262,131</td>
<td>262,131</td>
<td>462,487</td>
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<tr>
<td>Member deposits</td>
<td>0</td>
<td>369,828,429</td>
<td>($20,641,098)</td>
<td>340,987,331</td>
<td>287,504,835</td>
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<tr>
<td>Other liabilities</td>
<td>-</td>
<td>-</td>
<td></td>
<td>-</td>
<td>-</td>
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<tr>
<td>Deferred Revenue</td>
<td>7,046,214</td>
<td>7,046,214</td>
<td></td>
<td>10,742,713</td>
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<tr>
<td>Notes payable and long-term loans</td>
<td>88,456,038</td>
<td>81,866,573</td>
<td>($37,996,628)</td>
<td>135,252,983</td>
<td>153,292,909</td>
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<tr>
<td>Total Liabilities</td>
<td>98,067,998</td>
<td>401,920,654</td>
<td>($60,636,016)</td>
<td>495,225,436</td>
<td>451,553,415</td>
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<table>
<thead>
<tr>
<th>NET ASSETS AND EQUITY</th>
<th>HEC Consolidated</th>
<th>Hope Credit Union</th>
<th>Eliminations</th>
<th>Combined 2021</th>
<th>Combined 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted capital and reserves</td>
<td>5,512,506</td>
<td>5,512,506</td>
<td></td>
<td>6,270,145</td>
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<tr>
<td>Unrestricted net assets</td>
<td>39,785,370</td>
<td>39,785,370</td>
<td></td>
<td>37,831,395</td>
<td></td>
</tr>
<tr>
<td>Non-controlling interests</td>
<td>109,345,170</td>
<td>109,345,170</td>
<td></td>
<td>110,492,779</td>
<td></td>
</tr>
<tr>
<td>Total unrestricted</td>
<td>149,035,430</td>
<td>5,512,506</td>
<td></td>
<td>154,528,946</td>
<td>155,504,399</td>
</tr>
<tr>
<td>With Donor Restrictions</td>
<td>17,789,799</td>
<td>17,789,799</td>
<td></td>
<td>19,489,885</td>
<td></td>
</tr>
<tr>
<td>Total net assets</td>
<td>166,820,339</td>
<td>5,512,506</td>
<td></td>
<td>172,072,845</td>
<td>174,994,804</td>
</tr>
<tr>
<td>Total liabilities and net assets</td>
<td>$264,988,337</td>
<td>$467,646,160</td>
<td>($60,636,016)</td>
<td>$671,298,281</td>
<td>$625,348,219</td>
</tr>
</tbody>
</table>

---

See accompanying notes.
NOTES TO COMBINED & CONSOLIDATED FINANCIAL STATEMENTS (UNAUDITED) FOR THE YEARS ENDING DECEMBER 31, 2021 AND 2020

1. Basis of Presentation
The accompanying combined and consolidated financial statements include the consolidated financial statements of Hope Enterprise Credit Union (HECU), Hope Federal Credit Union (HFCU), and HECU’s subsidiaries. The consolidated financial statements of HECU and HFCU form a single consolidated entity.

2. Cash and Marketable Securities
Cash and marketable securities are comprised of cash and cash equivalents and other securities held by the Consolidated Financial Reporting Unit (CFRU) in the ordinary course of business.

3. Unconditional Grants
Unconditional grants are recognized in revenue in the period the commitment is received. Unconditional grants to be received over a period of time in excess of one year are recorded at fair value at the date of the grant based upon the present value of payments to be received.

4. Loans
The composition of the loan portfolios are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential mortgage loans</td>
<td>$115,581,032</td>
<td>$97,357,589</td>
</tr>
<tr>
<td>Commercial mortgage loans</td>
<td>128,949,002</td>
<td>50,318,175</td>
</tr>
<tr>
<td>$244,530,034</td>
<td>$147,685,764</td>
<td></td>
</tr>
</tbody>
</table>

5. Allowance for Loan Losses
The allowance for loan losses is maintained at a level considered adequate by management. The allowance for loan losses is determined based on specific identification and loss estimates in the loan portfolio that has been estimated as of the balance sheet date. The allowance for loan losses charged during 2021 was $9,074,018, which is included in the provision for loan losses. The allowance for loan losses for 2021 includes an additional provision expenses on a monthly basis due to the uncertainty created by the COVID-19 pandemic.

6. Foreclosed Property
Foreclosed property consists of properties foreclosed on and associated with the loss on disposition of foreclosed real estate with a loan to value ratio of 25% or less. In 2020 and 2021, HECU recognized more than $140 million of Paycheck Protection Program (PPP) loans. PPP loans are secured by a 100% guaranty from the Small Business Administration (SBA) and may be eligible for up to 100% loan forgiveness by the SBA. The SBA is repaid for PPP loans from advances from the Federal Reserve Bank of Cleveland’s PPP Lending Faculty.

7. Dividends Payable and Shares and Share Certifications
Dividends payable are dividends earned on share drafts and shares are paid to shareholders of record. Dividends payable to members are recorded at the rate of 8.268,993 per share. Dividends payable to members are recorded at the rate of 8.268,993 per share.

8. Notes Payable and Long-Term Debt
The maturities of long-term debt at December 31, 2021, are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at beginning of year</td>
<td>$6,284,103</td>
<td>$6,440,391</td>
<td>$131,525,983</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provision charged to operating expenses</td>
<td>5,516,753</td>
<td>2,596,818</td>
<td>672,106</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loans and investments classified as available for sale</td>
<td>(125,535,999)</td>
<td>(672,106)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at end of period</td>
<td>$131,525,983</td>
<td>7,315,491</td>
<td>8,268,993</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

9. Uninsured Capital and Reserves
The uninsured capital and reserves include accumulated reserves, and undivided earnings of HCU.

10. Non-Controlling Interests
HECU is the sole managing member of ECDA and the New Markets Tax Credit entities. ECDA is the sole managing member of ECDA.

11. Dividends Payable and Shares and Share Certifications
Dividends payable are dividends earned on share drafts and shares are paid to shareholders of record. Dividends payable to members are recorded at the rate of 8.268,993 per share.
HOPE FINANCIAL INCLUSION OFFICES

ALABAMA
- Birmingham
  - Arba Street
  - McGehee Road
- College Station
  - Little Rock
  - 1-20 SW
  - Geyer Springs
  - West Memphis
- Montgomery

ARKANSAS
- Little Rock
- Central City
- Elysian Fields

LOUISIANA
- Baton Rouge
- New Orleans
- Central City
- Elysian Fields
- Biloxi
- East River Place
- Medical Mall
- Old River Place
- Provine High School
- University Boulevard
- Louisville
- Moorhead
- Shaw
- Terry
- Utica
- West Point

MISSISSIPPI
- Itta Bena
- Jackson
- Provine High School
- University Boulevard
- Old River Place
- Medical Mall
- East River Place
- Madison Avenue

TENNESSEE
- Memphis
  - Crosstown
  - Harvester Lane
  - Madison Avenue
  - Ridgeway Road

HOPE GOVERNANCE

HOPE ENTERPRISE CORPORATION Board of Directors
- Ivye Allen
- Foundation for the Mid South
- Claiborne Barksdale
- Attorney & Educator
- Anne Marie Buryaine
- Emerson Collective
- Mauricio Calvo
- Latino Memphis
- Susannah Carrier
- Silver Lake
- Ronnie C. Crudup
- New Horizon Church International
- Rebecca Dixon
- National Employment Law Project
- Mike Espy
- Former US Agriculture Secretary & Congressman
- Robert L. Gibbs
- Gibbs Travis, PLLC
- Carolyn Gill-Jefferson
- Attorney
- Herschell Hamilton
- BLOC Global Group
- Maurice Jones
- OneTen
- Dan Letendre
- Bank of America
- Blanche Lincoln
- Lincoln Policy Group

HOPE CREDIT UNION Board of Directors
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- Bill Bynum
- HOPE
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- Gibbs Travis, PLLC
- Carolyn Gill-Jefferson
- Attorney
- Alice Graham
- Retired Nonprofit Executive
- Mike Jackson
- Delta Housing Development Corporation
- Bernard Mays, Jr.
- University of Alabama at Birmingham
- George Pensick
- Retired Educator, Foundation Executive
- Brenda Richard-Montgomery JNM & Associates, LLC
- Ann Shackelford
- Teach for America - Greater Delta

HOPE GOVERNANCE

- Felecia Lucky
- Black Belt Community Foundation
- Fred Miller
- Mayor of Rolling Fork, MS
- Judy Reese-Morse
- Urban League of Louisiana

- Martha W. Murphy
- Murphy Family Limited Investment Partnership
- Jeffrey Nolan
- Loutre Land and Timber Company
- William A. Percy
- Retired Businessman
- H. Alexander Wise
- Retired Nonprofit Executive

- Carol Spencer
- Retired Clergy
- Emily Trenholm
- High Ground News
- Carmen Walker
- Retired Educator
- Neddie Winters
- Mission Mississippi
Brighter Futures
Begin with HOPE.
www.hopecu.org
www.hopepolicy.org
1-866-321-HOPE(4673)