



# Pathway Lending

Financing Businesses.  
Strengthening Communities.

**2018**  
ANNUAL  
REPORT



## DEAR FRIENDS & SUPPORTERS,

Each day, the Pathway Lending team works toward the shared goal of no missed opportunities for the clients, constituencies, and communities we serve. Our unwavering focus on creating opportunities sets us apart and fuels our growth. We are proud to share our impacts, achievements and client stories with you in this year's Annual Report.

In 2018, Pathway Lending

- originated **\$44.7 million** in loans;
- directed **65%** of lending in CDFI Target Markets;
- delivered **14,413** hours of technical assistance and education; and
- supported **4,090** existing and created **127** new jobs.

In the last 12 years we have grown total assets to \$155MM and increased outstanding loans by 27% annually. We achieved this by making connections, building community partnerships, and aligning our lending solutions and educational services to deliver a unified client experience.

In May we celebrated the launch of the Veterans Business Outreach Center at Pathway Lending and began exploring a statewide expansion of the Pathway Women's Business Center's via virtual classrooms. Together with our Business Advisory Services team, these resources prepare more clients to access capital and create jobs and wealth in their communities. They also strengthen our ability to deliver meaningful outcomes to the banks, foundations, and public partners that fund our work.

From Appalachia to the Delta, we spent 2018 building authentic community partnerships to amplify our impacts and solve unique challenges entrepreneurs face. We worked with the Appalachian Regional Commission and the Tennessee Department of Economic and Community Development to connect rural communities with programs like Opportunity Zones. With Epicenter, we launched the Memphis Small Business Opportunity Loan Fund, a \$15 million fund created to improve access to capital for Memphis-area minority- and women-owned businesses.

Focusing on these connections and making smart investments in our people, infrastructure, and technology has positioned Pathway Lending to continue this trajectory. We are encouraged by our growing footprint, our growing impact and our capacity to propel economic growth in the region and grateful to the more than 70 partner organizations that have invested in our mission to make that possible.

Sincerely,  
  
Clint Gwin | President & CEO, Pathway Lending



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## PATHWAY LENDING BOARD OF DIRECTORS

**TOM HUNTER, CHAIRMAN**  
Owner, American Heritage Trees

**DR. WILLIAM H. (HERB) BYRD, III, VICE CHAIRMAN**  
Vice President for Public Service, University of Tennessee

**DAVID BEREZOV**  
Associate Professor of the Practice of Engineering Management, Vanderbilt University School of Engineering

**JON DAVIES**  
Senior Vice President/Compliance Executive – Community Affairs & Contributions, Regions Financial Corporation

**IVANETTA DAVIS-SAMUELS**  
Senior Vice President – General Counsel & Corporate Secretary, Meharry Medical College

**ANDRE GIST**  
CEO, MIG Steel Fabrication

**CINDY HERRON**  
Vice President EnergyRight & Renewable Solutions, Tennessee Valley Authority

**KELLY MAGILL**  
Owner/CEO, KGV Studios

**HUGH QUEENER**  
Chief Administrative Officer, Pinnacle Bank

The mission of Pathway Lending is to provide lending solutions and educational services that support the development, growth, and preservation of underserved small businesses, affordable housing, and sustainable communities.

## 2018 HIGHLIGHT: PATHWAY LAUNCHES VBOC

In May 2018, Pathway Lending celebrated the grand opening of its Veterans Business Outreach Center (VBOC), selected by the U.S. Small Business Administration to provide entrepreneurship training and counseling to transitioning service members, veterans, National Guard and Reserve members, and military spouses or survivors living in Tennessee and Kentucky.

Reggie Ordonez, a Staff Non Commissioned Officer who specializes in leadership, management, curriculum development, and instruction, leads Pathway VBOC.

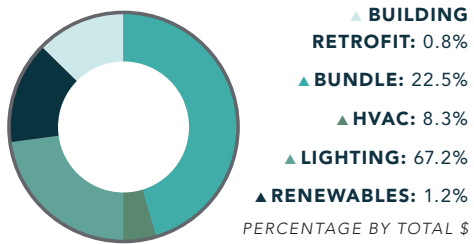
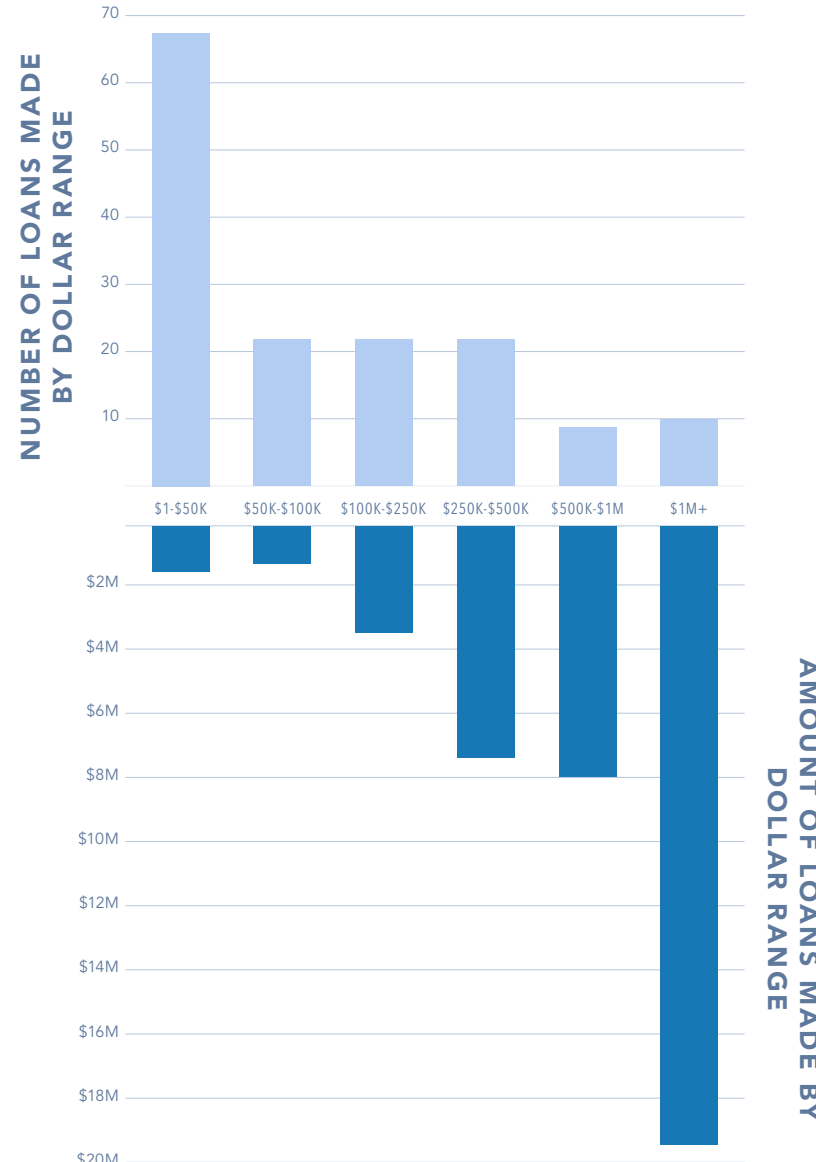
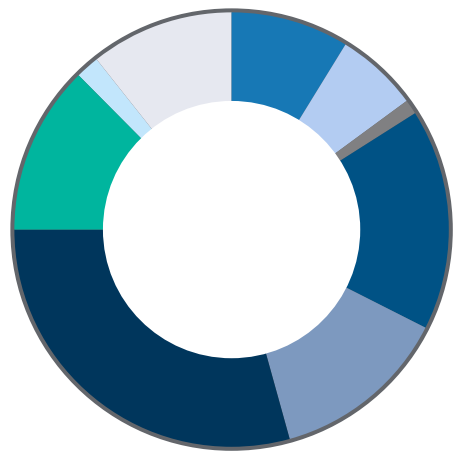
Based in Nashville, the VBOC at Pathway Lending covers Tennessee and Kentucky, including education and coaching to transitioning service members located at Fort Campbell, Fort Knox, McGhee Tyson Air National Guard and Naval Support Activity at Mid-South Millington.



# LENDING IMPACTS

<b>150</b> NUMBER OF LOANS MADE IN 2018	<b>\$44.7MM</b> AMOUNT OF LOANS MADE IN 2018	<b>65%</b> # OF LOANS IN TARGET MARKET	<b>65%</b> \$ OF LOANS IN TARGET MARKET
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## LENDING ACTIVITY BY PRODUCT TYPE



## TARGET MARKETS

Pathway Lending, a certified Community Development Financial Institution, serves businesses throughout Tennessee and Alabama, with focused activities on underserved Target Markets that include businesses located in Qualified Investment Areas (as defined by low-income census tracts, poverty rates, and unemployment statistics) and African American owned businesses. In 2018, Pathway Lending expanded into Kentucky and portions of Arkansas and Mississippi. With more than \$100 million in loans outstanding, we are Tennessee's largest non-depository CDFI.

# CLIENT IMPACTS

<b>72%</b> JOBS IN TARGET MARKET	<b>127</b> JOBS CREATED	<b>4,090</b> TOTAL JOBS IMPACTED IN TENNESSEE & ALABAMA
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## COMMUNITY FACILITY IMPACTS

<b>EDUCATION</b> 8,606 ENROLLED STUDENTS SUPPORTED BY LOANS	
<b>HEALTHCARE</b> 18,800 PATIENT VISITS SUPPORTED BY LOANS	
<b>COMMERCIAL REAL ESTATE</b> 331,920 SQUARE FEET OF REAL ESTATE DEVELOPED OR REHABILITATED	
<b>ENERGY EFFICIENCY</b> \$1.35MM ANNUAL UTILITY COST SAVINGS	

## OPPORTUNITY ZONES

With the Tax Cuts and Jobs Act of 2017, Congress established Opportunity Zones (OZ) to encourage long-term investment in distressed low-income urban and rural communities nationwide. For qualifying projects, investors can defer or reduce taxes on capital gains from equity investments.

For more about how Opportunity Zones can work for your community, see [Pathway Lending's complete toolkit](#) by visiting the Learn section of our website [pathwaylending.org](#).

## LENDING CLIENT IMPACTS

<b>102</b> TOTAL BUSINESSES	<b>68</b> NEW CLIENTS
<b>69</b> CDFI-QUALIFIED CLIENTS	<b>30</b> WOMAN-OWNED BUSINESSES
<b>22</b> MINORITY-OWNED BUSINESSES	<b>1,281</b> UNIQUE CLIENTS
<b>58%</b> WOMEN	<b>47%</b> MINORITY
<b>25%</b> VETERAN	

# EDUCATION IMPACTS

Helping our clients succeed and access the capital they need to grow takes more than financial resources. Our mission to create opportunity in the communities we serve calls for offering educational resources, too. Through our Business Advisory Services, Veterans Business Outreach Center and Women's Business Center, we equip our clients to succeed in business with coaching, mentoring, and classroom and peer-to-peer learning.

## BUSINESS ADVISORY SERVICES (BAS)

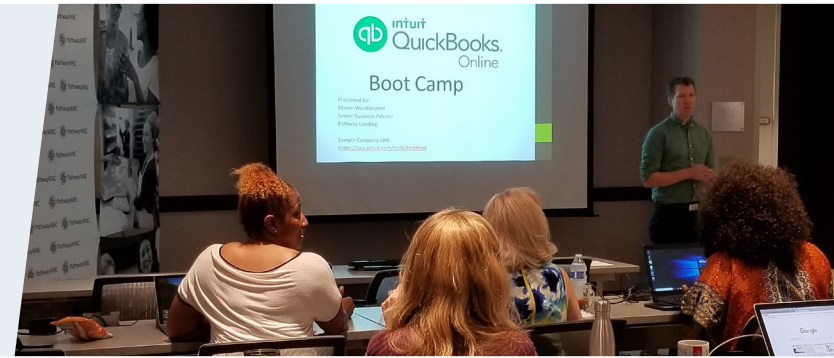


Many Pathway clients face unique challenges in achieving sustainability and growth. Our Business Advisory Services team coaches clients one-on-one before and after the loan so they can manage the financial health of their businesses as they grow.

PROVIDED  
**14,413**  
TOTAL EDUCATION HOURS

**CLASSROOM TRAINING**  
**1-ON-1 COACHING**  
**GROUP COACHING**

**8,329 HOURS**  
**5,750 HOURS**  
**334 HOURS**



PROVIDED  
**25.3**  
AVERAGE BAS COACHING HOURS PER CLIENT

SERVED  
**299**  
UNIQUE CLIENTS

**61%**  
LOAN CLIENTS PARTICIPATED IN EDUCATION AT PATHWAY

## PATHWAY WOMEN'S BUSINESS CENTER



Pathway WBC provides coaching, classroom and peer-to-peer learning to help businesses start, grow, succeed and strengthen their economic impact. Powered by the U.S. Small Business Administration, we offer programming to entrepreneurs of all industries and stages with a special focus on women-owned businesses.



PROVIDED  
**3,813**  
TOTAL MENTORING HOURS

SERVED  
**757**  
UNIQUE CLIENTS

HOSTED  
**200**  
CLASSES

**14**  
NEW BUSINESS LAUNCHED

**100**  
COHORT GRADUATES

ASSISTED CLIENTS WITH ACCESS TO  
**\$1,275,400**  
IN CAPITAL

## VETERANS BUSINESS OUTREACH CENTER



Pathway Lending launched its Veterans Business Outreach Center (VBOC) in May 2018 with support from the U.S. Small Business Administration. Pathway VBOC provides focused entrepreneurship training and counseling to transitioning service members, veterans, National Guard and Reserve members, and military spouses or survivors living in Tennessee and Kentucky.



PROVIDED  
**8,622**  
COMBINED HOURS OF CLASSROOM INSTRUCTION AND COUNSELING

SERVED  
**374**  
UNIQUE CLIENTS

**343**  
TOTAL CLASS ATTENDEES

**1**  
NEW BUSINESS LAUNCHED

**21**  
TOTAL CLASSES

TEN-YEAR-OLD MARINE AND INDUSTRIAL PIPE, STRUCTURAL AND UTILITIES CONSTRUCTION BUSINESS RIGHTS THE SHIP

## ALLIANCE MECHANICAL SOLUTIONS

Loan turnaround leads to a turnaround when Pathway Lending gives a recovering business breathing room to change course.



It was a sink-or-swim moment for Alliance Mechanical Solutions (AMS) – a massive contract to construct new ships ended in early 2017 and with it jobs for most of AMS' 200 employees.

Said owner Brian Weil, "We concentrated our business heavily with one client and quadrupled our staff for the project. While we survived, it became clear the strategy was flawed."

Charting a course for the ten-year-old business, Weil worked with his vice presidents of production, utilities and controller to devise a new strategy.

"We could see a path forward, but there was only one, and it was very narrow," said Weil.

The new strategy required funding for operational changes, but AMS could no longer easily find traditional bank financing after losing a large customer.

The team stayed the course and reached a turning point when a bank lender in Birmingham referred AMS to Pathway Lending.



"In one situation after another, things needed to unfold just the right way and that included getting in touch with Pathway Lending," said Weil.

AMS worked with Pathway Lending to recapitalize AMS' debt into one payment with a longer term, add a revolving line of credit and built budget and forecasting models with Pathway's Business Advisory Services.

"We can now give our production managers monthly goals, and that visibility not only keeps our whole team focused and gives everyone confidence the business is on track," said April Vasko-Norton, AMS' Vice President – Controller.

AMS gained the breathing room it needed to recover and has added new revenue streams, such as laying underground utilities for regional telcos and municipalities and providing outsourced staffing solutions.

As AMS steadily returns to the volume and profitability it achieved early on, Weil feels confident it has the right team, the right mix of clients and the right partner in Pathway.

To other business owners facing challenges, he advises, "A business has a life of its own, but if you don't give up on it and keep your eyes wide open, you'll find there are so many resources out there. The key is not to get stuck. Keep moving and just keep going after what you believe the business needs."



BELOVED MEMPHIS CATERER EXPANDS TO FIRST STOREFRONT

## BIG MOMMA'S & GRANNY'S CATERING

Epicenter Memphis connects beloved area caterer with Pathway financing and coaching for storefront grand opening and beyond.



Since 2013, when Tanocha Thedford left her full-time job for her catering business, Big Momma's & Granny's Catering has grown rapidly, and November 2018, she celebrated the grand opening of her storefront.

"People were packed in the foyer, down the hall, in the kitchen, outside," Tanocha says with her infectious laugh. "It reminded me how we used to be at Big Momma's, everybody packed in one room."

Her winning combination of flavor and presentation has landed her contracts with some of Memphis' most respected names, including the National Civil Rights Museum, and big-name visitors.

"The last three years, the business has taken off ridiculously," says Tanocha. "As one of my customers put it, I may be a small business, but I'm doing big things."

She credits her love of cooking and the passion she brings to the kitchen to growing up in the kitchen with her Big Momma and Granny.

"They didn't have a lot, but everything they prepared came from the heart, and everything was good. Even though I can't repeat that feeling because they're gone, chasing it will always keep me going."

Cooking comes easily, but growing the business brought challenges, so she turned to Epicenter and Pathway Lending. Since securing a working capital loan from Pathway for the lease and buildout of her storefront, she has met monthly with her Pathway Business Advisory Services coach to work on her staffing, service and financial models.

"Getting everything together for the loan was hard – I needed that – but the coaching is setting me up to

maintain, so I respect the partnership I have with Epicenter and Pathway."

Since opening the storefront, Tanocha has seen her corporate accounts double, an unexpected benefit that's come with the visibility and credibility her retail presence brings.

"I've had a lot of 'pinch-me' moments growing this business, but I always ask God to keep me humble and focused on taking care of my team and my customers. I appreciate them so much."



## ELEVEN BRIDAL



“There’s a difference between having a mentor and having the right mentor. Pathway really took my specific needs into consideration and made the right match.”

Taneka Cole, credits the motivation and advice of Pathway WBC mentor Ashlee Ammons with opening the doors to her body-positive bridal shop five short months after they met.

“Working with a mentor was vital for me and the growth of my business”, explained Taneka. “She was the driving force that kept me moving to the next step. She challenged me to think like an entrepreneur, a consumer and an investor.”

Ashlee knows first-hand the importance of a mentor, especially for women. She and her mother founded Mixtroz, an award-winning app that connects people in real time at events.

“Women empowering women is incredibly important. We must have women at the top opening the doors for other women to rise,” said Ashlee. “It’s not a nice-to-have, it’s a must.”

Upon meeting, Taneka and Ashlee felt connected right away. Following the structure of Pathway WBC’s mentoring program, they used online meetings, email, texting and voice notes between formal meetings to accommodate their busy schedules.

“What I absolutely loved was that she assigned me very clear goals after each session. I knew in four short weeks, she expected me to have them completed. That helped me stay focused.”

Research from the Small Business Administration proves a link between mentoring and small business success — owners that meet with a mentor for three hours or more see a boost to revenues and growth.



Taneka Cole celebrated the grand opening of Eleven Bridal Curvy Couture in 2018. She wished for a more body-positive experience while shopping for her own wedding dress and knew she could create that experience for other brides like her. Her storefront makes that a reality -- Nashville’s first body-positive, body-inclusive bridal salon.

Taneka started her path with Pathway WBC at a Blue Sky Business Modeling Workshop in December 2017. Soon after, she joined a Discover Cohort to build a business plan and perfect her pitch. After winning the pitch night competition, Taneka won a scholarship to the Embark Cohort – a program designed for entrepreneurs who are ready to launch or grow a business. There, she developed the tools she needed – projections, financial models and a pitch deck – to get Eleven Bridal off the ground.

“I could never express how thankful I am for everything that Pathway has done,” says Taneka. “Pathway was literally the catalyst that set my plan into action. I am forever indebted to you!”

## THE POWER OF PARTNERSHIPS



Power of Clean Energy (PCE) approached Pathway Lending after learning from industry colleagues about its Energy Efficiency Loan programs. Nearly three years and 30 loans into working together, PCE and Pathway Lending have created a seamless financing process that PCE credits in large part for the high marks its clients give it for service.

“Financing can be the hardest part, but our clients tell us how easy it is. Pathway’s openness to finding the best avenues to work with us and our clients has been incredible. It speaks to their sincere commitment to putting funding in the hands of the organizations and communities that need it most,” said COO Brent Alexander, one of four founding partners.

### CHRIST PRESBYTERIAN CHURCH LIGHTING OVERHAUL

4,000 LIGHTBULBS  
\$60,000 PROJECTED ANNUAL SAVINGS

“The data and referrals made this energy savings project a no-brainer. We don’t typically finance projects, but we couldn’t pass up the 2% rate from Pathway, which is unique in making loans to nonprofits like ours.”  
— Matt Moore, Executive Director of Operations



### FILM HOUSE INC. ENERGY MANAGEMENT SYSTEM INTEGRATION & LED LIGHTING UPGRADE

\$27,746 PROJECTED ANNUAL SAVINGS

“PCE and Pathway streamlined the entire process and made it affordable, with no upfront cost. PCE even worked overnight and on weekends to minimize disruptions. We couldn’t be happier with the entire process – especially the dramatically lower utility bills every month.”  
— Curt Hahn, CEO



### MIDDLE TENNESSEE CHRISTIAN CAMPUS-WIDE LED LIGHTING RETROFIT

\$455,614 PROJECTED 10-YEAR SAVINGS

“We expected to see improvements but were delighted at the positive response from our families and fans regarding the lighting and how much safer it made the campus feel at night as they arrived and exited sporting events. Just think what those enhancements mean for our kids who spend eight hours a day in our learning environment.”



— Matt Tiller, President

## NEXT LEVEL BREWING

Financing brings veteran-owned newcomer Next Level Brewing to Knoxville's burgeoning Opportunity Zone brewery district.



Knoxville's flourishing microbrewer community will soon welcome newcomer Next Level Brewing, which will turn out the newest emerging brew styles and experimental takes on popular styles. Veteran brewers Rick Cox, Andrew Armstrong and Nathaniel Sears will open the doors to their brewery and taproom in the summer of 2019.

Successive career changes in search of fulfilling work led the partners to brewing. Armstrong is a former systems administrator, Cox a military veteran and former teacher and Sears has a background in psychology. While they bring a variety of skills, they share a passion and talent for brewing and commitment to success.

"We started this business to take our lives and careers to the next level. That 'next-level' mindset drives everything we do for our business, our partners, our brews and the Knoxville brewing community," Sears explains.

That inclination to try until they get it right makes the partners natural brewers and helped them find the right lender. After a frustrated search for a bank lender, a Next Level investor out of Memphis connected them with Pathway Lending.

"Pathway knows our business, especially those things you can't put on a balance sheet," said Armstrong.

Armstrong points to friendly competition and cooperation – exchanging ideas and recipes, lending facilities and equipment or collaboration brews – as common industry practices.

"We know beer, but we have a lot to learn about business. Pathway understands that and gives us

access to all these resources through the Veterans Business Outreach Center and the Women's Business Center," Armstrong added.

Cox agrees, "Throughout the loan process, Pathway encouraged us to accept as much help as they were willing to give. We joined WBC's Embark so we can learn more about financial planning and branding."

Featuring exposed brick walls and floor-to-ceiling windows located blocks from neighboring breweries, Next Level Brewing will hold a taproom tasting and production area plus an outdoor beer garden.

"Pathway wants us to succeed and is connecting us with as many tools and resources as they can to give us every opportunity to succeed," said Cox.



## OLYMPUS RENTALS LLC

"The mutual benefit for developers and communities that comes with providing the affordable housing the region needs is unique. If my business succeeds in ways that make the region better, that's great."



When it comes to real estate, Devan McClish has done it all – flipping, new construction, property management, general contractor, apartments and small retail.

Recently, he's added affordable housing to the mix. McClish waded into the affordable housing market gradually, starting at the lower end of the market. But for many of the projects he considered or pursued, the numbers never worked.

That changed when a fire badly damaged a property his development firm, Olympus Rentals LLC, had just acquired and destroyed his original vision for the project.

Undeterred, McClish revisited his affordable housing ideas and approached Pathway Lending with his new vision – rehabilitating the 14-unit motel into one-

### THE ROLE FOR CDFIS IN OPPORTUNITY ZONES

CDFIs like Pathway Lending can bring critical assets to Opportunity Zone projects. While CDFIs specialize in debt financing that does not qualify for Opportunity Zone tax benefits and may have limited equity capital experience, investors in Opportunity Zone projects should consider how their projects may benefit from debt financing – such as senior or subordinated debt to fill a gap in the capital stack – and with it the expertise CDFIs can bring to a project.

With a long history of leveraging federal dollars with private capital to bring debt financing to the very same communities, CDFIs have a unique understanding of the role debt financing can play in equity-driven projects and deep experience financing community development projects in the communities Opportunity Zones aim to benefit.



bedroom affordable and workforce housing units. Pathway extended a loan for the portion insurance wouldn't cover so he could complete the project.

"I work hard, and I move fast. I appreciate that Pathway kept up with me and didn't create more work but instead proactively communicated with me all the way until closing."

He plans to manage the property when it goes online and will start marketing the units for pre-leasing as soon as prospective renters can safely walk the property.

For future ventures, McClish says his current project in Madison has opened his eyes to the possibilities available to his business when taking a creative approach to the affordable housing market.

He has started pursuing other creative affordable housing projects like renovating duplexes and on the property management side, he has taken on a new complex in Dickson that accepts low-income renters from the local housing authority.

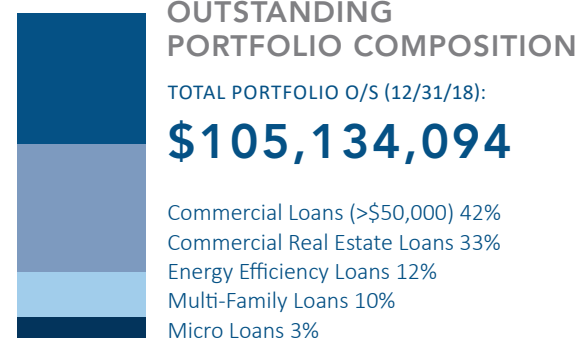
"You have to adapt to the market. You can't do the same thing over and over and expect to succeed. Affordable housing is hard, but I think we are finding models that work in the current market."

## AUDITED FINANCIAL STATEMENT

INCOME STATEMENT	2018	2017	\$ Change	% Change
<b>REVENUE</b>				
<b>PROGRAM REVENUE</b>				
Interest Income Loans	\$5,934,474	\$4,993,588	\$940,886	18.8
Interest Income Deposits	417,670	163,810	253,860	155.0
Financing Fees and Charges	506,655	321,995	184,660	57.3
Management Fees	88,467	88,550	(83)	-0.1
TOTAL Interest and Program Service Revenue	6,947,266	5,567,943	1,379,323	24.8
Grant Revenue to Support Program Services	3,568,907	3,690,686	(121,779)	-3.3
TOTAL Program Related Income	10,516,173	9,258,629	1,257,544	13.6
Interest Expense	(1,769,902)	(1,351,217)	(418,685)	31.0
Net Earned Income	8,746,271	7,907,412	838,859	10.6
Provision for Loan Losses	(5,980,774)	(2,437,250)	(3,543,524)	145.4
Net Income Earned After Provision	2,765,497	5,470,162	(2,704,665)	-49.4
<b>PROGRAM SERVICES &amp; FUNDRAISING EXPENSES</b>				
Salaries and Benefits	3,624,662	2,947,830	676,832	23.0
Professional Services	329,325	250,380	78,945	31.5
Travel	214,633	146,418	68,215	46.6
Marketing	68,960	19,282	49,678	257.6
Occupancy	117,827	106,105	11,722	11.0
Other Program Expenses	1,038,878	1,083,848	(44,970)	-4.1
TOTAL PROGRAM SERVICES EXPENSES	5,394,285	4,553,488	840,797	18.5
<b>SUPPORT SERVICES EXPENSES</b>				
Salaries and Benefits	485,426	475,604	9,822	2.1
Professional Services	16,644	15,204	1,440	9.5
Other Support Expenses	59,847	44,415	15,432	34.7
Depreciation	7,679	7,179	500	7.0
TOTAL SUPPORT SERVICES EXPENSES	569,596	542,402	27,194	5.0
Contributed Loan Capital	2,500,000	6,200,000	(3,700,000)	-59.7
CHANGE IN NET ASSETS	(698,384)	6,573,897	(7,272,281)	-110.6

# \$267,737,293

historic loans originated



### RATIOS (as of 12/31)

	2018	2017
Net Assets/Total Assets	18.34%	21.33%
Allowance for Loan Losses/Total Loans	9.33%	5.51%
Delinquencies > 90 days	0	0
Net Loan Losses/Outstanding Loans	1.07%	2.16%
Earned Income/Program Expense	80%	111%
Deployment Ratio	70%	70%
Staffing Level	38	28

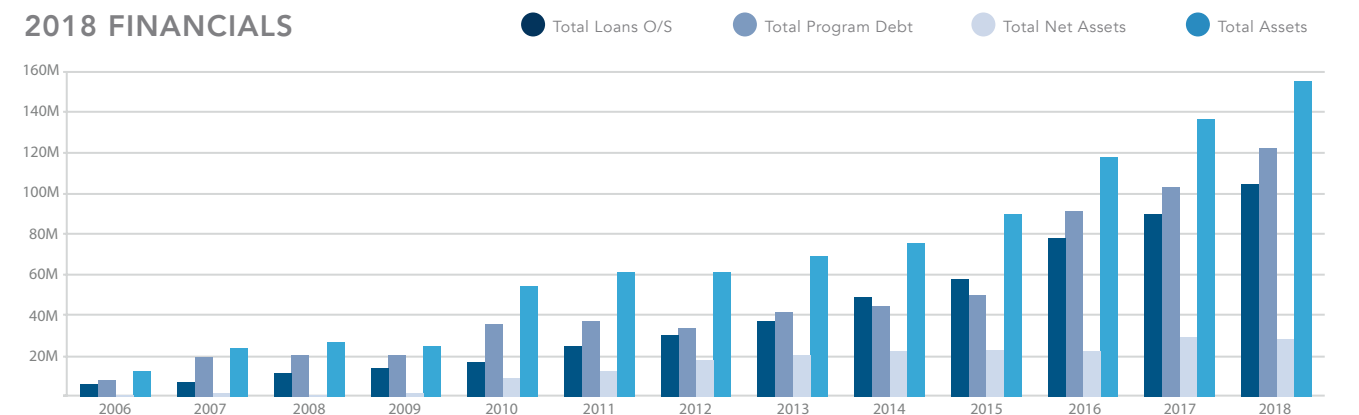
# 1.95%

historic loan loss rate

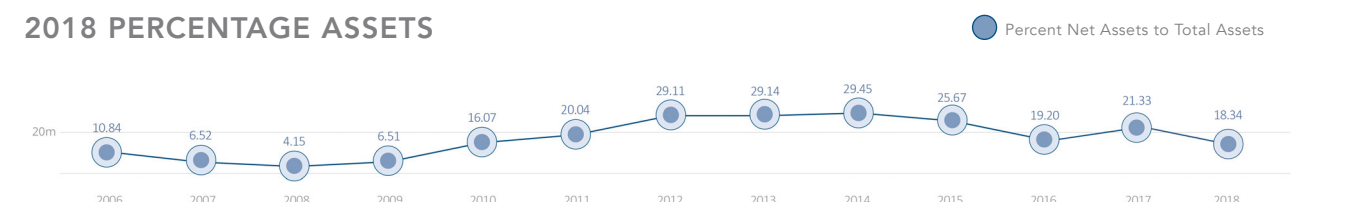
## AUDITED FINANCIAL STATEMENT

BALANCE SHEET	2018	2017	\$ Change	% Change
<b>ASSETS</b>				
Cash and Cash Equivalents				
Operations	\$4,056,764	\$2,447,794	\$1,608,970	65.7%
Restricted Cash- Lending	44,728,690	39,024,895	5,703,795	14.6
Restricted Cash- Loan Loss Reserves	5,694,782	5,446,431	248,351	4.6
Total Cash	54,480,236	46,919,120	7,561,116	16.1
Loans Outstanding	105,134,094	89,890,424	15,243,670	17.0
Allowance for Loan Losses	(9,805,552)	(4,949,712)	(4,855,840)	98.1
Net Loans	95,328,542	84,940,712	10,387,830	12.2
Grants Receivables	2,302,645	2,639,553	(336,908)	-12.8
Accrued Interest Receivables	524,673	438,604	86,069	19.6
Other Assets	1,451,703	612,133	839,570	137.2
Property and Equipment, net	1,517,039	1,535,357	(18,318)	-1.2
TOTAL ASSETS	\$155,604,838	\$137,085,479	18,519,359	13.5
<b>LIABILITIES</b>				
Accounts Payable	\$100,943	\$78,242	\$22,701	29.0%
Interest Payable	422,669	499,754	(77,085)	-15.4
Lines of Credit Payable	27,000,000	26,000,000	1,000,000	3.8
Mortgage Payable	829,693	934,589	(104,896)	-11.2
Notes Payable (Program Borrowings)	17,205,398	16,095,026	1,110,372	6.9
Notes Payable (Program EQ2)	80,430,576	62,797,718	17,632,858	28.1
Other Deferred Revenue	315,462	299,643	15,819	5.3
Funds Managed for Third Parties	-	-	-	-
Other Liabilities	758,472	1,140,498	(382,026)	-33.5
TOTAL LIABILITIES	\$127,063,213	\$107,845,470	19,217,743	17.8
<b>NET ASSETS</b>				
Unrestricted	\$26,099,969	\$28,595,723	\$(2,495,754)	-8.7%
Temporarily Restricted	2,441,656	644,286	1,797,370	279.0
TOTAL NET ASSETS	\$28,541,625	\$29,240,009	(698,384)	-2.4
TOTAL NET ASSETS AND LIABILITIES	\$155,604,838	\$137,085,479	18,519,359	13.5

### 2018 FINANCIALS



### 2018 PERCENTAGE ASSETS





We are grateful to these organizations that invest in our mission. Their support has enabled us to grow our client base, broaden our impact, and propel economic growth in the communities we serve.

## FINANCIAL INSTITUTIONS:

Bank of America Charitable Foundation  
Bank of America  
Capital Bank  
CapStar Bank  
CB&S Bank  
Centennial Bank  
Citizens Bank (Carthage)  
Citizens Bank (Elizabethton)  
City National Bank  
Commercial Bank and Trust  
Community Bank & Trust  
Decatur County Bank  
F&M Bank (Clarksville)  
Farmers Bank  
Fifth Third Bank  
First Advantage Bank  
First Citizens National Bank  
First Community Bank of East TN

First National Bank of Oneida  
First Tennessee Bank  
First Tennessee Bank Foundation  
FirstBank  
Foundation For The Carolinas (Bank of America)  
Franklin Synergy Bank  
Home Trust Bank  
INSBANK  
Legends Bank  
Macon Bank and Trust Company  
McKenzie Banking Company  
Paragon Bank  
Peoples Bank  
Pinnacle Bank  
Regions Bank  
Regions Foundation  
Reliant Bank

Renasant Bank  
Simmons Bank  
SunTrust Bank  
Tennessee Bank & Trust  
Tennessee State Bank  
The Bank of Nashville (A Division of Synovus)  
TNBANK  
TriStar Bank  
Truxton Trust  
US Bank  
Wayne County Bank  
Wells Fargo Bank  
Wells Fargo Foundation  
Western Express  
Wilson Bank & Trust  
Woodforest National Bank (AL)

## PUBLIC STAKEHOLDERS:

Alabama Department of Economic & Community Affairs  
Appalachian Regional Commission  
Association of Women's Business Centers  
Community Development Financial Institutions Fund (US Department of Treasury)  
Catholic Charities  
Corner to Corner  
Epicenter Memphis  
Joe C. Davis Foundation  
Launch Tennessee  
McGruder Family Resource Center  
Metropolitan Development & Housing Agency (Nashville, TN)

Metropolitan Government of Nashville & Davidson County  
Nashville Chamber of Commerce  
Nashville Entrepreneur Center  
Nashville NAWBO  
SCORE Nashville  
Tennessee Bankers Association  
Tennessee Chamber of Commerce & Industry  
Tennessee Department of Economic & Community Development  
Tennessee Department of Environment & Conservation  
Tennessee Department of Revenue

Tennessee Department of Treasury Small and Minority-Owned Business Assistance Program  
Tennessee Housing Development Agency  
Tennessee Valley Authority  
United Way of Metropolitan Nashville  
University of Tennessee  
UT Center for Industrial Services  
UT Institute for Public Service  
US Department of Agriculture  
US Small Business Administration  
The Women's Fund -- Community Foundation of Middle TN  
Women in Technology of Tennessee

## COMMUNITY STAKEHOLDERS:

Appalachian Community Capital  
Ceteris Consulting Group  
Coherent Counsel, LLC  
Colliers International  
DevDigital

DVL Siegenthaler  
The Gabriel Institute  
Hip Hues  
Imagen  
k2forma, Inc.

LBMC  
Virsys12  
Western Express

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