WORLD CONNECT, INC.

Combined Financial Statements
with Independent Auditor's Report

December 31, 2025 and 2024

GALLEROS ROBINSON
CERTIFIED PUBLIC ACCOUNTANTS, LLP

WORLD CONNECT, INC.

DECEMBER 31, 2025 AND 2024

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GALLEROS ROBINSON
CERTIFIED PUBLIC ACCOUNTANTS, LLP

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of
World Connect, Inc.

Opinion

We have audited the accompanying combined financial statements of World Connect, Inc. ("the Organization"), which comprise the combined statements of financial position as of December 31, 2025 and 2024, and the related combined statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the combined financial statements referred to above present fairly, in all material respects, the financial position of the Organization as of December 31, 2025 and 2024, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Organization and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the combined financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of combined financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the combined financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern within one year after the date that the combined financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the combined financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the combined financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the combined financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the combined financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the combined financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Galleros Robinson CPAs, LLP

New York, New York
August 4, 2026

WORLD CONNECT, INC.

COMBINED STATEMENTS OF FINANCIAL POSITION

DECEMBER 31, 2025 AND 2024

	2025	2024
ASSETS		
Cash and cash equivalents	$ 968,196	$ 789,322
Investments	460,337	475,678
Contributions receivable, net	938,563	1,019,151
Prepaid expenses	26,944	5,711
Other current assets	2,101	2,101
Property and equipment, net	51,414	68,535
Intangible assets, net	25,121	81,115
Total Assets	$ 2,472,676	$ 2,441,613
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable and accrued expenses	$ 246,646	$ 154,517
Total Liabilities	246,646	154,517
Net Assets		
Without donor restrictions		
Board-designated funds:		
Local Leaders Fund	298,389	112,061
Endowment	460,337	475,678
Operations	(186,444)	128,989
	572,282	716,728
With donor restrictions	1,653,748	1,570,368
Total Net Assets	2,226,030	2,287,096
Total Liabilities and Net Assets	$ 2,472,676	$ 2,441,613

WORLD CONNECT, INC.

COMBINED STATEMENTS OF ACTIVITIES

YEARS ENDED DECEMBER 31, 2025 AND 2024

	2025			2024		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
REVENUE, GAINS AND OTHER SUPPORT						
Contributions and grants	$ 965,459	$ 1,466,734	$ 2,432,193	$ 895,432	$ 1,777,335	$ 2,672,767
Government grants	31,428	-	31,428	9,000	-	9,000
Special event revenues, net of cost of direct benefits to donors of $68,254 and $78,812 in 2025 and 2024, respectively	345,048	-	345,048	254,104	500,000	754,104
In-kind services	98,983	-	98,983	92,561	-	92,561
(Loss) gain on foreign currency translation	(2,631)	-	(2,631)	2,213	-	2,213
Investment income, net	54,679	-	54,679	9,293	-	9,293
Other income	35,626	-	35,626	19,640	-	19,640
Net assets released from restrictions	1,383,354	(1,383,354)	-	1,292,697	(1,292,697)	-
Total Revenue, Gains and Other Support	2,911,946	83,380	2,995,326	2,574,940	984,638	3,559,578
EXPENSES						
Program services	2,313,744	-	2,313,744	1,713,879	-	1,713,879
Management and general	396,642	-	396,642	360,550	-	360,550
Fundraising and development	346,006	-	346,006	316,926	-	316,926
Total Expenses	3,056,392	-	3,056,392	2,391,355	-	2,391,355
CHANGE IN NET ASSETS	(144,446)	83,380	(61,066)	183,585	984,638	1,168,223
NET ASSETS, BEGINNING OF YEAR	716,728	1,570,368	2,287,096	533,143	585,730	1,118,873
NET ASSETS, END OF YEAR	$ 572,282	$ 1,653,748	$ 2,226,030	$ 716,728	$ 1,570,368	$ 2,287,096

See notes to combined financial statements.

WORLD CONNECT, INC.

COMBINED STATEMENTS OF FUNCTIONAL EXPENSES

YEARS ENDED DECEMBER 31, 2025 AND 2024

	2025				2024			
	Program Services	Management and General	Fundraising and Development	Total	Program Services	Management and General	Fundraising and Development	Total
Salaries	$ 862,787	$ 201,592	$ 173,431	$ 1,237,810	$ 756,784	$ 149,996	$ 150,651	$ 1,057,431
Payroll taxes	36,365	15,220	13,200	64,785	40,548	12,334	10,869	63,751
Employee benefits	102,477	21,040	15,000	138,517	52,522	18,810	24,686	96,018
Total personnel services expenses	1,001,629	237,852	201,631	1,441,112	849,854	181,140	186,206	1,217,200
Grants	733,683	-	-	733,683	499,056	-	-	499,056
Professional fees	192,557	81,245	53,538	327,340	125,459	31,432	41,036	197,927
Travel and site visit costs	158,156	2,054	25,559	185,769	104,501	3,709	28,995	137,205
Contributed service	74,237	23,756	990	98,983	-	92,561	-	92,561
Venue and catering	-	-	68,254	68,254	-	-	78,812	78,812
Office, occupancy and equipment expenses	41,504	4,450	17,443	63,397	45,457	2,516	29,329	77,302
Information and technology	21,515	15,280	6,177	42,972	29,411	18,265	1,871	49,547
Insurance	16,439	2,592	-	19,031	15,311	3,208	-	18,519
Printing	352	886	9,622	10,860	1,103	-	12,483	13,586
Dues and subscriptions	8,080	-	1,118	9,198	11,531	5,170	525	17,226
Write-off of logo and website costs	31,115	22,224	20,743	74,082	-	-	-	-
Depreciation and amortization	20,515	2,279	3,154	25,948	24,687	8,207	2,853	35,747
Miscellaneous	13,962	4,024	6,031	24,017	7,509	14,342	13,628	35,479
	2,313,744	396,642	414,260	3,124,646	1,713,879	360,550	395,738	2,470,167
Less: Expenses deducted directly from revenues								
Cost of direct benefits to donors of special event revenues	-	-	(68,254)	(68,254)	-	-	(78,812)	(78,812)
Total Expenses	$ 2,313,744	$ 396,642	$ 346,006	$ 3,056,392	$ 1,713,879	$ 360,550	$ 316,926	$ 2,391,355

WORLD CONNECT, INC.

COMBINED STATEMENTS OF CASH FLOWS

YEARS ENDED DECEMBER 31, 2025 AND 2024

	2025	2024
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	$ (61,066)	$ 1,168,223
Adjustments to reconcile change in net assets		
to net cash provided by operating activities:		
Depreciation and amortization	25,948	35,747
Write-off of logo and website costs	74,082	-
Write-off of equipment	-	7,263
Net investment (gains) losses	(17,956)	16,663
Changes in operating assets and liabilities:		
Decrease (increase) in operating assets:		
Contributions receivable	80,588	(660,662)
Prepaid expenses	(21,233)	5,891
Other current assets	-	(2,101)
Increase (decrease) in operating liabilities:		
Accounts payable and accrued expenses	92,129	(153,050)
Deferred revenue	-	(11,065)
Net cash provided by operating activities	172,492	406,909
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of investments	(670,852)	(988,730)
Purchase of intangible assets	(26,915)	-
Proceeds from sale of investments	704,149	975,275
Purchase of equipment	-	(37,122)
Net cash provided by (used in) investing activities	6,382	(50,577)
NET CHANGE IN CASH AND CASH EQUIVALENTS	178,874	356,332
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	789,322	432,990
CASH AND CASH EQUIVALENTS, END OF YEAR	$ 968,196	$ 789,322

SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION:

No taxes or interest were paid during the years ended December 31, 2025 and 2024, respectively.

1. ORGANIZATION AND NATURE OF ACTIVITIES

World Connect, Inc. (the “Organization”) is a nonprofit corporation that activates power inside communities by co-investing with them to advance development on their own terms. Co-investments made by the Organization drive community-led improvements in health, education, environment, and economic opportunity, significantly impacting the Global South and in New York City, including greater leadership roles for women and girls.

The Organization is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code. The Organization was incorporated in December 2005 under the laws of the Commonwealth of Massachusetts. The Organization registered in the State of New York in October 2014 and is currently located in New York, New York. The Organization is independently registered in the United Kingdom, Malawi, and Rwanda under the names World Connect International, UK, Mudzi Connect, and World Connect Rwanda, respectively.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Combination

All of the above organizations have been combined in these financial statements due to financial interdependence, control through overlapping board of directors and the mutual work done together to achieve the same overarching goal. Collectively, the organizations are known as the "Organization" in the combined financial statements. All intercompany balances and transactions have been eliminated.

Basis of Accounting and Presentation

The Organization prepares its combined financial statements using the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America (“U.S. GAAP”) which require the Organization to report information regarding its financial position and activities according to the following net asset classifications:

Net assets without donor restrictions: Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the Organization. These net assets may be used at the discretion of the Organization’s management and the board of directors.

Net assets with donor restrictions: Net assets subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Organization or by the passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity.

Donor-restricted contributions are reported as increases in net assets with donor restrictions. When a restriction expires, net assets are reclassified from net assets with donor restrictions to net assets without donor restrictions in the combined statements of activities.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - CONTINUED

Use of Estimates

The preparation of combined financial statements in accordance with U.S. GAAP requires management to make estimates and assumptions that affect certain reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the combined financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Cash and Cash Equivalents

The Organization considers all highly liquid investments with an original maturity of three months or less at the time of purchase to be cash equivalents, except for cash held in investment accounts.

Investments

Investments are stated at the readily determinable fair market value in accordance with the Not-for-Profit Entities topic of the Financial Accounting Standards Board ("FASB") Accounting Standards Codification ("ASC"). Investment income, net includes dividend, interest and other investment income; realized and unrealized gains and losses on investments carried at fair value; and realized gains and losses on other investments, less external and direct internal investment expenses. Dividends and interest income are recognized when earned and realized gains or losses are recognized upon the sale of the security using the trade-date basis. Investment income, net is reported in the combined statements of activities as increases or decreases in net assets without donor restrictions unless their use is restricted by explicit donor stipulations or by law.

Fair Value Measurements

Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. To increase the comparability of fair value measurements, a three-tier fair value hierarchy, which prioritizes the inputs used in the valuation methodologies, is used by the Organization as follows:

Level 1 - Valuations based on quoted prices for identical assets and liabilities in active markets.

Level 2 - Valuations based on observable inputs other than quoted prices included in Level 1, such as quoted prices for similar assets or liabilities in active markets, quoted prices for identical or similar assets and liabilities in markets that are not active, or other inputs that are observable or can be corroborated by observable market data.

Level 3 - Valuations based on unobservable inputs reflecting the Organization's own assumptions, consistent with reasonably available assumptions made by other market participants. These valuations require significant judgment.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - CONTINUED

Fair Value Measurements - Continued

Refer to Note 4 - Investments and Fair Value Measurements for assets measured at fair value.

Contributions Receivable

Contributions are recognized when the donor makes a gift to the Organization that is, in substance, unconditional. Contributions receivable due in one year are recorded at their net realizable value. Contributions receivable due in more than one year are recorded at the present value of their net realizable value, using risk-free interest rates to discount the amounts applicable to the years in which the contributions are received.

Allowance for Doubtful Accounts

The Organization determines whether an allowance for doubtful accounts should be provided for contributions receivable. Such estimates are based on management's assessment of the aged basis of the receivables, current economic conditions and historical information. Contributions receivable are written off against the allowance for doubtful accounts when all reasonable collection efforts have been exhausted. Interest is not charged on outstanding receivables. Bad debt expense is charged based upon management's estimate of future write-offs and the adequacy of the allowance to cover them.

Property and Equipment

Property and equipment are stated at cost, less accumulated depreciation. Maintenance and repair costs are charged to expense as incurred, and cost of renewals and improvements are capitalized. The Organization capitalizes property and equipment with a cost of $5,000 or more.

Depreciation is provided utilizing the straight-line method over the estimated useful lives of the respective assets as follows:

	Estimated Useful Lives
Furniture, fixtures, and equipment	7 years
Vehicle	5 years

Intangible Assets

Intangible assets consist of capitalized logo and website development costs and are stated at cost, less accumulated amortization. Costs are capitalized when incurred during the development stage; costs incurred during the preliminary project and post-implementation stages, as well as routine maintenance and minor updates, are expensed as incurred. The Organization capitalizes assets with a useful life of two years or more and a cost of $1,000 or more.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - CONTINUED

Intangible Assets - Continued

Amortization is provided on a straight-line basis over an estimated useful life of ten years, based on the Organization's historical branding cycles and management's expectation of the period over which the current brand will provide service potential. Logo and website costs incurred as part of a single rebranding initiative are accounted for as a single asset with a common useful life.

Management reviews intangible assets for impairment whenever events or changes in circumstances indicate the carrying amount may not be recoverable. When an asset is retired from service or replaced, it is derecognized and any remaining carrying value is recognized as a loss in the combined statement of activities.

Long-Lived Asset Impairment

The Organization evaluates the recoverability of the carrying value of long-lived assets whenever events or circumstances indicate the carrying amount may not be recoverable. If a long-lived asset is tested for recoverability and the undiscounted estimated future cash flows expected to result from the use and eventual disposition of the asset is less than the carrying amount of the asset, the asset cost is adjusted to fair value and an impairment loss is recognized as the amount by which the carrying amount of the long-lived asset exceeds its fair value.

No asset impairment was recognized during the years ended December 31, 2025 and 2024. Refer to Note 6 - Intangible Assets, Net for the write-off of logo and website costs.

Contributions

Contributions are provided to the Organization either with or without donor restrictions. Revenues and net assets are separately reported to reflect the nature of those gifts - with or without donor restrictions. The value recorded for each contribution or grant is recognized as follows:

Nature of the Gift	Value Recognized
Conditional gifts and grants, with or without restrictions	
Gifts and grants that depend on the Organization overcoming a donor-imposed barrier to be entitled to the funds	Not recognized until the gift becomes unconditional, i.e., the donor-imposed barrier is met

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - CONTINUED

Contributions - Continued

Nature of the Gift	Value Recognized
Unconditional gifts and grants, with or without restrictions	
Received at date of gift - cash and other assets	Fair value
Received at date of gift - property, equipment and long-lived assets	Estimated fair value
Expected to be collected within a year	Net realizable value
Expected to be collected in future years	Initially reported at fair value determined using the discounted present value of estimated future cash flows technique

Contributions received and unconditional promises to give are recorded as public support at fair value in the period received and are considered to be net assets without donor restrictions unless specifically restricted by the donor. Contributions are recorded net of estimated uncollectible amounts. Conditional contributions are recognized as revenue when the conditions on which they depend have been substantially met. The Organization records contributions as donor-restricted if they are received with donor stipulations that limit their use either through purpose or time restrictions.

When donor restrictions expire, that is, when a time restriction ends or a purpose restriction is fulfilled, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the combined statements of activities as net assets released from restrictions.

Government Grants

Government grants are recorded as revenues when the conditions attached to the grant are substantially met.

Special Events

The Organization conducts special events in which a portion of the gross proceeds paid by the participant represents payment for the direct cost of the benefits received by the participant at the event. All proceeds received are recorded as special event revenues in the accompanying combined financial statements. Revenue is recognized on the date of the event, which is the date the Organization expects to be entitled to consideration in exchange for attending the event.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - CONTINUED

In-Kind Services

Contributions of donated noncash assets are recorded at their fair values in the period received. Contributions of services are recognized if the services (a) create or enhance non-financial assets or (b) require specialized skills that are provided by individuals possessing those skills and would typically need to be purchased if not provided by donations.

Functional Allocation of Expenses

The costs of providing programs and supporting services have been summarized on a functional basis in the combined statements of activities and functional expenses. Accordingly, certain costs have been allocated among the program and supporting services benefited. Such allocations are determined by management on an equitable basis. Grant expenses are directly charged to program expenses.

Expenses attributable to more than one functional expense category include the following:

Expenses	Method of Allocation
Salaries Payroll taxes and employee benefits	Time and effort
Professional fees Contributed service Travel and site visit costs Information and technology Office, occupancy and equipment expenses Dues and subscriptions Insurance Printing Write-off of software Depreciation and amortization Miscellaneous	Based on direct usage for tangible items, time and effort for labor and services and rate per square footage for use of office space

Foreign Currency Translation

The Organization applies the current rate method of translation for its accounts in foreign financed institutions. All foreign assets and liabilities accounts are translated to U.S. Dollars (“USD”) using the exchange rate in effect at the date of the combined statement of financial position. Revenues, expenses, gains and losses are translated using the average exchange rate for the year. Gains or losses on foreign currency translation are recognized in the accompanying combined financial statements. The translation (loss) gain for 2025 and 2024 of ($2,631) and $2,213, respectively, are reflected as (loss) gain on foreign currency translation in the combined statements of activities.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - CONTINUED

Grants Expenses

Grants expenses are recognized in the period the grant is approved, provided the grant is not subject to significant future conditions. Conditional grants are recognized as grant expense and as a grant payable in the period in which the grant is approved by management.

Accounting for Uncertainty in Income Taxes

The Organization applies the provisions pertaining to uncertain tax provisions, FASB ASC Topic 740, and has determined that there are no material uncertain tax positions that require recognition or disclosure in the financial statements. The Organization is subject to routine audits by taxing jurisdictions; however, there are currently no audits for any tax periods in progress. The Organization believes it is no longer subject to income tax examinations for years prior to 2022.

3. CONTRIBUTIONS RECEIVABLE, NET

Contributions receivable, net as of December 31, 2025 and 2024 consist of receivables from individual donors and foundations are due as follows:

	2025	2024
Less than a year	$ 525,065	$ 760,749
One to five years	456,667	281,667
	981,732	1,042,416
Less: Discount to present value		
(ranging from 3.47% to 4.27%)	43,169	23,265
Total	$ 938,563	$ 1,019,151

4. INVESTMENTS AND FAIR VALUE MEASUREMENTS

Items Measured at Fair Value on a Recurring Basis

The following table presents the Organization’s assets that are measured at fair value on a recurring basis at December 31, 2025 and 2024:

	2025		2024	
	Level 1	Total	Level 1	Total
Assets				
Investments				
Money market	$ 314,579	$ 314,579	$ 240,170	$ 240,170
Exchange-traded funds	145,758	145,758	235,508	235,508
	$ 460,337	$ 460,337	$ 475,678	$ 475,678

4. INVESTMENTS AND FAIR VALUE MEASUREMENTS - CONTINUED

Investment income, net consists of the following for the years ended December 31, 2025 and 2024:

	2025	2024
Interest and dividends	$ 36,723	$ 25,956
Unrealized gains (losses)	10,330	(8,748)
Realized gains (losses)	7,626	(7,915)
Investment income, net	$ 54,679	$ 9,293

5. PROPERTY AND EQUIPMENT, NET

Property and equipment, net consist of the following as of December 31, 2025 and 2024:

	2025	2024
Vehicle	$ 85,606	$ 85,606
Furnitures, fixtures, and equipment	-	2,121
	85,606	87,727
Less: Accumulated depreciation	34,192	19,192
	$ 51,414	$ 68,535

Depreciation expense amounted to $17,121 and $14,646 for the years ended December 31, 2025 and 2024, respectively.

In 2025, the Organization disposed of a fully depreciated furniture and equipment with an original cost of $2,121. No gain or loss on disposal was recognized during the disposal.

In 2024, the Organization changed its capitalization threshold from $1,000 to $5,000. Equipment with original cost not exceeding $5,000 were written off. Total equipment with a cost of $8,633 and accumulated depreciation of $1,370 were written off in 2024.

6. INTANGIBLE ASSETS, NET

Intangible assets, net consist of the following as of December 31, 2025 and 2024:

	2025	2024
Website costs	$ 12,915	$ 142,633
Logo	14,000	68,355
	26,915	210,988
Less: Accumulated amortization	1,794	129,873
	$ 25,121	$ 81,115

6. INTANGIBLE ASSETS, NET - CONTINUED

Amortization expense amounted to $8,827 and $21,101 for the years ended December 31, 2025 and 2024, respectively.

In 2025, the Organization completed its rebranding initiative. The related costs totaling $26,915 were capitalized for the new logo and website costs and are being amortized on an estimated useful life of 10 years.

The previously capitalized costs of $210,988 and accumulated amortization of $136,906 at the date of write off were retired from service. The resulting loss on write-off of $74,082 is recognized as write-off of logo and website costs in the combined statement of functional expenses.

7. IN-KIND SERVICES

In-kind services for the years ended December 31, 2025 and 2024 of $98,983 and $92,561, respectively, consisted of donated legal and team building facilitation services.

8. BOARD-DESIGNATED NET ASSETS

The Organization's governing board has designated certain net assets for specific purposes as follows:

a. Local Leaders Fund was established in 2018 to ensure the stability of ongoing operations. In 2025, the Board authorized a transfer of $177,939 from operations to the Local Leaders Fund to restore its balance for previous Board-approved Fund appropriations.

b. Endowment fund consists of a board-designated fund established in 2021, to recognize, invest in, and celebrate visionary leaders. In 2025, the Board approved the appropriation of $50,000 from the endowment fund to award four grants to leaders in the field.

Earnings on these funds are also designated for the same purposes as the underlying principal. The board may modify or release these designations at its discretion.

Board-designated net assets as of December 31, 2025 and 2024 consist of:

	2025	2024
Local Leaders Fund	$ 298,389	$ 112,061
Endowment	460,337	475,678
	$ 758,726	$ 587,739

9. COMMITMENTS

The Organization uses a donated space in New York, New York, for administrative purposes. Management believes that the fair value of the donated space is immaterial and, therefore, has not been recognized in the combined financial statements. In addition, the Organization maintains offices in Lilongwe, Malawi and Kigali, Rwanda. Rental expense, included in office, occupancy and equipment expenses in the combined statements of functional expenses, amounted to $11,865 and $8,762 for the years ended December 31, 2025 and 2024, respectively.

10. CONCENTRATIONS

The Organization maintains several bank accounts at one financial institution, which accounts are insured by the Federal Deposit Insurance Corporation for up to $250,000. From time to time, the total cash balance exceeds the insured amounts. Management believes that credit risk related to these accounts is minimal. The Organization also maintains a bank account in United Kingdom which is insured by the Financial Services Compensation Scheme for up to £85,000. The balance in the accounts did not exceed the insured amounts for the years ended December 31, 2025 and 2024.

The Organization also maintains two bank accounts each in Malawi and Rwanda. Malawi and Rwanda maintain a United States Dollar (USD) and a local currency account. The USD accounts were established to negotiate better foreign exchange rates when converting to the local currency. The balance in the accounts amounted to $23,669 and $48,939 for the years ended December 31, 2025 and 2024, respectively.

The Organization received contributions from two donors that amounted to approximately 29% of its revenue, gains and other support for 2025 and 2024. As of December 31, 2025 and 2024, contributions receivable from three donors comprised approximately 72% and 65%, respectively, of total contributions receivable. Management does not believe significant credit risk exists at year end.

11. RETIREMENT PLAN

The Organization has established a qualified 401(k) retirement plan covering all employees. Employees may contribute a minimum of 1% and up to the maximum of the annual Internal Revenue Service allowed amount. In 2024, the Organization updated its plan document to provide a safe-harbor non-elective contribution equal to 3% of its eligible employees' compensation. The Organization made contributions to this plan in the amount of $21,228 and $20,927 for the years ended December 31, 2025 and 2024, respectively.

The Organization also contributes to a mandatory national pension fund for its employees in the United Kingdom, Malawi, and Rwanda. The Organization's contributions for the United Kingdom, Malawi, and Rwanda plan were $38,292 and $29,889 for the years ended December 31, 2025 and 2024, respectively.

12. NET ASSETS WITH DONOR RESTRICTIONS

Net assets with donor restrictions at December 31, 2025 and 2024 were subject to the following restrictions:

	2025	2024
Project-specific programming in:		
Guatemala	$ 601,556	$ 902,464
Beekeeping	439,368	-
New York City	204,201	6,250
Rwanda	159,733	295,221
Nigeria	149,557	194,929
Ecuador	66,000	80,000
Malawi	-	83,504
Burkina Faso	-	8,000
Timing	33,333	-
	$ 1,653,748	$ 1,570,368

Net assets released from restrictions consist of the following for the years ended December 31, 2025 and 2024:

	2025	2024
Project-specific programming in:		
Rwanda	$ 385,488	$ 250,564
New York City	348,583	511,102
Guatemala	330,408	97,536
Malawi	118,204	178,267
Nigeria	95,372	80,046
Beekeeping	60,632	100,000
Ecuador	20,000	75,182
Burkina Faso	8,000	-
Timing	16,667	-
	$ 1,383,354	$ 1,292,697

13. FINANCIAL ASSETS AND LIQUIDITY RESOURCES

As of December 31, 2025 and 2024, financial assets and liquidity resources available within one year for general expenditures, such as operating expenses and purchases of property and equipment, were as follows:

	2025	2024
Cash and cash equivalents	$ 968,196	$ 789,322
Investments	460,337	475,678
Contributions receivable, net	938,563	1,019,151
Total financial assets	2,367,096	2,284,151
Less amounts not available to be used within one year:		
Board-designated funds:		
Local Leaders Fund	(298,389)	(112,061)
Endowment	(460,337)	(475,678)
With donor restrictions	(125,572)	(809,618)
Financial assets available to meet cash needs for general expenditures within one year	$ 1,482,798	$ 886,794

The Organization regularly monitors liquidity required to meet its operating needs and other contractual commitments. The Organization's expenditures are not subject to significant seasonal fluctuations. The amount deducted in the above table for net assets with donor restrictions is net of amounts expected to be released in the ensuing year. The Local Leaders Fund is available for liquidity needs with board approval.

14. SUBSEQUENT EVENTS

Management has evaluated subsequent events for disclosure and/or recognition in the combined financial statements through August 4, 2026, which is the date that the combined financial statements were available to be issued. During this period, there were no material subsequent events requiring disclosures.