

THE SYNERGOS INSTITUTE, INC. AND CONSOLIDATED ENTITIES

**Consolidated Financial Statements
For the Year Ended December 31, 2020
(With Summarized Comparative Financial Information for the
Year Ended December 31, 2019)
With Independent Auditor's Report**



MITCHELL TITUS
ACHIEVING EXCELLENCE TOGETHER

THE SYNERGOS INSTITUTE, INC. AND CONSOLIDATED ENTITIES
Consolidated Financial Statements
Year Ended December 31, 2020
(With Summarized Comparative Financial Information for the
Year Ended December 31, 2019)

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INDEPENDENT AUDITOR'S REPORT

Board of Directors
The Synergos Institute, Inc.

Report on the Financial Statements

We have audited the accompanying financial statements of The Synergos Institute, Inc. and Consolidated Entities (collectively, the Organization), which comprise the consolidated statement of financial position as of December 31, 2020, the related consolidated statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the consolidated financial statements.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements 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 entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

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We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position of the Organization as of December 31, 2020, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Report on 2019 Summarized Comparative Information

We have previously audited the 2019 financial statements of The Synergos Institute, Inc. and Consolidated Entities, and we expressed an unmodified audit opinion on those audited consolidated financial statements in our report dated November 13, 2020. In our opinion, the summarized comparative information presented herein as of and for the year ended December 31, 2019, is consistent, in all material respects, with the audited financial statements from which it has been derived.

Mitchell Titus, LLP

November 8, 2021

THE SYNERGOS INSTITUTE, INC. AND CONSOLIDATED ENTITIES
Consolidated Statements of Financial Position
As of December 31, 2020
(With Summarized Comparative Financial Information as of December 31, 2019)

	<u>2020</u>	<u>2019</u>
ASSETS		
Cash	\$ 2,484,923	\$ 3,952,678
Short-term investments	1,180,525	3,950,582
Pledges and other receivables, net	2,910,203	4,931,518
Investments	18,748,375	17,458,295
Prepaid expenses and other assets	223,782	205,922
Property and equipment, net	<u>275,480</u>	<u>448,207</u>
Total assets	<u>\$ 25,823,288</u>	<u>\$ 30,947,202</u>
LIABILITIES AND NET ASSETS		
<i>Liabilities</i>		
Accounts payable and accrued expenses	\$ 686,129	\$ 1,133,192
Capital lease obligation	13,350	2,368
Deferred lease obligations	<u>205,506</u>	<u>314,269</u>
Total liabilities	<u>904,986</u>	<u>1,449,829</u>
<i>Net assets</i>		
<i>Without donor restrictions</i>		
Invested in property and equipment	646,254	646,254
Designated for long-term investment	20,230,015	18,850,906
Undesignated	<u>(630,562)</u>	<u>(62,794)</u>
Total net assets without donor restrictions	20,245,707	19,434,366
With donor restrictions	<u>4,672,595</u>	<u>10,063,007</u>
Total net assets	<u>24,918,302</u>	<u>29,497,373</u>
Total liabilities and net assets	<u>\$ 25,823,288</u>	<u>\$ 30,947,202</u>

The accompanying notes are an integral part of these consolidated financial statements.

THE SYNERGOS INSTITUTE, INC. AND CONSOLIDATED ENTITIES

Consolidated Statement of Activities

Year Ended December 31, 2020

(With Summarized Comparative Financial Information for the Year Ended December 31, 2019)

	2020			2019
	Without Donor Restrictions	With Donor Restrictions	Total	Total
SUPPORT, REVENUE AND RECLASSIFICATIONS				
<i>Contributions</i>				
Foundations	\$ 399,885	\$ 1,208,531	\$ 1,608,417	\$ 8,805,992
Individuals	529,165	135,854	665,020	1,063,777
Corporations	17,146	-	17,146	47,930
GPC membership dues	1,903,835	-	1,903,835	2,082,225
Consulting services	451,975	70,056	522,031	2,861,728
Special event, net of direct benefit to donor cost of \$208,720 in 2020 and \$148,645 in 2019	381,484	-	381,484	398,468
Other income	74,728	-	74,728	457,073
Net assets released from restrictions -				
Satisfaction of program and time restrictions	6,804,854	(6,804,854)	-	-
Total support, revenue and reclassifications	<u>10,563,072</u>	<u>(5,390,412)</u>	<u>5,172,661</u>	<u>15,717,193</u>
EXPENSES				
<i>Program services</i>				
Networks	2,262,977	-	2,262,977	2,518,753
Partnerships	1,610,300	-	1,610,300	2,656,503
Namibia	437,044	-	437,044	506,901
Ethiopia	3,913,086	-	3,913,086	4,784,902
Nigeria	755,740	-	755,740	2,028,470
Southern Africa	122,462	-	122,462	433,768
Communications and outreach	260,761	-	260,761	329,831
Total program services	<u>9,362,370</u>	<u>-</u>	<u>9,362,370</u>	<u>13,259,128</u>
SUPPORTING SERVICES				
Management and general	1,601,200	-	1,601,200	1,807,911
Fundraising	701,537	-	701,537	998,505
Total supporting services	<u>2,302,737</u>	<u>-</u>	<u>2,302,737</u>	<u>2,806,416</u>
Total expenses	<u>11,665,107</u>	<u>-</u>	<u>11,665,107</u>	<u>16,065,544</u>
Change In net assets before other changes	(1,102,035)	(5,390,412)	(6,492,446)	(348,351)
<i>Other changes</i>				
Return on investment of Board-restricted fund for long-term investments, net of fees	1,993,536	-	1,993,536	2,766,159
Foreign currency translation loss	(80,160)	-	(80,160)	(97,985)
Change in net assets	<u>811,341</u>	<u>(5,390,412)</u>	<u>(4,579,071)</u>	<u>2,319,822</u>
<i>Net assets</i>				
Beginning	<u>19,434,366</u>	<u>10,063,007</u>	<u>29,497,373</u>	<u>27,177,551</u>
Ending	<u>\$ 20,245,707</u>	<u>\$ 4,672,595</u>	<u>\$ 24,918,302</u>	<u>\$ 29,497,373</u>

The accompanying notes are an integral part of these consolidated financial statements.

THE SYNERGOS INSTITUTE, INC. AND CONSOLIDATED ENTITIES
Consolidated Statement of Functional Expenses
Year Ended December 31, 2020
(With Summarized Comparative Financial Information for the Year Ended December 31, 2019)

	Program Services						Supporting Services			Grand Total 2020	Summarized Total 2019		
	Networks	Partnerships	Nambia	Ethiopia	Nigeria	Southern Africa	Communications and Outreach	Total Program Services	Management and General			Fund Raising	Total Supporting Services
Salaries, payroll taxes, and employee benefits	1,040,737.44	617,130.23	346,670.57	632,084.48	211,573.76	87,003.52	215,968	3,151,168	654,717.12	263,183.90	917,901.02	\$ 4,069,069	\$ 4,410,818
Consultant and other professional fees	885,170.31	434,236.54	38,456.03	2,590,908.14	354,624.59	20,237.20	13,128	4,336,760	514,387.33	150,099.27	664,486.60	5,001,247	7,758,085
Grants and socially responsible investments	-	211,000.00	-	144,820.00	-	-	-	355,820	-	-	-	355,820	586,648
Travel and entertainment	55,255.03	37,766.74	13,972.74	23,297.66	12,253.73	2,026.27	816	145,388	33,040.39	25,273.38	58,313.76	203,702	916,693
Conferences and meetings	42,856.56	78,468.58	1,718.27	467,185.72	122,293.76	4,862.94	83	717,468	4,648.98	2,322.86	6,971.84	724,440	837,210
Insurance	14,780.26	10,520.25	1,727.83	(1,407.82)	1,347.31	580.10	1,703	29,251	25,805.22	24,106.89	49,912.12	79,163	110,984
External communications	678.66	127,460.76	5,340.07	484.02	6,467.11	461.83	14,231	155,124	1,015.95	765.48	1,781.44	156,905	39,953
Occupancy expenses	111,350.52	65,624.60	24,218.40	44,819.42	32,998.19	4,895.61	10,170	294,077	173,997.07	165,535.80	339,532.87	633,610	784,502
Recruitment, training, and general office expenses	50,416.42	8,400.42	4,940.04	10,894.68	14,181.79	2,195.08	1,446	92,474	50,363.93	19,065.07	69,429.00	161,903	185,961
Bank charges and fees	2,946	(3,921)	-	-	-	-	(635)	(1,610)	80,117	(10,066)	70,051	68,441	144,748
Bad debt expense	25,000	-	-	-	-	-	-	25,000	-	-	-	25,000	80,500
Expenses before depreciation and amortization	2,229,191	1,586,687	437,044	3,913,086	755,740	122,263	256,909	9,300,920	1,538,093	640,287	2,178,380	11,479,300	15,856,103
Depreciation and amortization	33,786	23,613	-	-	-	199	3,852	61,450	63,107	61,250	124,357	185,807	209,439
Total expenses before cost of direct benefits to donors	2,262,977	1,610,300	437,044	3,913,086	755,740	122,462	260,761	9,362,370	1,601,200	701,537	2,302,737	11,665,107	16,065,544
Cost of direct benefits to donors	-	-	-	-	-	-	-	-	-	208,720	208,720	208,720	148,645
Total expenses - 2020	\$ 2,262,977	\$ 1,610,300	\$ 437,044	\$ 3,913,086	\$ 755,740	\$ 122,462	\$ 260,761	\$ 9,362,370	\$ 1,601,200	\$ 910,256	\$ 2,511,456	\$ 11,873,827	\$ 16,214,189

The accompanying notes are an integral part of these consolidated financial statements.

THE SYNERGOS INSTITUTE, INC. AND CONSOLIDATED ENTITIES

Consolidated Statements of Cash Flows

Year Ended December 31, 2020

(With Summarized Comparative Financial Information for the Year Ended December 31, 2019)

	<u>2020</u>	<u>2019</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ (4,579,071)	\$ 2,319,822
<i>Adjustments to reconcile change in net assets to net cash (used in) provided by operating activities</i>		
Depreciation and amortization	185,807	209,439
Net realized and unrealized gains on investments	(1,995,304)	(2,158,725)
Amortization of deferred lease obligations	(108,762)	(109,364)
Bad debt expense	25,000	80,500
<i>Changes in operating assets and liabilities</i>		
Decrease (increase) in pledges and other receivables	1,996,315	(2,093,462)
(Increase) decrease in prepaid expenses and other assets	(17,860)	44,120
(Decrease) increase in accounts payable and accrued expense:	<u>(447,062)</u>	<u>317,214</u>
Net cash used in operating activities	<u>(4,940,938)</u>	<u>(1,390,456)</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sale of investments	3,846,359	9,584,404
Purchase of investments	(371,079)	(11,542,747)
Purchase of Fixed Assets	<u>(13,080)</u>	<u>-</u>
Net cash provided by (used in) investing activities	<u>3,462,200</u>	<u>(1,958,343)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Payments on capital lease obligation	<u>10,983</u>	<u>(9,023)</u>
Net cash provided by (used in) financing activities	<u>10,983</u>	<u>(9,023)</u>
Net decrease increase in cash	(1,467,755)	(3,357,822)
<i>Cash</i>		
Beginning	<u>3,952,678</u>	<u>7,310,500</u>
Ending	<u>\$ 2,484,923</u>	<u>\$ 3,952,678</u>
SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION		
Cash paid during the year for interest	<u>\$ -</u>	<u>\$ 571</u>

The accompanying notes are an integral part of these consolidated financial statements.

THE SYNERGOS INSTITUTE, INC. AND CONSOLIDATED ENTITIES

Notes to Consolidated Financial Statements

Year Ended December 31, 2020

NOTE 1 DESCRIPTION OF ORGANIZATION

The Synergos Institute, Inc. and Consolidated Entities (collectively, the Organization or Synergos) work through the Bridging Leadership approach with voluntary organizations and other groups and stakeholders in supporting local communities to develop effective, sustainable solutions to poverty problems. The Synergos Institute, Inc. is the founding member and controls the operations and activities of the following consolidated entities: The Synergos Institute (Southern Africa), an association incorporated in January 2007 under Section 21 of the South African Companies Act 1973, and The Synergos Namibia Trust, which was established on December 1, 2008, in the Republic of Namibia.

The Organization brings people together to solve complex problems of poverty and inequality. Together with partners in more than 30 countries, the Organization creates, promotes, and sustains collaborations among business, government civil society and marginalized communities. It does this by building trust, designing and implementing change processes, and enhancing the effectiveness of bridging leaders and institutions, as exemplified by the following programs:

Strengthening Leaders

Synergos manages global and regional networks of leaders in philanthropy and civil society, including: the Global Philanthropists Circle (GPC), the Pioneers network of social entrepreneurs in the Arab World, and the global Synergos Senior Fellows. Synergos generates thought leadership, training, and events that help changemakers increase their impact by connecting to purpose, building trust, and learning bridging leadership skills. Network members learn from each other's work, make new connections, develop their skills, and take their work to new levels. The GPC works with private philanthropists to leverage their resources and increase the impact of their philanthropy. The Arab World program works with leaders in Egypt, Jordan, Lebanon, Morocco, and Palestine who have created social enterprises that are improving the lives of people in their communities. Synergos' Senior Fellows is an international network of distinguished civil society leaders committed to addressing poverty and in equity. The network aims to enhance their skills, knowledge and experience through peer-to-peer learning, regional gatherings, learning journeys, and workshops.

Forming Partnerships

Synergos facilitates coalitions all over the world that enhance the capacity for stakeholders with diverse viewpoints and interests to come together to generate, test, and implement ideas that create lasting social change. These include programs in Nigeria, Ethiopia, Bangladesh, South Africa, Namibia, and Mexico. In Nigeria, Synergos is facilitating a shift from subsistence farming to small-, medium-, and large-scale businesses, through the strategic convening of the State Partnership for Agriculture and through advisory support to the Federal Ministry of Agriculture and Rural Development.

THE SYNERGOS INSTITUTE, INC. AND CONSOLIDATED ENTITIES

Notes to Consolidated Financial Statements

Year Ended December 31, 2020

NOTE 1 DESCRIPTION OF ORGANIZATION *(continued)*

Forming Partnerships *(continued)*

In Ethiopia, Synergos is building the capacity of the Ministry of Agriculture and Natural Resources and the Ministry of Livestock and Fisheries, along with the Agricultural Transformation Agency and their partners, for agricultural growth that improves the lives of smallholder farmers. In Namibia, Synergos is strengthening health systems and nutrition for the improved health of mothers, infants, and children. In South Africa, the Social Connectedness program builds awareness of the concept, best practices, and related public policy, working with leaders of organizations providing services to vulnerable children and youth. In Bangladesh, Synergos leads a coalition of public health and early childhood development leaders for a solution to child drowning, the leading cause of death of children under five years old. In Mexico, Synergos builds support for leaders in the country to engage in multi-sectoral partnerships that address socio-economic challenges in their communities.

Advising Organizations

Synergos guides clients and partners to be more effective agents of social change, through applying the Bridging Leadership approach to their own projects, delivering actionable strategies that create deeper and longer lasting impact.

Communications and Outreach

This program disseminates knowledge and information to its constituencies and provides various publications and materials to enhance the work done with partners.

The Synergos Institute, Inc. was organized under the laws of the State of New York on September 26, 1986, as a not-for-profit corporation under subparagraph (a)(5) of Section 102 of the Not-for-Profit Corporation Law.

The Internal Revenue Service (IRS) has determined that The Synergos Institute, Inc. is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code (IRC). The Synergos Institute, Inc. is also exempt from New York State and New York City income taxes.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Accounting and Consolidated Financial Statement Presentation

The Organization's consolidated financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP) as applicable to not-for-profit organizations. All significant inter-organization accounts and transactions have been eliminated in consolidation.

THE SYNERGOS INSTITUTE, INC. AND CONSOLIDATED ENTITIES

Notes to Consolidated Financial Statements

Year Ended December 31, 2020

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Basis of Accounting and Consolidated Financial Statement Presentation *(continued)*

In accordance with U.S. GAAP, the Organization reports information regarding its consolidated financial position and activities according to two net asset classes: without donor restrictions and with donor restrictions.

Without Donor Restrictions: Net assets that are not subject to donor-imposed stipulations. Net assets without donor restrictions may be designated for specific purposes by actions on behalf of the Board of Directors or may otherwise be limited by contractual agreements with outside parties. Undesignated net assets can be utilized to carry out any purpose of the Organization.

With Donor Restrictions: Net assets used by the Organization and subject to donor-imposed stipulations that can be fulfilled by actions of the Organization pursuant to those stipulations or that expire with the passage of time.

Pledges, Other Receivables, and Doubtful Accounts

Pledges and other receivables are reported at the net present value of outstanding principal balances reduced by an allowance for doubtful accounts. Long-term pledges receivable is recorded at fair value, using a present value technique that is calculated based on a discount rate that is commensurate with the risks involved. Valuations are reviewed annually by management by updating the discount rate and net realizable value.

The discount rates used for the years ended December 31, 2020 and 2019, were 1.59% and 2.38%, respectively, based on the market yield on U.S. Treasury securities at two-year constant maturity, quoted on an investment basis.

The Organization estimates doubtful accounts based on historical bad debts, factors related to specific donors' and GPC members' ability to pay and current economic trends. The Organization writes off receivables against the allowance when a balance is determined to be uncollectible. In 2020, the Organization recorded an allowance for doubtful accounts of \$ 25,000; an allowance of \$80,500 was recorded in 2019.

Short-Term Investments

Short-term investments are cash held in savings or money market accounts for the purpose of generating interest income.

THE SYNERGOS INSTITUTE, INC. AND CONSOLIDATED ENTITIES
Notes to Consolidated Financial Statements
Year Ended December 31, 2020

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Investments and Income Recognition

Investments are reported at fair value in the consolidated statements of financial position. The consolidated statement of activities includes return on investments consisting of interest and dividend income and realized and unrealized gains and losses. Interest income is recorded on the accrual basis. Dividends are recorded on the ex-dividend date. Purchases and sales of securities are recorded on a trade-date basis.

Realized and unrealized gains and losses are included in the consolidated statement of activities as increases or decreases in net assets without donor restrictions unless donor or relevant laws place restrictions on these gains and losses. For the purpose of determining the gain or loss on a sale, the cost of securities sold is based on the average cost of each security held at the date of sale.

Investment management fees of \$90,422 and \$111,474 have been incurred for the years ended December 31, 2020 and 2019, respectively, and are netted against investment income as reflected in the accompanying consolidated statement of activities.

Fair Value Measurements

Assets and liabilities recorded at fair value are categorized upon the level of judgment associated with the inputs used to measure their fair value. Level inputs are defined as follows:

- Level 1:* Quoted prices for identical assets and liabilities traded in active exchange markets, such as the New York Stock Exchange.
- Level 2:* Observable inputs other than Level 1, including quoted prices for similar assets or liabilities, quoted prices in less active markets, or other observable inputs that can be corroborated by observable market data. Level 2 also includes derivative contracts whose value is determined using a pricing model with observable market inputs or can be derived principally from or corroborated by observable market data.
- Level 3:* Unobservable inputs supported by little or no market activity for financial instruments whose value is determined using pricing models, discounted cash flow methodologies, or similar techniques, as well as instruments for which the determination of fair value requires significant management judgment or estimation; also includes observable inputs for nonbinding single dealer quotes not corroborated by observable market data.

THE SYNERGOS INSTITUTE, INC. AND CONSOLIDATED ENTITIES

Notes to Consolidated Financial Statements

Year Ended December 31, 2020

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Property and Equipment

Property and equipment with an estimated useful life of more than one year are capitalized and recorded at cost at the date of acquisition or fair value at the date of donation.

Depreciation is computed using the straight-line method over the estimated useful lives of the respective assets. Leasehold improvements are amortized over the remaining term of the lease or the life of the assets, whichever is less.

Fixed assets acquired or held under capital leases are recorded in property and equipment. The amount capitalized is the lower of the present value of the minimum lease payments or the fair value of the leased asset. Amortization of assets under capital leases is recorded on a straight-line basis over the estimated useful life of the asset or the term of the lease, depending on the criteria used to capitalize the lease.

Contributions and Promises to Give

Contributions, including promises to give, are recorded at fair value and recognized as revenue when received or pledged unconditionally. Contributions and unconditional promises to give are considered to be available for unrestricted use unless specifically restricted by the donor. Amounts received that are designated for future periods or restricted by the donor for specific purposes are reported as contributions with donor restrictions.

When the donor-specified purpose or time restrictions are met, the net asset is released from net assets with donor restrictions and transferred to net assets without donor restrictions. The Organization reports donor-restricted contributions whose restrictions are met in the same reporting period as unrestricted support. There are no conditional promises to give for the year ended December 31, 2020.

Contributions of assets other than cash are recorded at their estimated fair value upon receipt. Contributed services are recorded as revenue and expenses at fair value when they create or enhance nonfinancial assets, or they require specialized skills and are provided by individuals possessing those skills.

No amounts have been reflected in the accompanying consolidated financial statements for donated services provided by members of the Board of Directors as these did not meet the criteria for recognition in accordance with U.S. GAAP.

GPC Membership Dues

GPC membership dues are recognized as revenue in the period in which the dues relate, which may not be when billed.

THE SYNERGOS INSTITUTE, INC. AND CONSOLIDATED ENTITIES

Notes to Consolidated Financial Statements

Year Ended December 31, 2020

NOTE 2 **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** *(continued)*

Government Grants

Funds obligated under government grant and sub-grant agreements are recorded by the Organization when eligible expenditures are incurred and billable to the government or sub-grantor.

Program Fees

Program fees are related to special trips or projects that GPC members can attend. Program fees are recognized as revenue when trips or projects take place.

Special Event Revenue

Special event revenue is recognized when the event occurs. This revenue is shown net of the direct benefit to donor costs, as disclosed in Note 12.

Leases

The Organization recognizes rent expense on a straight-line basis over the term of the lease. The cumulative excess of rent expense recognized over the amounts due pursuant to the terms of the lease agreement is reported as deferred lease obligations in the accompanying consolidated statements of financial position.

Prior-Year Summarized Information

The consolidated financial statements include certain prior-year summarized comparative information in total but not by net asset or by functional expense classifications. Such information does not include sufficient detail to constitute a presentation in conformity with U.S. GAAP. Accordingly, all 2019 information should be read in conjunction with the Organization's consolidated financial statements for the year ended December 31, 2019, from which this summarized information was derived.

Use of Estimates

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

THE SYNERGOS INSTITUTE, INC. AND CONSOLIDATED ENTITIES

Notes to Consolidated Financial Statements

Year Ended December 31, 2020

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Credit Risk

The Organization maintains cash and short-term investments in bank deposit accounts which, at times, may exceed federally insured limits. At December 31, 2020 and 2019, approximately 67% and 86% of the Organization's cash is maintained with one financial institution, respectively. The Organization has not experienced any losses on these accounts and believes it is not exposed to any significant credit risk on cash and short-term investments.

The Organization invests in a professionally managed portfolio that contains common shares of publicly traded companies, mutual funds, money market funds and other investment funds. Such investments are exposed to various risks, such as interest rate, market and credit risks. Due to the level of risk associated with such investments and the uncertainty related to changes in the value of such investments, it is at least reasonably possible that changes in risks in the near-term would materially affect investment balances and the amounts reported in the consolidated financial statements.

Income Taxes

Management has evaluated the Organization's income tax positions for the year ended December 31, 2020, and concluded that The Synergos Institute, Inc., The Synergos Institute (Southern Africa), and The Synergos Namibia Trust had taken no uncertain income tax positions that require adjustments or disclosures to the accompanying consolidated financial statements. The Synergos Institute (Southern Africa) continued to undertake public benefit activities in compliance with the requirements of public benefit organizations under the laws of South Africa. The activities of the Synergos Namibia Trust are in compliance with the requirements of a Public Trust under the laws of Namibia.

U.S. GAAP requires management to evaluate uncertain tax positions taken by the Organization. The financial statement effects of a tax position are recognized when the position is more-likely-than-not, based on the technical merits, to be sustained upon examination by the IRS. Management has analyzed the tax positions taken by the Organization and has concluded that as of December 31, 2020, there are no uncertain tax positions taken or expected to be taken. The Organization has recognized no interest or penalties related to uncertain tax positions. The Organization is subject to routine audits by taxing jurisdictions; however, there are currently no audits for any tax periods in progress. Management believes it is no longer subject to income tax examinations for years prior to 2017.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Functional Allocation of Expenses

The cost of programs and supporting services has been summarized on a functional basis in the consolidated statement of functional expenses. The functional classification of expenses presents the natural classification detail of expenses by function. Expenses directly attributable to a specific functional area of the Organization are reported as expenses to those functional areas, while indirect costs that benefit multiple functional areas have been listed under Management and General.

COVID-19 Impact

On March 11, 2020, the World Health Organization declared the outbreak of a coronavirus (COVID-19) a pandemic. As a result, economic uncertainties have arisen which impacted the activities of the Organization, though not significantly, specifically with the loss of potential donations. Other financial impacts could occur in 2021 though such potential impact is unknown at this time. No adjustments or provisions were made in these consolidated financial statements related to COVID-19.

Evaluation of Subsequent Events

The Organization has evaluated events occurring after the date of the consolidated financial statements to consider whether or not the impact of such events needed to be reflected and/or disclosed in the consolidated financial statements. Such evaluation was performed through November 8, 2021, the date the consolidated financial statements were approved and available for issuance.

Recently Accounting Pronouncements

This guidance can be applied either retrospectively to each period presented or as a cumulative-effect adjustment as of the date of adoption. There was no material impact on the Organization's consolidated financial statements as a result of the implementation of this standard in 2019.

In February 2016, the FASB issued ASU 2016-02, *Leases (Topic 842)*, which sets out the principles for the recognition, measurement, presentation and disclosure of leases for both parties to a contract (*i.e.*, lessees and lessors). The new standard requires lessees to apply a dual approach, classifying leases as either finance or operating leases based on the principle of whether or not the lease is effectively a financed purchase by the lessee. This classification will determine whether lease expense is recognized based on an effective interest method or on a straight-line basis over the term of the lease.

A lessee is also required to record a right-of-use asset and a lease liability for all leases with a term of greater than 12 months regardless of their classification. Leases with a term of 12 months or less will be accounted for similar to existing guidance for operating leases today.

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Notes to Consolidated Financial Statements

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NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Recently Accounting Pronouncements *(continued)*

The new standard requires lessors to account for leases using an approach that is substantially equivalent to existing guidance for sales-type leases, direct financing leases and operating leases. The standard is effective for fiscal years beginning after December 15, 2019, including interim periods within those fiscal years.

In April 2020, FASB extended the effective date to annual reporting periods beginning after December 15, 2021, and to interim periods within fiscal years beginning after December 15, 2022. For public NFP entities that have not yet issued financial statements, the amended effective date will be for fiscal years beginning after December 15, 2019, including interim periods within those fiscal years with early adoption permitted. The Organization is in the process of evaluating the impact of adopting this new accounting standard on its consolidated financial statements.

NOTE 3 PLEDGES AND OTHER RECEIVABLES, NET

Pledges and other receivables, net, are as follows at December 31, 2020 and 2019:

	<u>2020</u>	<u>2019</u>
<i>Amounts due in</i>		
Less than one year	\$ 2,258,388	\$ 2,386,577
One to five years	<u>687,349</u>	<u>1,633,727</u>
	2,945,737	4,020,304
Less : Allowance for uncollectible accounts	(25,000)	(80,500)
Fair value adjustment	<u>(35,534)</u>	<u>(41,036)</u>
Pledges and other receivables, net	<u>\$ 2,885,203</u>	<u>\$ 3,898,768</u>

Amounts receivable in less than one year include receivables for annual membership dues in the GPC program.

Pledges and unconditional promises to give that are due in more than one year have been discounted to present value, using credit-adjusted interest rates ranging from 1.55% to 1.59%. Management believes that all pledges and other receivables will be collected when due.

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NOTE 4 CONCENTRATIONS

The pledged amounts due from one donor represented approximately 54% and 33% of the gross pledges and other receivables at December 31, 2020 and 2019, respectively. The contributions received from this donor accounted for approximately 0% and 53% of total contributions revenue recognized during 2020 and 2019, respectively.

NOTE 5 INVESTMENTS AND FAIR VALUE MEASUREMENTS

The composition of investments at December 31, 2020 and 2019, was as follows:

	<u>2020</u>	<u>2019</u>
Operations	\$ (301,115)	\$ 2,557,971
Board-restricted fund	20,230,015	18,850,906
Total investments	<u>\$ 19,928,900</u>	<u>\$ 21,408,877</u>

THE SYNERGOS INSTITUTE, INC. AND CONSOLIDATED ENTITIES
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NOTE 5 INVESTMENTS AND FAIR VALUE MEASUREMENTS (continued)

The following table presents the Organization's investments measured at fair value on a recurring basis as of December 31, 2020 and 2019:

	2020 Fair Value Measurements Using Quoted Prices in Active Markets for Identical Assets (Level 1)	2019 Fair Value Measurements Using Quoted Prices in Active Markets for Identical Assets (Level 1)	2020 Total	2019 Total
<i>Short-term investments</i>				
Interest-bearing cash and money market funds	\$ 1,180,525	\$ 1,180,525	\$ 3,950,582	\$ 3,950,582
<i>Investments</i>				
Interest-bearing cash and money market funds	237,061	237,061	337,124	337,124
Equities - large-cap	2,141,668	2,141,668	1,784,049	1,784,049
<i>Mutual funds</i>				
Large-cap	3,505,632	3,505,632	2,576,721	2,576,721
Mid-cap/small-cap	919,320	919,320	823,280	823,280
International equities	4,174,863	4,174,863	4,281,822	4,281,822
Bond funds	5,950,458	5,950,458	5,709,220	5,709,220
Real estate fund	578,869	578,869	629,547	629,547
Exchange-traded funds - Gold shares	254,092	254,092	203,218	203,218
	<u>17,761,964</u>	<u>17,761,964</u>	<u>16,344,981</u>	<u>16,344,981</u>
Total investments in fair value hierarchy	18,942,489	18,942,489	20,295,563	20,295,563
Hedge funds measured at NAV, as a practical expedient (1)	986,411	-	1,113,314	-
	<u>\$ 19,928,900</u>	<u>\$ 18,942,489</u>	<u>\$ 21,408,877</u>	<u>\$ 20,295,563</u>

(1) In accordance with the guidance provided by FASB ASU 2015-07, Subtopic 820-10, *Disclosures for Investments in Certain Entities That Calculate Net Asset Value per Share (or Its Equivalent)*, investments that are measured at fair value using the net asset value (NAV) (or its equivalent) practical expedient have not been classified in the fair value hierarchy. The fair value amounts presented in this table are intended to permit reconciliation of the fair value hierarchy to the amounts presented in the consolidated statements of financial position.

In certain cases, the inputs used to measure fair value may fall into different levels of the fair value hierarchy. In such cases, an investment's level within the fair value hierarchy is based on the lowest level of input that is significant to the fair value measurement.

The Organization's assessment of the significance of a particular input to the fair value measurement in its entirety requires judgment and considers factors specific to the investment. Below are the valuation techniques used by the Organization to measure different financial instruments at fair value and the level within the fair value hierarchy in which the financial instrument is categorized.

Short-term investments include cash held in interest-bearing savings and money market accounts that are valued at cost, which approximates fair value.

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NOTE 5 INVESTMENTS AND FAIR VALUE MEASUREMENTS *(continued)*

Equities traded on a national securities exchange or reported on the NASDAQ global market are stated at the last reported sales price on the day of valuation and are categorized as Level 1 in the fair value hierarchy.

Mutual funds and exchange-traded funds are stated at fair value based on the last quoted evaluation price. To the extent these securities are actively traded and valuation adjustments are not applied, they are categorized in Level 1 in the fair value hierarchy.

Hedge funds at December 31, 2020 and 2019, totaled \$986,411 and \$1,113,314, respectively, of investments in a multi-strategy hedge funds and individual hedge funds. The fair value of these investments is determined using NAV (or equivalent) as of the reporting date. The Organization has the ability to liquidate these investments on a quarterly basis and the Organization has no future funding commitments for these investments.

The components of return (loss) on investments reported in the accompanying consolidated financial statements are as follows:

	<u>2020</u>	<u>2019</u>
<i>Investment returns reported as</i>		
Interest on short-term investments included as other income	\$ 11,822	\$ 20,630
<i>Return on investments of Board-restricted fund</i>		
Interest and dividend income and capital gain distributions	315,299	363,711
Net realized and unrealized gains	1,678,237	2,402,447
Investment expenses included in investment fees, interest, and bank charges	<u>(90,422)</u>	<u>(111,474)</u>
Total investment income (loss)	<u><u>\$ 1,914,935</u></u>	<u><u>\$ 2,675,314</u></u>

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Year Ended December 31, 2020

NOTE 6 PROPERTY AND EQUIPMENT, NET

Property and equipment, net, consist of the following as of December 31, 2020 and 2019:

	<u>2020</u>	<u>2019</u>	<u>Estimated Useful Life</u>
Leasehold improvements	\$ 1,386,882	\$ 1,386,882	Term of lease
Office equipment and furniture	363,315	404,654	5 to 7 years
Computer hardware and software	488,369	488,369	3 to 5 years
Vehicle and other	<u>171,281</u>	<u>157,931</u>	3 to 5 years
	2,409,847	2,437,836	
Less: Accumulated depreciation and amortization	<u>(2,134,367)</u>	<u>(1,989,629)</u>	
Property and equipment, net	<u>\$ 275,480</u>	<u>\$ 448,207</u>	

Depreciation and amortization expense amounted to \$185,807 and \$209,439 for the years ended December 31, 2020 and 2019, respectively.

NOTE 7 LINE OF CREDIT

The Organization has a \$1,000,000 line of credit facility (LOC) with a certain financial institution. There are no outstanding balances on the LOC as of December 31, 2020 and 2019. The LOC is terminable by either party at any time, subject to the terms of the LOC agreement. The LOC is considered a variable loan; interest on any outstanding loan balance accrues at a floating rate and a base rate of variable Secured Overnight Financing Rate (SOFR). Interest is payable monthly.

NOTE 8 403(b) RETIREMENT PLAN

The Organization maintains a defined contribution plan under Section 403(b) of the IRC covering substantially all employees. The Organization contributes an amount equivalent to 5% of an employee's eligible compensation. Contributions to the plan were included in salaries, payroll taxes and employee benefits in the consolidated statements of functional expenses and amounted to approximately \$90,258 and \$69,734 during the years ended December 31, 2020 and 2019, respectively. Additionally, participants may make voluntary contributions, subject to plan limitations.

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Year Ended December 31, 2020

NOTE 9 NET ASSETS WITH DONOR RESTRICTIONS

Net assets with donor restrictions as of December 31, 2020 and 2019, are as follows:

	<u>2020</u>	<u>2019</u>
Various projects (networks, partnerships, Namibia, Southern Africa, and communications and outreach) and time restrictions	\$ 2,461,827	\$ 3,858,779
Gates Foundation - Ethiopia	<u>2,210,768</u>	<u>6,204,228</u>
	<u>\$ 4,672,595</u>	<u>\$ 10,063,007</u>

Net assets with donor restrictions are restricted for the following purposes or periods:

	<u>2020</u>	<u>2019</u>
<i>Subject to expenditure for specified purpose by program services</i>		
Partnerships	\$ 937,552	\$ 1,567,489
Namibia	269,964	696,875
Ethiopia	2,265,825	6,404,503
Nigeria	309,915	801,068
Southern Africa	122,704	139,497
Communications and outreach	<u>465,756</u>	<u>48,576</u>
	<u>4,371,715</u>	<u>9,658,007</u>
<i>Subject to the passage of time by program services</i>		
Partnerships	120,000	100,000
Namibia	-	70,000
Communications and outreach	<u>180,880</u>	<u>235,000</u>
	<u>300,880</u>	<u>405,000</u>
Total net assets with donor restrictions	<u>\$ 4,672,595</u>	<u>\$ 10,063,007</u>

During the year ended December 31, 2020, net assets were released from donor restrictions by incurring expenses satisfying the following restricted purposes or by occurrence of other events specified by donors:

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NOTE 9 NET ASSETS WITH DONOR RESTRICTIONS *(continued)*

	<u>2020</u>
Various projects (networks, partnerships, Nigeria, Namibia, Southern Africa, and communications and outreach) and time restrictions	\$ 2,666,176
Ethiopia	<u>4,138,678</u>
	<u>\$ 6,804,854</u>

NOTE 10 LIQUIDITY AND AVAILABLE RESOURCES

The Organization receives contributions with donor restrictions to be used in accordance with the associated purpose or time restriction. The Organization considers it appropriate that earnings from contributions with and without donor restrictions are for use in current programs that are ongoing, major, and central to its annual operations and are also available to meet cash needs for general expenditures. General expenditures include administrative support services expected to be paid in the subsequent year. Annual operations are defined as activities occurring during the Organization's fiscal year.

The Organization manages its cash available to meet general expenditures with the following guiding principles:

- Operating within a prudent range of financial soundness and stability
- Maintaining adequate liquid assets

Financial assets available for general expenditure, that is without donor or other restrictions limiting their use, within one year of the consolidated statement of financial position date, are comprised of the following:

	<u>2020</u>
Cash	\$ 2,484,922
Short-term investments	1,180,525
Pledges and other receivables, net	<u>2,258,388</u>
Total financial assets available within one year	5,923,835
<i>Less:</i>	
<i>Amounts unavailable for general expenditures within one year, due to</i>	
Restriction by donor with purpose and/or time restrictions	<u>(4,672,595)</u>
Total financial assets available to management for general expenditures within one year	<u>\$ 1,251,240</u>

THE SYNERGOS INSTITUTE, INC. AND CONSOLIDATED ENTITIES

Notes to Consolidated Financial Statements

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NOTE 11 BOARD-RESTRICTED FUND

The Organization's Board of Directors originally designated \$10,500,000 of the unrestricted net assets for long-term investments. In 2017, the Organization received a contribution of \$9,000,000 from its Board Chair to be added to the Board-restricted Fund (BRF). Annually, the Board may approve additional funds to be appropriated to meet certain operational goals. A total of \$1,112,000 was appropriated for operations in 2019 and 2020. These funds were withdrawn during 2020 from the Organization's BRF.

The BRF as of December 31, 2020 and 2019, consisted of the following net asset balances:

	<u>2020</u>	<u>2019</u>
<i>Without donor restrictions</i>		
BRF for long-term investments	\$ 20,230,015	\$ 18,850,906
Total Board-restricted Fund	<u>\$ 20,230,015</u>	<u>\$ 18,850,906</u>

The following table summarizes the changes in the BRF:

	<u>2020</u>	<u>2019</u>
Balance, beginning of year	\$ 18,850,906	\$ 16,577,922
<i>Return on investment</i>		
Investment income (net)	313,463	371,397
Net realized and unrealized gains	<u>1,677,646</u>	<u>2,401,587</u>
Total investment return	1,991,109	2,772,984
Amount appropriated and withdrawn for operations	<u>(612,000)</u>	<u>(500,000)</u>
Change in BRF	<u>1,379,109</u>	<u>2,272,984</u>
Balance end of year	<u>\$ 20,230,015</u>	<u>\$ 18,850,906</u>

Return Objectives and Risk Parameters

The Organization has adopted investment and spending policies for assets that attempt to provide a predictable stream of funding to programs while seeking to maintain the purchasing power of these assets. Under this policy, as approved by the Board, the BRF assets are invested in a manner intended to maintain the level of programs and services currently provided while assuming a moderate level of investment risk. The Organization expects its BRF, over time, to provide a rate of return of 2.5% after current inflation and investment management expenses. Actual returns in any given year may vary from this percentage.

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NOTE 11 BOARD-RESTRICTED FUND *(continued)*

Strategies Employed for Achieving Objectives

To satisfy the long-term rate-of-return objectives, the Organization relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). The Organization targets a diversified asset allocation to achieve its long-term return objectives within prudent risk constraints.

Spending Policy and How the Investment Objectives Relate to Spending Policy

The BRF is considered a permanent fund; therefore, the investment objectives require disciplined and consistent management philosophies to accommodate all relevant, reasonable, and probable events. Thus, total rate-of return and spending rate objectives are reviewed periodically, consistent with the Organization's objective to maintain the purchasing power of the current assets and all future contributions. Four percent annually is the spending rate established by the Organization.

NOTE 12 SPECIAL EVENT, NET

Income from the Organization's annual David Rockefeller Bridging Leadership Award event, net of direct costs, is as follows during the years ended December 31:

	<u>2020</u>	<u>2019</u>
Gross receipts	\$ 590,204	\$ 547,113
Less: Cost of direct benefits to donors, including meals and entertainment	<u>(208,720)</u>	<u>(148,645)</u>
	<u>\$ 381,484</u>	<u>\$ 398,468</u>

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NOTE 13 COMMITMENTS AND CONTINGENCIES

Leases

The Organization leases its offices at 3 East 54th Street in New York, New York, under an operating lease agreement, expiring in November 2022. The lease requires payment of escalation rentals for certain operating expenses and real estate taxes. The Organization has entered into a standby letter of credit in the amount of \$229,149 with its primary bank in lieu of providing a security deposit on this lease. Under the lease agreement, the Organization received lease incentives of up to \$558,900 from the landlord for leasehold improvements. The balance of the deferred incentive, including the value of certain rent-free periods as of December 31, 2020 and 2019, is included in deferred lease obligations in the consolidated statements of financial position. Rent expense on this lease is recognized using the straight-line method over the term of the lease, and approximated \$361,000 in each year ended December 31, 2020 and 2019.

Minimum future rental payments under the office lease is summarized as follows:

<u>Years Ending December 31</u>	<u>Amounts</u>
2021	\$ 469,476
2022	417,733
	<u>\$ 887,209</u>

Capital Lease

During August 2019, the Organization entered into a capital lease agreement for copier equipment. The lease is payable in aggregate monthly installments of approximately \$534, including interest imputed at 7.81% per year, maturing in October 2022. The original cost of the copier equipment under capital lease was \$20,826, with accumulated depreciation of \$0.

At December 31, 2020, future minimum lease payments under the capital lease are as follows:

<u>Year Ending December 31</u>	<u>Amounts</u>
2021	\$ 6,408
2022	6,408
2023	534
	<u>13,350</u>
Less: Interest	<u>-</u>
Capital lease obligation	<u>\$ 13,350</u>

THE SYNERGOS INSTITUTE, INC. AND CONSOLIDATED ENTITIES

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NOTE 13 COMMITMENTS AND CONTINGENCIES

Contingency

Certain grants may be subject to audit by the funding sources. Such audit might result in disallowances of costs submitted for reimbursement. Management is of the opinion that such cost disallowances, if any, will not have a material effect on the accompanying consolidated financial statements. Accordingly, no amounts have been provided in the accompanying consolidated financial statements for such potential claims.

NOTE 14 RELATED-PARTY TRANSACTIONS

The Organization has an outstanding agency agreement with The Synergos Institute Canada, a separate entity incorporated under the Canada Corporations Act and continued under the Canada Not-for-Profit Corporations Act, to assist in the administration of the charitable activities and programs of The Synergos Institute Canada. Currently, there are no members of the Board of the Organization serving on the Board of The Synergos Institute Canada. In 2019 and through September 2020, a Board member of the Organization also served on the Board of The Synergos Institute Canada.

The accompanying consolidated statement of activities includes contributions of \$105,220 and \$35,337 received from The Synergos Institute Canada during 2020 and 2019, respectively. There were no amounts receivable as of year end.

