

ARMSTRONG BACKUS & CO., LLP

Certified Public Accountants

AMERICAN PECAN COUNCIL

Compiled Financial Statements

For the One Month and Seven Months Ended
April 30, 2021



To the Board of Directors of American Pecan Council

ACCOUNTANTS' COMPILATION REPORT

Management is responsible for the accompanying financial statements of American Pecan Council (a government), which comprise the balance sheet as of April 30, 2021 and the related statements of revenues, expenditures, and changes in net position, cash flows, and budgetary comparison schedule for the one month and seven months ended, in accordance with accounting principles generally accepted in the United States of America. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

Accounting principles generally accepted in the United States of America require that the following supplementary information on page 4 through page 8 be presented to supplement the basic financial statements:

Budgetary Comparison Schedule for the seven months ended April 30, 2021.

Such information is presented for purposes of additional analysis and, although not a required part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. This information is the representation of management. We have not performed an audit, review or compilation on the required supplementary information and, accordingly, we do not express an opinion, a conclusion, nor provide any assurance on such information.

Management has omitted the Management Discussion and Analysis that accounting principles generally accepted in the United States of America require to be presented to supplement the basic financial statements. Such missing information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical content.

Management has elected to omit substantially all of the disclosures required by accounting principles generally accepted in the United States of America. If the omitted disclosures were included in the financial statements, they might influence the user's conclusions about the government's net position, results of operations, and cash flows. Accordingly, the financial statements are not designed for those who are not informed about such matters.



Supplementary Information

The supplementary information included in the operating budget for the one month and seven months ended April 30, 2021 and one year ended September 30, 2021 is presented for the purpose of additional analysis and is not a required part of the basic financial statements. This information is the representation of management. The information was subject to our compilation engagement; however, we have not audited or reviewed the supplementary information and, accordingly, do not express an opinion, a conclusion, nor provide any form of assurance on such supplementary information.

We are not independent with respect to the American Pecan Council.

Armstrong, Backus & Co., L.L.P.

San Angelo, Texas May 14, 2021



Balance Sheet

As of April 30, 2021

ASSETS

Current Assets:		
Cash and Cash Equivalents	\$	7,514,106
Accounts Receivable		1,241,828
Prepaid Expenses		36,098
Total Current Assets	\$	8,792,032
Fixed Assets:		
Property, Plant, and Equipment	\$	41,520
Accumulated Depreciation	(23,005)
Total Fixed Assets	\$	18,515
Other Assets:		
Security Deposit	\$	5,875
Total Other Assets	\$	5,875
TOTAL ASSETS	\$	8,816,422
LIABILITIES AND NET POSITION		
Current Liabilities:		
Accounts Payable	\$	47,859
Total Current Liabilities	\$	47,859
Total Liabilities	\$	47,859
Net Position:		
Unrestricted	\$	8,768,563
Total Net Position	\$	8,768,563
TOTAL LIABILITIES AND NET POSITION	\$	8,816,422

Statements of Revenues, Expenditures, and Changes in Net Position

For the One Month and Seven Months Ended April 30, 2021

	O	ne Month	Seven Months			
Operating Revenues:						
Assessment Income		306,682	\$	8,684,544		
Total Operating Revenue	\$	306,682	\$	8,684,544		
Operating Expenses:						
General Administrative:						
Staff and Administrative	\$	75,020	\$	459,935		
Insurance		478		11,572		
Compliance		635		78,804		
Other General Administrative		24,851		142,995		
Industry Relations:						
Industry Relations Activities		5,455		26,271		
Industry Research		-0-		108,200		
International Relations		8,403		109,783		
Marketing		651,988		4,322,358		
Grades and Standards		11,250		59,279		
Research		4,404		27,243		
Total Operating Expenses	\$	782,484	\$	5,346,440		
Nonoperating Revenues and Expenses:						
Interest Earned	\$	1,620	\$	8,103		
Donations		-0-		23		
Other Income:						
Marketing Access Program (MAP)		-0-		300,000		
Total Nonoperating Revenues	\$	1,620	\$	308,126		
Change in Net Position	(\$	474,182)	\$	3,646,230		
Net Position, Beginning as Previously Stated	\$	8,826,633	\$	4,749,704		
Prior Period Adjustment		416,112		372,629		
Net Position, Beginning as Restated	\$	9,242,745	\$	5,122,333		
Net Position, Ending	\$	8,768,563	\$	8,768,563		

Statement of Cash Flows

For the One Month and Seven Months Ended April 30, 2021

		ne Month	Se	ven Months
Cash Flows From Operating Activities:				
Cash Received from Assessments	\$	1,357,039	\$	8,579,333
Cash Received from Donors		-0-		23
Cash Received from Interest Earned		1,620		8,103
Cash Received from Marketing Access Program (MAP)		-0-		300,000
Cash Paid for Salary and Benefits	(75,020)	(459,935)
Cash Paid for Operating Expenses	(962,905)	(5,973,772)
Net Cash Provided (Used) by Operating Activities	\$	320,734	\$	2,453,752
Cash Flows From Investing Activities:				
Purchases of Property, Plant, and Equipment	\$	-0-	(\$	600)
Net Cash Provided (Used) by Investing Activities	\$	-0-	(\$	600)
Net Increase (Decrease) in Cash	\$	320,734	\$	2,453,152
Cash, Beginning of Period		7,193,372		5,060,954
Cash, End of Period	\$	7,514,106	\$	7,514,106
Reconciliation of Operating Income (Loss) to Net Cash				
Provided (Used) by Operating Activities:				
Income (Loss) from Operations	(\$	474,182)	\$	3,646,230
Adjustments to Reconcile Operation Income (Loss) to				
Net Cash Provided (Used) by Operating Activities:				
Depreciation Expense		692		4,844
Changes in Assets and Liabilities:				
(Increase) Decrease in Accounts Receivable		1,050,357	(105,211)
(Increase) Decrease in Prepaid Expenses		8,811		306,171
Increase (Decrease) in Accounts Payable	(264,944)	(1,398,282)
Net Cash Provided (Used) by Operating Activities	\$	320,734	\$	2,453,752

Budgetary Comparison Schedule

			dget	Amended		Actual		Variance Favorable	
Operating Revenue:		Original		Amended		Actual	(Unfavorable)		
2019 Assessment Income	\$	291,669	\$	291,669	\$	66,744	(224,925)	
2020-2021 Improved	Ψ	4,098,066	Ψ	4,098,066	Ψ	7,471,033	(3,372,967	
2020-2021 Native/Seedling		506,233		506,233		399,219	(107,014)	
2020-2021 Substandard		216,958		216,958		747,548	(530,590	
Total Operating Revenue	\$	5,112,926	\$	5,112,926	\$	8,684,544	\$	3,571,618	
Operating Expenses:									
General Administration:									
Staff and Administration:									
Salaries	\$	460,369	\$	460,369	\$	373,202	\$	87,167	
Benefits		61,250		61,250		60,797		453	
Taxes		32,081		32,081		24,936		7,145	
Total Staff and Administration	\$	553,700	\$	553,700	\$	459,935	\$	93,765	
Insurance:									
Travel	\$	1,575	\$	1,575	\$	1,132	\$	443	
General		4,494		4,494		1,185		3,309	
D&O/Members		7,581		7,581		9,255	(1,674)	
Fidelity		2,569		2,569		-0-		2,569	
Total Insurance	\$	16,219	\$	16,219	\$	11,572	\$	4,647	

Budgetary Comparison Schedule

	Bu	dget			Favorable	
	 Original		Amended	Actual	(Un	ıfavorable)
Compliance:						
Attorney/Crisis Management	\$ 14,581	\$	14,581	\$ -0-	\$	14,581
Audit Financial	11,669		11,669	-0-		11,669
Compliance Travel	26,250		26,250	-0-		26,250
Sheller/Handler Audits	99,169		99,169	73,000		26,169
Printing/Forms/Postage	 3,500		3,500	5,804	(2,304)
Total Compliance	\$ 155,169	\$	155,169	\$ 78,804	\$	76,365
Accounting/Financials	\$ 45,500	\$	45,500	\$ 39,360	\$	6,140
Telephone/Mobile/Internet	8,750		8,750	10,342	(1,592)
Travel Office	23,331		23,331	6,425		16,906
Travel Committee	75,831		75,831	-0-		75,831
Supplies	5,831		5,831	4,465		1,366
Maintenance/Buildout	8,750		8,750	-0-		8,750
Printing	11,669		11,669	10,062		1,607
IT/Furniture/Software	17,500		17,500	13,510		3,990
Subscriptions	11,669		11,669	3,831		7,838
Depreciation	-0-		-0-	4,844	(4,844)
Miscellaneous	2,919		2,919	2,829		90
Rent	 49,581		49,581	47,327		2,254
Total General Administration	\$ 986,419	\$	986,419	\$ 693,306	\$	293,113
Contingency Fund	\$ 15,687	\$	15,687	\$ -0-	\$	15,687

Budgetary Comparison Schedule

	Buo	dget			Favorable		
	Original		Amended	Actual	(Un	favorable)	
Industry Relations:							
Compliance:							
Compliance Materials	\$ 2,919	\$	2,919	\$ -0-	\$	2,919	
Workshops	2,919		2,919	-0-		2,919	
Total Compliance	\$ 5,838	\$	5,838	\$ -0-	\$	5,838	
Industry Relations Activities:							
Annual Reports	\$ 4,669	\$	4,669	\$ -0-	\$	4,669	
Communication Materials	43,750		43,750	10,070		33,680	
Travel	29,169		29,169	8,111		21,058	
WS-Field Events	233,331		233,331	-0-		233,331	
Association Sponsorship	40,831		40,831	4,578		36,253	
Handler Portal Maintenance	5,831		5,831	-0-		5,831	
Fishhook:							
Prior Year Carry-over	45,731		45,731	3,512		42,219	
Meltwater	5,831		5,831	-0-		5,831	
Total Industry Relations Activities	\$ 409,143	\$	409,143	\$ 26,271	\$	382,872	
Industry Research:							
Land IQ							
Prior Year Carry-over	\$ -0-	\$	-0-	\$ 108,200	(\$	108,200)	
NASS	 124,831		124,831	 -0-		124,831	
Total Industry Research	\$ 124,831	\$	124,831	\$ 108,200	\$	16,631	
Total Industry Relations	\$ 539,812	\$	539,812	\$ 134,471	\$	405,341	

Budgetary Comparison Schedule

	Bu	dget			Favorable (Unfavorable)		
	 Original		Amended	Actual			
International Relations:							
Unified Export Strategy/Emerging Market Proposal	\$ 55,419	\$	55,419	\$ 47,500	\$	7,919	
International Nut Congress-Nut Health Research	282,919		282,919	58,333		224,586	
Travel	29,169		29,169	2,450		26,719	
Marketing Access Program (MAP)	780,500		780,500	 1,500		779,000	
Total International Relations	\$ 1,148,007	\$	1,148,007	\$ 109,783	\$	1,038,224	
Marketing:							
Weber Shandwick	\$ 1,866,669	\$	1,866,669	\$ 2,733,034	(\$	866,365)	
APC Travel for Events	29,169		29,169	8,200		20,969	
Aspire IQ	99,169		99,169	64,327		34,842	
iHeart Media/Digital Magnet:							
Current Year	1,108,331		1,108,331	830,000		278,331	
Prior Year Carry-over	291,669		291,669	500,000	(208,331)	
Eat Well Global	204,169		204,169	152,797		51,372	
NPSA Chef's Summit:							
Prior Year Carry-over	93,331		93,331	34,000		59,331	
Health Research	224,581		224,581	-0-		224,581	
Total Marketing	\$ 3,917,088	\$	3,917,088	\$ 4,322,358	(\$	405,270)	

Budgetary Comparison Schedule

		Bu	dget			Favorable		
		Original		Amended	Actual	(U	nfavorable)	
Grades and Standards:								
Research Contingency								
Prior Year Carry-over	\$	58,331	\$	58,331	\$ -0-	\$	58,331	
Travel		11,732		11,732	-0-		11,732	
Shelf-Life Study		99,169		99,169	-0-		99,169	
Quality Assurance Program		72,919		72,919	 59,279		13,640	
Total Grades and Standards	\$	242,151	\$	242,151	\$ 59,279	\$	182,872	
Research:								
Nut Health	\$	-0-	\$	-0-	\$ 7,243	(\$	7,243)	
Contigency Fund		-0-		-0-	 20,000	(20,000)	
Total Research	\$	-0-	\$	-0-	\$ 27,243	(\$	27,243)	
Total Operating Expenses	\$	6,849,164	\$	6,849,164	\$ 5,346,440	\$	1,502,724	
Nonperating Revenues and Expenses:								
Interest Earned	\$	-0-	\$	-0-	\$ 8,103	(\$	8,103)	
Donations		-0-		-0-	23	(23)	
Prior Year Carry-over - 2020 Expense Offset		489,069		489,069	-0-		489,069	
Other Income:								
Reserve		466,669		466,669	-0-		466,669	
EMP Funing		180,831		180,831	-0-		180,831	
Marketing Access Program (MAP)		599,669		599,669	 300,000		299,669	
Total Nonoperating Revenue	\$	1,736,238	\$	1,736,238	\$ 308,126	\$	1,428,112	
Change in Net Position	\$	-0-	\$	-0-	\$ 3,646,230	\$	3,646,230	
								

Operating Budget

	One Mo April 3			Seven Mo April 3			Fiscal Year Ended September 30, 2021	
	Actual	Oper	ating Budget	Actual	Ope	rating Budget	Ope	rating Budget
Operating Revenue:								
2019 Assessment Income	\$ -0-	\$	41,667	\$ 66,744	\$	291,669	\$	500,000
2020-2021 Improved	281,632		585,438	7,471,033		4,098,066		7,025,250
2020-2021 Native/Seedling	7,654		72,319	399,219		506,233		867,825
2020-2021 Substandard	17,396		30,994	 747,548		216,958		371,925
Total Operating Revenue	\$ 306,682	\$	730,418	\$ 8,684,544	\$	5,112,926	\$	8,765,000
Operating Expenses:								
General Administration:								
Staff and Administration:								
Salaries	\$ 55,838	\$	65,767	\$ 373,202	\$	460,369	\$	789,200
Benefits	13,729		8,750	60,797		61,250		105,000
Taxes	4,453		4,583	24,936		32,081		55,000
Contract Labor	 1,000		-0-	1,000		-0-		-0-
Total Staff and Administration	\$ 75,020	\$	79,100	\$ 459,935	\$	553,700	\$	949,200
Insurance:								
Travel	\$ -0-	\$	225	\$ 1,132	\$	1,575	\$	2,700
General	165		642	1,185		4,494		7,700
D&O/Members	313		1,083	9,255		7,581		13,000
Fidelity	-0-		367	 -0-		2,569		4,400
Total Insurance	\$ 478	\$	2,317	\$ 11,572	\$	16,219	\$	27,800

Operating Budget

	One Mo		Seven Mo April 3	Fiscal Year Ended September 30, 2021		
	 Actual	 ating Budget	 Actual	 rating Budget		rating Budget
Compliance:		 <u> </u>		 8 8		<u> </u>
Attorney/Crisis Management	\$ -0-	\$ 2,083	\$ -0-	\$ 14,581	\$	25,000
Audit Financial	-0-	1,667	-0-	11,669		20,000
Compliance Travel	-0-	3,750	-0-	26,250		45,000
Sheller/Handler Audits	-0-	14,167	73,000	99,169		170,000
Printing/Forms/Postage	 635	500	 5,804	3,500		6,000
Total Compliance	\$ 635	\$ 22,167	\$ 78,804	\$ 155,169	\$	266,000
Accounting/Financials	\$ 6,400	\$ 6,500	\$ 39,360	\$ 45,500	\$	78,000
Telephone/Mobile/Internet	1,302	1,250	10,342	8,750		15,000
Travel Office	279	3,333	6,425	23,331		40,000
Travel Committee	-0-	10,833	-0-	75,831		130,000
Supplies	2,970	833	4,465	5,831		10,000
Maintenance/Buildout	-0-	1,250	-0-	8,750		15,000
Printing	621	1,667	10,062	11,669		20,000
IT/Furniture/Software	5,908	2,500	13,510	17,500		30,000
Subscriptions	185	1,667	3,831	11,669		20,000
Depreciation	692	-0-	4,844	-0-		-0-
Miscellaneous	42	417	2,829	2,919		5,000
Rent	 6,452	7,083	 47,327	49,581		85,000
Total General Administration	\$ 100,984	\$ 140,917	\$ 693,306	\$ 986,419	\$	1,691,000
Contingency Fund	\$ -0-	\$ 2,241	\$ -0-	\$ 15,687	\$	26,892

Operating Budget

	 One Month Ended April 30, 2021				Seven Mo April 3	Fiscal Year Ended September 30, 2021			
	 Actual	Opera	iting Budget		Actual	Oper	ating Budget	Opera	ating Budget
Industry Relations: Compliance:									
Compliance Materials	\$ -0-	\$	417	\$	-0-	\$	2,919	\$	5,000
Workshops	 -0-		417		-0-		2,919		5,000
Total Compliance	\$ -0-	\$	834	\$	-0-	\$	5,838	\$	10,000
Industry Relations Activities:									
Annual Reports	\$ -0-	\$	667	\$	-0-	\$	4,669	\$	8,000
Communication Materials	-0-		6,250		10,070		43,750		75,000
Travel	2,000		4,167		8,111		29,169		50,000
WS-Field Events	-0-		33,333		-0-		233,331		400,000
Association Sponsorship	2,050		5,833		4,578		40,831		70,000
Handler Portal Maintenance	-0-		833		-0-		5,831		10,000
Fishhook:									
Prior Year Carry-over	1,405		6,533		3,512		45,731		78,400
Meltwater	 -0-		833		-0-		5,831		10,000
Total Industry Relations Activities	\$ 5,455	\$	58,449	\$	26,271	\$	409,143	\$	701,400
Industry Research:									
Land IQ									
Prior Year Carry-over	\$ -0-	\$	-0-	\$	108,200	\$	-0-	\$	-0-
NASS	 -0-		17,833		-0-		124,831		214,000
Total Industry Research	\$ -0-	\$	17,833	\$	108,200	\$	124,831	\$	214,000
Total Industry Relations	\$ 5,455	\$	77,116	\$	134,471	\$	539,812	\$	925,400

Operating Budget

	One Mor April 3			Seven Months Ended April 30, 2021					al Year Ended ember 30, 2021
	Actual	Op	erating Budget		Actual	Op	erating Budget	Ope	rating Budget
International Relations:									
Unified Export Strategy/Emerging Market Proposal	\$ -0-	\$	7,917	\$	47,500	\$	55,419	\$	95,000
International Nut Congress-Nut Health Research	8,333		40,417		58,333		282,919		485,000
Travel	70		4,167		2,450		29,169		50,000
Marketing Access Program (MAP)	-0-		111,500		1,500		780,500		1,338,000
Total International Relations	\$ 8,403	\$	164,001	\$	109,783	\$	1,148,007	\$	1,968,000
Marketing:									
Weber Shandwick	\$ 605,860	\$	266,667	\$	2,733,034	\$	1,866,669	\$	3,200,000
APC Travel for Events	-0-		4,167		8,200		29,169		50,000
Aspire IQ	17,760		14,167		64,327		99,169		170,000
iHeart Media/Digital Magnet:									
Current Year	-0-		158,333		830,000		1,108,331		1,900,000
Prior Year Carry-over	-0-		41,667		500,000		291,669		500,000
Eat Well Global	28,368		29,167		152,797		204,169		350,000
NPSA Chef's Summit:									
Prior Year Carry-over	-0-		13,333		34,000		93,331		160,000
Health Research	-0-		32,083		-0-		224,581		385,000
Total Marketing	\$ 651,988	\$	559,584	\$	4,322,358	\$	3,917,088	\$	6,715,000

Operating Budget

	One Month Ended April 30, 2021				Seven Months Ended April 30, 2021				Fiscal Year Ended September 30, 2021	
		Actual		Operating Budget		Actual	Operating Budget		Operating Budget	
Grades and Standards:				·						
Research Contingency:										
Prior Year Carry-over	\$	-0-	\$	8,333	\$	-0-	\$	58,331	\$	100,000
Travel		-0-		1,676		-0-		11,732		20,108
Shelf-Life Study		-0-		14,167		-0-		99,169		170,000
Quality Assurance Program		11,250		10,417		59,279		72,919		125,000
Total Grades and Standards	\$	11,250	\$	34,593	\$	59,279	\$	242,151	\$	415,108
Research:										
Nut Health	\$	4,404	\$	-0-	\$	7,243	\$	-0-	\$	-0-
Contingency Fund		-0-		-0-		20,000		-0-		-0-
Total Research	\$	4,404	\$	-0-	\$	27,243	\$	-0-	\$	-0-
Total Operating Expenses	\$	782,484	\$	978,452	\$	5,346,440	\$	6,849,164	\$	11,741,400
Nonperating Revenues and Expenses:										
Interest Earned	\$	1,620	\$	-0-	\$	8,103	\$	-0-	\$	-0-
Donations		-0-		-0-		23		-0-		-0-
Prior Year Carry-over - 2020 Expense Offset		-0-		69,867		-0-		489,069		838,400
Other Income:										
Reserve		-0-		66,667		-0-		466,669		800,000
EMP Funding		-0-		25,833		-0-		180,831		310,000
Marketing Access Program (MAP)		-0-		85,667		300,000		599,669		1,028,000
Total Nonoperating Revenue	\$	1,620	\$	248,034	\$	308,126	\$	1,736,238	\$	2,976,400
Change in Net Position	(\$	474,182)	\$	-0-	\$	3,646,230	\$	-0-	\$	-0-