

ARMSTRONG BACKUS & CO., LLP

Certified Public Accountants

AMERICAN PECAN COUNCIL

Compiled Financial Statements

For the One Month and Eleven Months Ended
August 31, 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 statement of net position – enterprise fund as of August 31, 2021 and the related statement of revenues, expenditures, and changes in net position – enterprise fund, and statement of cash flows – enterprise fund for the one month and eleven 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.

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part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical content.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 eleven months ended August 31, 2021 and one year ended September 30, 2021 and the eleven month budgetary comparison schedule and operating budget are presented for the purpose of additional analysis and are 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 September 17, 2021



Statement of Net Position - Enterprise Fund

As of August 31, 2021

ASSETS

Current Assets:		
Cash and Cash Equivalents	\$	6,501,047
Accounts Receivable		990,144
Prepaid Expenses		11,152
Total Current Assets	\$	7,502,343
Noncurrent Assets:		
Depreciable Capital Assets	\$	41,520
Accumulated Depreciation	(25,773)
Total Noncurrent Assets	\$	15,747
Other Assets:		
Security Deposit	\$	5,875
Total Other Assets	\$	5,875
TOTAL ASSETS	\$	7,523,965
LIABILITIES AND NET POSITION		
Current Liabilities:		
Accounts Payable	\$	43,321
Payroll Liability		3,170
Total Current Liabilities	\$	46,491
Total Liabilities	\$	46,491
Net Position:		
Net Investment in Capital Assets	\$	15,747
Unrestricted		7,461,727
Total Net Position	\$	7,477,474
TOTAL LIABILITIES AND NET POSITION	\$	7,523,965

Statement of Revenues, Expenditures, and Changes in Net Position - Enterprise Fund

For the One Month and Eleven Months Ended August 31, 2021

		ne Month	Eleven Month		
Operating Revenues:	ф	100.000	d	0.010.064	
Assessment Income		432,830	\$	9,819,964	
Total Operating Revenue	\$	432,830	\$	9,819,964	
Operating Expenses:					
General Administrative:					
Staff and Administrative	\$	68,455	\$	728,974	
Insurance		407		15,165	
Compliance		439		59,139	
Other General Administrative		14,335		221,336	
Industry Relations:					
Industry Relations Activities		12,166		59,374	
Industry Research		186,000		294,200	
International Relations		2,866		430,506	
Marketing		368,558		6,236,202	
Grades and Standards		-0-		112,501	
Research		-0-		27,243	
Total Operating Expenses	\$	653,226	\$	8,184,640	
Operating Income (Loss)	(\$	220,396)	\$	1,635,324	
Nonoperating Revenues (Expenses):					
Interest Earned	\$	3,102	\$	14,494	
Donations		-0-		23	
Other Income:					
Marketing Access Program (MAP)		-0-		595,970	
Total Nonoperating Revenues	\$	3,102	\$	610,487	
Change in Net Position	(\$	217,294)	\$	2,245,811	
Net Position, Beginning as Previously Stated	\$	7,694,768	\$	4,749,704	
Prior Period Adjustment		-0-		481,959	
Net Position, Beginning as Restated	\$	7,694,768	\$	5,231,663	
Net Position, Ending	\$	7,477,474	\$	7,477,474	

Statement of Cash Flows - Enterprise Fund

For the One Month and Eleven Months Ended August 31, 2021

		ne Month	Ele	ven Months
Cash Flows From Operating Activities:				
Cash Received from Assessments	\$	54,303	\$	9,969,360
Cash Received from Donors	·	-0-	·	23
Cash Received from Marketing Access Program (MAP)		-0-		595,970
Cash Paid for Salaries and Benefits	(68,455)	(728,974)
Cash Paid for Operating Expenses	(995,293)	(8,410,180)
Net Cash Provided (Used) by Operating Activities	(\$	1,009,445)	\$	1,426,199
Cash Flows From Capital and Related Financing Activities:				
Acquistion of Capital Assets	\$	-0-	(\$	600)
Net Cash Provided (Used) by Capital and Related Financing Activities	\$	-0-	(\$	600)
Cash Flows From Investing Activities:				
Cash Received from Interest Earned	\$	3,102	\$	14,494
Net Cash Provided (Used) by Investing Activities	\$	3,102	\$	14,494
Net Increase (Decrease) in Cash	(\$	1,006,343)	\$	1,440,093
Cash, Beginning of Period		7,507,390		5,060,954
Cash, End of Period	\$	6,501,047	\$	6,501,047
Reconciliation of Operating Income (Loss) to Net Cash				
Provided (Used) by Operating Activities:				
Income (Loss) from Operations	(\$	220,396)	\$	1,635,324
Adjustments to Reconcile Operation Income (Loss) to				
Net Cash Provided (Used) by Operating Activities:				
Depreciation Expense		692		7,612
Other Income		-0-		595,993
Changes in Assets and Liabilities:				
(Increase) Decrease in Accounts Receivable	(378,529)		146,473
(Increase) Decrease in Prepaid Expenses	(112)		44,364
(Increase) Decrease in Other Current Assets		-0-		95,561
Increase (Decrease) in Accounts Payable	(414,270)	(1,102,298)
Increase (Decrease) in Payroll Tax Payable		3,170		3,170
Net Cash Provided (Used) by Operating Activities	(\$	1,009,445)	\$	1,426,199

Budgetary Comparison Schedule

			dget					Variance Favorable
Omegating Personne		Original		Amended		Actual	(L	Infavorable)
Operating Revenue:	4		4	450 005	4.	0= 0=0	,	121 001
2019 Assessment Income	\$	458,337	\$	458,337	\$	27,253	(431,084)
2020-2021 Improved		6,439,818		6,439,818		8,560,486		2,120,668
2020-2021 Native/Seedling		795,509		795,509		418,785	(376,724)
2020-2021 Substandard		340,934		340,934		813,440		472,506
Total Operating Revenue	\$	8,034,598	\$	8,034,598	\$	9,819,964	\$	1,785,366
Operating Expenses:								
General Administration:								
Staff and Administration:								
Salaries	\$	723,437	\$	723,437	\$	596,555	\$	126,882
Benefits		96,250		96,250		90,913		5,337
Taxes		50,413		50,413		40,506		9,907
Total Staff and Administration	\$	870,100	\$	870,100	\$	728,974	\$	141,126
Insurance:								
Travel	\$	2,475	\$	2,475	\$	2,464	\$	11
General		7,062		7,062		2,192		4,870
D&O/Members		11,913		11,913		10,509		1,404
Fidelity		4,037		4,037		-0-		4,037
Total Insurance	\$	25,487	\$	25,487	\$	15,165	\$	10,322

Budgetary Comparison Schedule

	Bu	dget			F	Favorable		
	 Original	•	Amended	Actual	(Un	ıfavorable)		
Compliance:		•						
Attorney/Crisis Management	\$ 22,913	\$	22,913	\$ -0-	\$	22,913		
Audit Financial	18,337		18,337	-0-		18,337		
Compliance Travel	41,250		41,250	-0-		41,250		
Sheller/Handler Audits	155,837		155,837	47,500		108,337		
Printing/Forms/Postage	 5,500		5,500	 11,639	(6,139)		
Total Compliance	\$ 243,837	\$	243,837	\$ 59,139	\$	184,698		
Accounting/Financials	\$ 71,500	\$	71,500	\$ 63,504	\$	7,996		
Telephone/Mobile/Internet	13,750		13,750	17,759	(4,009)		
Travel Office	36,663		36,663	10,425		26,238		
Travel Committee	119,163		119,163	-0-		119,163		
Supplies	9,163		9,163	5,502		3,661		
Maintenance/Buildout	13,750		13,750	-0-		13,750		
Printing	18,337		18,337	10,094		8,243		
IT/Furniture/Software	27,500		27,500	17,088		10,412		
Subscriptions	18,337		18,337	13,109		5,228		
Depreciation	-0-		-0-	7,612	(7,612)		
Miscellaneous	4,587		4,587	2,981		1,606		
Rent	 77,913		77,913	73,262		4,651		
Total General Administration	\$ 1,550,087	\$	1,550,087	\$ 1,024,614	\$	525,473		
Contingency Fund	\$ 24,651	\$	24,651	\$ -0-	\$	24,651		

Budgetary Comparison Schedule

	Bu	dget			Favorable		
	Original	P	Amended	Actual	(Un	favorable)	
Industry Relations:				_			
Compliance:							
Compliance Materials	\$ 4,587	\$	4,587	\$ -0-	\$	4,587	
Workshops	 4,587		4,587	-0-		4,587	
Total Compliance	\$ 9,174	\$	9,174	\$ -0-	\$	9,174	
Industry Relations Activities:							
Annual Reports	\$ 7,337	\$	7,337	\$ -0-	\$	7,337	
Communication Materials	68,750		68,750	28,431		40,319	
Travel	45,837		45,837	110		45,727	
WS-Field Events	366,663		366,663	-0-		366,663	
Association Sponsorship	64,163		64,163	21,213		42,950	
Handler Portal Maintenance	9,163		9,163	-0-		9,163	
Fishhook:							
Prior Year Carry-over	71,863		71,863	5,620		66,243	
Meltwater	 9,163		9,163	4,000		5,163	
Total Industry Relations Activities	\$ 642,939	\$	642,939	\$ 59,374	\$	583,565	
Industry Research:							
NASS	\$ 196,163	\$	196,163	\$ 108,200	\$	87,963	
Total Industry Research	\$ 196,163	\$	196,163	\$ 294,200	\$	(98,037)	
Total Industry Relations	\$ 848,276	\$	848,276	\$ 353,574	\$	494,702	

Budgetary Comparison Schedule

	Bu	dget			Favorable		
	Original		Amended	Actual	(Unfavorable)		
International Relations:							
Unified Export Strategy/Emerging Market Proposal	\$ -0-	\$	87,087	\$ 71,250	\$	15,837	
International Nut Congress-Nut Health Research	45,837		444,587	100,000		344,587	
Travel	1,226,500		45,837	3,350		42,487	
Marketing Access Program (MAP)	-0-		1,226,500	255,906		970,594	
Total International Relations	\$ 1,716,924	\$	1,804,011	\$ 430,506	\$	1,373,505	
Marketing:							
Weber Shandwick	\$ 2,933,337	\$	2,933,337	\$ 3,749,034	(\$	815,697)	
APC Travel for Events	45,837		45,837	11,885		33,952	
Aspire IQ	155,837		155,837	110,628		45,209	
iHeart Media/Digital Magnet:							
Current Year	1,741,663		1,741,663	1,400,000		341,663	
Prior Year Carry-over	458,337		458,337	500,000	(41,663)	
Eat Well Global	-0-		320,837	320,366		471	
NPSA Chef's Summit:							
Prior Year Carry-over	146,663		146,663	140,667		5,996	
Health Research	 352,913		352,913	 -0-		352,913	
Total Marketing	\$ 5,990,424	\$	6,155,424	\$ 6,236,202	(\$	80,778)	

Budgetary Comparison Schedule

For the Eleven Months Ended August 31, 2021

		Bu	dget				Favorable		
		Original		Amended	Actual		(Unfavorable)		
Research Contingency									
Prior Year Carry-over	\$	91,663	\$	91,663	\$	-0-	\$	91,663	
Travel		18,436		18,436		-0-		18,436	
Shelf-Life Study		155,837		155,837		-0-		155,837	
Quality Assurance Program		114,587		114,587		112,501		2,086	
Total Grades and Standards	\$	380,523	\$	380,523	\$	112,501	\$	268,022	
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	\$	10,510,885	\$	10,762,972	\$	8,184,640	\$	2,578,332	
Operating Income (Loss)	(\$	2,476,287)	(\$	2,728,374)	\$	1,635,324	\$	4,363,698	
Nonperating Revenues and Expenses:									
Interest Earned	\$	-0-	\$	-0-	\$	14,494	(\$	14,494)	
Donations		0		0		23	(23)	
Prior Year Carry-over - 2020 Expense Offset		768,537		768,537		-0-		768,537	
Other Income:									
Reserve		284,163		733,337		-0-		733,337	
EMP Funing		942,337		284,163		-0-		284,163	
Marketing Access Program (MAP)		942,337		942,337		595,970		346,367	
Total Nonoperating Revenue	\$	2,937,374	\$	2,728,374	\$	610,487	\$	2,117,887	
Change in Net Position	\$	461,087	\$	-0-	\$	2,245,811	\$	2,245,811	

See Accountants' Compilation Report.

Operating Budget

		One Mo August		Eleven Mo August			Fiscal Year Ended September 30, 2021	
	-	Actual	rating Budget	 Actual	Operating Budget		Operating Budget	
Operating Revenue:			 0 0			8 8		0 0
2019 Assessment Income	\$	-0-	\$ 41,667	\$ 27,253	\$	458,337	\$	500,000
2020-2021 Improved		428,449	585,438	8,560,486		6,439,818		7,025,250
2020-2021 Native/Seedling		2	72,319	418,785		795,509		867,825
2020-2021 Substandard		4,379	30,994	 813,440		340,934		371,925
Total Operating Revenue	\$	432,830	\$ 730,418	\$ 9,819,964	\$	8,034,598	\$	8,765,000
Operating Expenses:								
General Administration:								
Staff and Administration:								
Salaries	\$	55,838	\$ 65,767	\$ 596,555	\$	723,437	\$	789,200
Benefits		9,798	8,750	90,913		96,250		105,000
Taxes		2,819	4,583	40,506		50,413		55,000
Contract Labor		-0-	-0-	 1,000		-0-		-0-
Total Staff and Administration	\$	68,455	\$ 79,100	\$ 728,974	\$	870,100	\$	949,200
Insurance:								
Travel	\$	-0-	\$ 225	\$ 2,464	\$	2,475	\$	2,700
General		94	642	2,192		7,062		7,700
D&O/Members		313	1,083	10,509		11,913		13,000
Fidelity		-0-	367	 -0-		4,037		4,400
Total Insurance	\$	407	\$ 2,317	\$ 15,165	\$	25,487	\$	27,800

Operating Budget

	One Mo			Eleven Months Ended August 31, 2021					Fiscal Year Ended September 30, 2021		
	 Actual	Oper	ating Budget		Actual	Ope	rating Budget	Oper	ating Budget		
Compliance:			_						_		
Attorney/Crisis Management	\$ -0-	\$	2,083	\$	-0-	\$	22,913	\$	25,000		
Audit Financial	-0-		1,667		-0-		18,337		20,000		
Compliance Travel	-0-		3,750		-0-		41,250		45,000		
Sheller/Handler Audits	-0-		14,167		47,500		155,837		170,000		
Printing/Forms/Postage	 439		500		11,639		5,500		6,000		
Total Compliance	\$ 439	\$	22,167	\$	59,139	\$	243,837	\$	266,000		
Accounting/Financials	\$ 4,154	\$	6,500	\$	63,504	\$	71,500	\$	78,000		
Telephone/Mobile/Internet	2,055		1,250		17,759		13,750		15,000		
Travel Office	-0-		3,333		10,425		36,663		40,000		
Travel Committee	-0-		10,833		-0-		119,163		130,000		
Supplies	210		833		5,502		9,163		10,000		
Maintenance/Buildout	-0-		1,250		-0-		13,750		15,000		
Printing	331		1,667		10,094		18,337		20,000		
IT/Furniture/Software	254		2,500		17,088		27,500		30,000		
Subscriptions	26		1,667		13,109		18,337		20,000		
Depreciation	692		-0-		7,612		-0-		-0-		
Miscellaneous	36		417		2,981		4,587		5,000		
Rent	 6,577		7,083		73,262		77,913		85,000		
Total General Administration	\$ 83,636	\$	140,917	\$	1,024,614	\$	1,550,087	\$	1,691,000		
Contingency Fund	\$ -0-	\$	2,241	\$	-0-	\$	24,651	\$	26,892		

Operating Budget

	 One Mo: August				Eleven Mo August			Fiscal Year Ended September 30, 2021		
	Actual	Opera	Operating Budget		Actual	Oper	rating Budget	Operating Budget		
Industry Relations:										
Compliance:										
Compliance Materials	\$ -0-	\$	417	\$	-0-	\$	4,587	\$	5,000	
Workshops	 -0-		417		-0-		4,587		5,000	
Total Compliance	\$ -0-	\$	834	\$	-0-	\$	9,174	\$	10,000	
Industry Relations Activities:										
Annual Reports	\$ -0-	\$	667	\$	-0-	\$	7,337	\$	8,000	
Communication Materials	4,000		6,250		28,431		68,750		75,000	
Travel	-0-		4,167		110		45,837		50,000	
WS-Field Events	-0-		33,333		-0-		366,663		400,000	
Association Sponsorship	8,166		5,833		21,213		64,163		70,000	
Handler Portal Maintenance	-0-		833		-0-		9,163		10,000	
Fishhook:										
Prior Year Carry-over	-0-		6,533		5,620		71,863		78,400	
Meltwater	 -0-		833		4,000		9,163		10,000	
Total Industry Relations Activities	\$ 12,166	\$	58,449	\$	59,374	\$	642,939	\$	701,400	
Industry Research:										
Land IQ										
Prior Year Carry-over	\$ 186,000	\$	-0-	\$	186,000	\$	-0-	\$	-0-	
NASS	 -0-		17,833		108,200		196,163		214,000	
Total Industry Research	\$ 186,000	\$	17,833	\$	294,200	\$	196,163	\$	214,000	
Total Industry Relations	\$ 198,166	\$	77,116	\$	353,574	\$	848,276	\$	925,400	

Operating Budget

	One Mor August		Eleven Mo August		Fiscal Year Ended September 30, 2021		
	Actual	rating Budget	 Actual		erating Budget		rating Budget
International Relations:		 <u> </u>			8 8		0 0
Unified Export Strategy/Emerging Market Proposal	\$ -0-	\$ 7,917	\$ 71,250	\$	87,087	\$	95,000
International Nut Congress-Nut Health Research	-0-	40,417	100,000		444,587		485,000
Travel	2,866	4,167	3,350		45,837		50,000
Marketing Access Program (MAP)	-0-	111,500	255,906		1,226,500		1,338,000
Total International Relations	\$ 2,866	\$ 164,001	\$ 430,506	\$	1,804,011	\$	1,968,000
Marketing:							
Weber Shandwick	\$ 340,233	\$ 266,667	\$ 3,749,034	\$	2,933,337	\$	3,200,000
Branded Materials/Give Away	-0-	-0-	3,622		-0-		-0-
APC Travel for Events	-0-	4,167	11,885		45,837		50,000
Aspire IQ	3,463	14,167	110,628		155,837		170,000
iHeart Media/Digital Magnet:							
Current Year	-0-	158,333	1,400,000		1,741,663		1,900,000
Prior Year Carry-over	-0-	41,667	500,000		458,337		500,000
Eat Well Global	24,862	29,167	320,366		320,837		350,000
NPSA Chef's Summit:							
Prior Year Carry-over	-0-	13,333	140,667		146,663		160,000
Health Research	-0-	32,083	 -0-		352,913		385,000
Total Marketing	\$ 368,558	\$ 559,584	\$ 6,236,202	\$	6,155,424	\$	6,715,000

Operating Budget

	One Month Ended August 31, 2021				Eleven Months Ended August 31, 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-	\$	91,663	\$	100,000
Travel		-0-		1,676		-0-		18,436		20,108
Shelf-Life Study		-0-		14,167		-0-		155,837		170,000
Quality Assurance Program		-0-		10,417		112,501		114,587		125,000
Total Grades and Standards	\$	-0-	\$	34,593	\$	112,501	\$	380,523	\$	415,108
Research:										
Nut Health	\$	-0-	\$	-0-	\$	7,243	\$	-0-	\$	-0-
Contingency Fund		-0-		-0-		20,000		-0-		-0-
Total Research	\$	-0-	\$	-0-	\$	27,243	\$	-0-	\$	-0-
Total Operating Expenses	\$	653,226	\$	978,452	\$	8,184,640	\$	10,762,972	\$	11,741,400
Operating Income (Loss)	(\$	220,396)	(\$	248,034)	\$	1,635,324	(\$	2,728,374)	(\$	2,976,400)
Nonperating Revenues and Expenses:										
Interest Earned	\$	3,102	\$	-0-	\$	14,494	\$	-0-	\$	-0-
Donations		-0-		-0-		23		-0-		-0-
Prior Year Carry-over - 2020 Expense Offset		-0-		69,867		-0-		768,537		838,400
Other Income:										
Reserve		-0-		66,667		-0-		733,337		800,000
EMP Funding		-0-		25,833		-0-		284,163		310,000
Marketing Access Program (MAP)		-0-		85,667		595,970		942,337		1,028,000
Total Nonoperating Revenue	\$	3,102	\$	248,034	\$	610,487	\$	2,728,374	\$	2,976,400
Change in Net Position	(\$	217,294)	\$	-0-	\$	2,245,811	\$	-0-	\$	-0-