

Financial Statements of

**CANADIAN FOODGRAINS BANK
ASSOCIATION INC.**

March 31, 2020

Independent Auditor's Report

To the Members of
Canadian Foodgrains Bank Association Inc.

Opinion

We have audited the financial statements of Canadian Foodgrains Bank Association Inc. (the "Association"), which comprise the statement of financial position as at March 31, 2020, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at March 31, 2020, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). 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 independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the 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 a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. 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.
- 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 Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Deloitte LLP

Chartered Professional Accountants

Winnipeg, Manitoba
June 10, 2020

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CANADIAN FOODGRAINS BANK ASSOCIATION INC.**Statement of Operations**


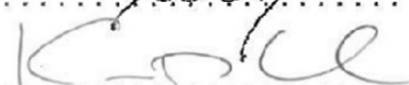
Year ended March 31, 2020

| | <u>2020</u> | <u>2019</u> |
|---|----------------------|---------------|
| REVENUES | | |
| Cash and other donations | \$ 12,535,393 | \$ 13,051,873 |
| Transfers from members | 5,477,381 | 5,593,807 |
| Global Affairs Canada (GAC) | | |
| Core program 2016-2021 | 26,956,738 | 24,931,190 |
| Conservation agriculture program | 3,061,044 | 3,295,556 |
| Humanitarian Coalition | 395,615 | - |
| Foundation grants | 693,215 | 615,333 |
| Membership fees | 90,000 | 90,000 |
| Interest (Note 12) | 718,949 | 511,735 |
| Other | 35,417 | 94,161 |
| | 49,963,752 | 48,183,655 |
| EXPENSES | | |
| International programs | | |
| Food assistance | 27,369,171 | 23,812,066 |
| Nutrition | 2,305,048 | 1,822,534 |
| Agriculture and livelihoods | 14,027,131 | 13,750,813 |
| Other | 509,901 | 506,235 |
| | 44,211,251 | 39,891,648 |
| International program management (Sch 2) | 1,563,503 | 1,748,276 |
| Public policy (Sch 3) | 747,290 | 807,641 |
| Public engagement (Sch 4) | 271,187 | 251,388 |
| Resource gathering and communications (Sch 5) | 1,437,769 | 1,620,300 |
| Administration (Sch 6) | 1,580,775 | 1,475,677 |
| Humanitarian Coalition | 156,876 | - |
| Foreign exchange gain | (28,909) | (30,144) |
| Gain on disposal of capital assets and land | (1,717) | - |
| | 49,938,025 | 45,764,786 |
| OPERATING SURPLUS | \$ 25,727 | \$ 2,418,869 |

CANADIAN FOODGRAINS BANK ASSOCIATION INC.
Statement of Financial Position
March 31, 2020

| | 2020 | 2019 |
|---|----------------------|----------------------|
| ASSETS | | |
| CURRENT | | |
| Cash | \$ 27,699,583 | \$ 30,026,914 |
| Short-term investments (Note 4) | 12,671,029 | 17,579,149 |
| Accounts receivable | 158,227 | 296,581 |
| Prepaid expenses | 420,575 | 335,959 |
| | 40,949,414 | 48,238,603 |
| LAND (Note 5) | 1,873,233 | 1,889,997 |
| INVESTMENTS (Note 4) | 4,659,701 | - |
| CAPITAL ASSETS (Note 6) | 165,077 | 215,376 |
| | \$ 47,647,425 | \$ 50,343,976 |
| LIABILITIES | | |
| CURRENT | | |
| Accounts payable and accrued liabilities (Note 7) | \$ 4,825,976 | \$ 2,926,406 |
| DEFERRED CONTRIBUTIONS (Note 8) | 6,703,945 | 11,325,793 |
| | 11,529,921 | 14,252,199 |
| COMMITMENTS (Note 9) | | |
| NET ASSETS | | |
| Internally restricted (Note 11) | | |
| Member funds | 16,233,470 | 16,346,630 |
| General fund | 6,432,564 | 6,484,169 |
| Food security fund | 659,499 | 287,678 |
| Climate adaptation fund | 25,076 | 28,764 |
| Strategic reserve | 2,889,416 | 3,000,000 |
| Land reserves | 1,873,233 | 1,889,997 |
| | 28,113,258 | 28,037,238 |
| Invested in capital assets | 165,077 | 215,376 |
| Unrestricted operating | 7,839,169 | 7,839,163 |
| | 36,117,504 | 36,091,777 |
| | \$ 47,647,425 | \$ 50,343,976 |

APPROVED BY THE BOARD

..... Director

..... Director


CANADIAN FOODGRAINS BANK ASSOCIATION INC.
Statement of Changes in Net Assets
Year ended March 31, 2020

| Year ended March 31, 2020 | Internally restricted (Note 11) | | | | | | | Invested in Capital Assets | Unrestricted | 2020 Total |
|--------------------------------|---------------------------------|-----------------|-----------------------|----------------------------|----------------------|------------------|---------------|-------------------------------|--------------|---------------|
| | Member Funds | General Fund | Food Security Fund | Climate Adaptation Fund | Strategic Reserve | Land Reserves | Total | | | |
| Balance, beginning of year | \$ 16,346,630 | \$ 6,484,169 | \$ 287,678 | \$ 28,764 | \$ 3,000,000 | \$ 1,889,997 | \$ 28,037,238 | \$ 215,376 | \$ 7,839,163 | \$ 36,091,777 |
| Operating surplus (deficit) | (3,548,007) | 5,548,716 | - | 29,224 | - | - | 2,029,933 | - | (2,004,206) | 25,727 |
| Fund transfers: | | | | | | | | | | |
| Member equity transfers | 3,806,668 | (5,727,669) | - | (32,912) | - | - | 1,953,913 | 50,299 | (2,004,212) | - |
| Investment in land | - | 16,764 | - | - | - | (16,764) | - | - | - | - |
| Food security transfers | (371,821) | - | 371,821 | - | - | - | - | - | - | - |
| Strategic reserve transfers | - | 110,584 | - | - | (110,584) | - | - | - | - | - |
| Balance, end of year | \$ 16,233,470 | \$ 6,432,564 | \$ 659,499 | \$ 25,076 | \$ 2,889,416 | \$ 1,873,233 | \$ 28,113,258 | \$ 165,077 | \$ 7,839,169 | \$ 36,117,504 |

| Year ended March 31, 2019 | Internally restricted (Note 11) | | | | | | | Invested in Capital Assets | Unrestricted | 2019 Total |
|------------------------------|---------------------------------|-----------------|-----------------------|----------------------------|----------------------|------------------|--------------------|-------------------------------|--------------|---------------|
| | Member Funds | General Fund | Food Security Fund | Climate Adaptation Fund | Strategic Reserve | Land Reserves | Strategic Total | | | |
| Balance, beginning of year | \$ 14,091,213 | \$ 5,910,958 | \$ 872,695 | \$ 42,611 | \$ 3,000,000 | \$ 1,634,906 | \$ 25,552,383 | \$ 281,363 | \$ 7,839,162 | \$ 33,672,908 |
| Operating surplus (deficit) | (991,069) | 5,817,845 | - | 38,510 | - | - | 4,865,286 | (143,462) | (2,302,955) | 2,418,869 |
| Fund transfers: | | | | | | | | | | |
| Member equity transfers | 2,661,469 | (4,989,543) | - | (52,357) | - | - | (2,380,431) | - | 2,380,431 | - |
| Investment in capital assets | - | - | - | - | - | - | - | 77,475 | (77,475) | - |
| Investment in land | - | (255,091) | - | - | - | 255,091 | - | - | - | - |
| Food security transfers | 585,017 | - | 585,017 | - | - | - | - | - | - | - |
| Balance, end of year | \$ 16,346,630 | \$ 6,484,169 | \$ 287,678 | \$ 28,764 | \$ 3,000,000 | \$ 1,889,997 | \$ 28,037,238 | \$ 215,376 | \$ 7,839,163 | \$ 36,091,777 |

CANADIAN FOODGRAINS BANK ASSOCIATION INC.
Statement of Cash Flows
Year ended March 31, 2020

| | <u>2020</u> | <u>2019</u> |
|---|----------------------|----------------------|
| OPERATING ACTIVITIES | | |
| Operating surplus | \$ 25,727 | \$ 2,418,869 |
| Items not affecting cash | | |
| Amortization of capital assets | 100,095 | 143,462 |
| Gain on disposal of capital assets and land | (1,717) | - |
| Land donations | - | (255,091) |
| Unrealized gains on investments | (108,763) | (217,613) |
| Recognition of deferred contributions | (31,106,612) | (28,842,078) |
| | <u>(31,091,270)</u> | <u>(26,752,451)</u> |
| Changes in non-cash operating working capital items | | |
| Accounts receivable | 247,117 | 104,572 |
| Prepaid expenses | (84,616) | 90,717 |
| Accounts payable and accrued liabilities | 1,899,571 | (342,703) |
| Deferred contributions received | 26,484,763 | 29,043,209 |
| | <u>(2,544,435)</u> | <u>2,143,344</u> |
| INVESTING ACTIVITIES | | |
| Maturity of investments | 28,614,529 | 14,455,726 |
| Purchase of investments | (28,366,110) | (14,579,149) |
| Proceeds on disposal of capital assets | 20,850 | - |
| Purchase of capital assets | (52,165) | (77,475) |
| | <u>217,104</u> | <u>(200,898)</u> |
| NET (DECREASE) INCREASE IN CASH POSITION | (2,327,331) | 1,942,446 |
| CASH, BEGINNING OF YEAR | 30,026,914 | 28,084,468 |
| CASH, END OF YEAR | \$ 27,699,583 | \$ 30,026,914 |

CANADIAN FOODGRAINS BANK ASSOCIATION INC.

Notes to the Financial Statements

March 31, 2020

1. NATURE OF BUSINESS

The Canadian Foodgrains Bank Association Inc. (the "Association") is a not-for-profit organization without share capital, incorporated under the laws of Canada and is registered with Canada Revenue Agency as a charitable organization under registration number 11883 1106 RR0001. The Association's principal activity is providing resources for relief and development activities in developing countries.

2. OPERATIONS

The Association has operated its program for a number of years with a series of grant agreements with Global Affairs Canada ("GAC"), the terms usually varying between one and five years. The current core grant agreement was signed in July 2016 for a period of five years totaling \$125 million.

The Association is also implementing an additional \$14 million GAC grant over five years to scale-up conservation agriculture in East Africa. This agreement was signed in 2015 and expires July 31, 2020. Global Affairs Canada has approved a no-cost extension to January 31, 2021.

3. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with accounting standards for not-for-profit organizations using fund accounting and include the following significant accounting policies:

a) *Revenue recognition*

The Association follows the deferral method of accounting for contributions.

Cash and other donations are recorded as they are received. These amounts include donations received directly from contributors and donations received by the member organizations and forwarded to the Association.

GAC grant revenue is recorded on an accrual basis, subject to matching terms set out in the agreements. GAC advances received in excess of GAC eligible expenses are recorded as deferred contributions and recognized in the period that the associated costs are incurred.

Foundation grant revenue is recorded on an accrual basis. Foundation grants received in excess of the foundation grant expenses are recorded as deferred contributions and recognized in the period that the associated costs are incurred.

CANADIAN FOODGRAINS BANK ASSOCIATION INC.

Notes to the Financial Statements

March 31, 2020

3. SIGNIFICANT ACCOUNTING POLICIES (continued)

b) *Financial instruments*

The Association initially measures its financial assets and financial liabilities at fair value. It subsequently measures all its financial assets and financial liabilities at amortized cost.

The financial assets subsequently measured at amortized cost include cash, accounts receivable and investments. The financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

Market risk

Market risk is the risk to the Association's income that arises from fluctuations in interest, and exchange rates. The Association is exposed to market risk from its investing activities. The value of the Association's assets is affected by short-term changes in prevailing market interest rates.

Interest rate risk

Interest rate risk refers to the adverse consequences of interest rate changes in the Association's cash flows, financial position and revenue. The risk arises from differences in the timing and amount of cash flows related to the Association's investments. The Association does not use derivative instruments to reduce exposure to interest risk.

Credit risk

Credit risk arises from the potential that a counterparty will fail to perform its obligations. In addition, the Association is exposed to credit risk from its customers. Accounts receivable are comprised of a number of debtors, which minimizes concentration of credit risk. In addition, short-term investment certificates include government secured investments acquired through major Canadian financial institutions.

c) *Capital assets*

Capital assets are amortized on the following basis:

| | |
|------------------------|-------------------------------------|
| Leasehold improvements | Straight-line basis over lease term |
| Computers | 25% Diminishing balance basis |
| Furniture and fixtures | 10% Diminishing balance basis |
| Equipment | 20% Diminishing balance basis |
| Computer software | 100% Straight-line basis |

CANADIAN FOODGRAINS BANK ASSOCIATION INC.
Notes to the Financial Statements
March 31, 2020

3. SIGNIFICANT ACCOUNTING POLICIES (continued)

d) Land

The Association is registered as a title holder of all gifted land. All land received is recorded at its estimated fair value. This estimation of fair value includes a discount, where applicable, to reflect conditions and caveats on any given land title.

e) Reallocation of net assets

Various amounts of net assets are transferred between member accounts and other equity accounts in accordance with Board approved policy.

f) Foreign currency translation

Monetary assets and liabilities in foreign currencies have been translated into Canadian dollars at the rate in effect at the balance sheet date with any gain or loss included in income for the year. Revenues and expenses have been translated at the rate in effect on the date of the transaction.

g) Use of estimates

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of certain assets and liabilities at the date of the financial statements and the reported amounts of certain revenue and expenses during the year. The Association's most significant estimates are the valuation provisions recorded against asset carrying values, and the useful life of capital assets. Actual results could differ from those estimates.

4. INVESTMENTS

Investments represent amounts invested in guaranteed investment certificates and term deposits. Short term investments earn interest at rates of 1.48% to 2.45% (2019: 1.10% to 2.75%) per annum and have maturity dates ranging from 9 to 138 days (2019: 23 to 332 days) after March 31, 2020. Long term investments earn interest at a rate of 2.20% to 2.50% (2019: nil%) per annum and maturity dates ranging from 503 to 886 days (2019: nil days) after March 31, 2020.

5. LAND

The Association holds several parcels of farm land. A number of parcels are held as joint title until certain conditions are met at which time the Association will become the sole title holder.

CANADIAN FOODGRAINS BANK ASSOCIATION INC.

Notes to the Financial Statements

March 31, 2020

6. CAPITAL ASSETS

| | <u>2020</u> | | | <u>2019</u> |
|------------------------|---------------------|--------------------------|-------------------|-------------------|
| | Cost | Accumulated Amortization | Net Book Value | Net Book Value |
| Leasehold improvements | \$ 616,817 | \$ 611,625 | \$ 5,192 | \$ 4,224 |
| Computers | 169,300 | 117,707 | 51,593 | 76,149 |
| Furniture and fixtures | 141,684 | 75,21 | 66,473 | 119,195 |
| Equipment | 158,059 | 116,240 | 41,819 | - |
| Computer software | 447,446 | 447,446 | - | 15,808 |
| | <u>\$ 1,533,306</u> | <u>\$ 1,368,229</u> | <u>\$ 165,077</u> | <u>\$ 215,376</u> |

7. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

| | <u>2020</u> | <u>2019</u> |
|--|---------------------|---------------------|
| Trade accounts payable | \$ 4,545,741 | \$ 2,670,686 |
| Other accounts payable and accrued liabilities | 280,235 | 255,720 |
| | <u>\$ 4,825,976</u> | <u>\$ 2,926,406</u> |

Other accounts payable and accrued liabilities includes \$33,314 (2019 - \$35,748) of deposits held in trust for other food security agencies.

8. DEFERRED CONTRIBUTIONS

Deferred contributions are comprised of grant amounts received for which project costs have not been allocated against. Deferred amounts as at March 31, 2020 are comprised of the following:

| | <u>2020</u> | <u>2019</u> |
|------------------------------------|---------------------|---------------------|
| GAC core grant | 4,641,087 | 6,489,397 |
| GAC conservation agriculture grant | 1,485,660 | 4,485,189 |
| Packard Foundation grant | 198,144 | 75,369 |
| Gates Foundation grant | 379,054 | 266,838 |
| | <u>\$ 6,703,945</u> | <u>\$11,325,793</u> |

CANADIAN FOODGRAINS BANK ASSOCIATION INC.

Notes to the Financial Statements

March 31, 2020

9. COMMITMENTS

The cost to complete the projects currently authorized or in progress at March 31, 2020 is estimated to be \$11,159,391 (2019 - \$12,491,533). These project costs will be funded from net assets, anticipated future donations and GAC contributions.

- a) Under the terms of the GAC core grant agreement, the Association must spend \$1 of funds raised from the public and members on eligible activities for every \$4 of GAC funding spent on eligible activities as defined in the approved program. As at March 31, 2020, the Association has spent the necessary funds on eligible activities to meet the 4:1 matching requirements for the core grant agreement (2019 – the Association has met the matching requirements for the two core grant agreements).
- b) The Association rents premises under an operating lease that expires in 2028. The future lease payments aggregate to \$1,326,589 (2019 - \$1,432,009) and include the following amounts payable over the next five years:

| | |
|------|-----------|
| 2020 | \$157,391 |
| 2021 | 157,391 |
| 2022 | 156,403 |
| 2023 | 147,582 |
| 2024 | 151,675 |

10. CREDIT FACILITY

The Association has access to a revolving line of credit with a maximum availability of \$4,000,000 secured by a general security agreement and bearing interest at prime. As at March 31, 2020, no amounts had been drawn on the facility. The facility also allows the Association to arrange letters of credit from time to time to meet project needs.

11. INTERNALLY RESTRICTED NET ASSETS

The Association internally imposes restrictions on a portion of its net assets by restricting the purposes for which the assets may be used. Total internally restricted assets are \$28,113,258 which are restricted as follows:

- a) Member funds may be used only upon the direction of member agencies.
- b) General fund may be used for food assistance, nutrition, food security and agriculture and livelihood programs as authorized by the executive director or international program director in accordance with policy.
- c) The food security fund may be used under the core GAC grant agreement to fund complementary activities. The policy governing this fund permits the food security fund to be overdrawn up to a specified limit. Any fund deficit will be funded by deposits of member equity at a future date.

CANADIAN FOODGRAINS BANK ASSOCIATION INC.

Notes to the Financial Statements

March 31, 2020

11. INTERNALLY RESTRICTED NET ASSETS (continued)

- d) The climate adaptation fund may be used to support hunger-affected communities to better adapt to climate change and become more food secure, and may also contribute to climate change mitigation.
- e) Strategic reserve net assets may be used to respond to situations of extraordinary need or strategic importance. All allocations are at the direction of the Executive Committee or Board.
- f) Land reserves include donated assets which may be used at the discretion of the Board.

12. INTEREST REVENUE

Total interest earned during the year has been allocated as follows:

| | <u>2020</u> | <u>2019</u> |
|---|-------------------|-------------------|
| Unrestricted net assets | \$ 701,040 | \$ 491,340 |
| Climate fund | 17,909 | 20,395 |
| | <u>718,949</u> | <u>511,735</u> |
| GAC core grant allocation - 2016 - 2021 | 99,425 | 128,738 |
| GAC conservation agriculture grant allocation | 61,516 | 64,041 |
| Gates Foundation grant allocation | 9,670 | 8,381 |
| | <u>\$ 889,560</u> | <u>\$ 712,895</u> |

The interest allocation to grants will be recorded as revenue from the grant in the year it is disbursed.

13. RECENT DEVELOPMENTS

In March 2020, the World Health Organization declared coronavirus COVID-19 a global pandemic. This contagious disease outbreak, and any related adverse public health developments, have adversely affected workforces, economies and financial markets globally, potentially leading to an economic downturn. It has also disrupted the normal operations of many businesses including that of Canadian Foodgrains Bank Association Inc. At this time it is not possible for the Organization to predict the duration or magnitude of the adverse results of the outbreak and its effects on the Organizations' business.

CANADIAN FOODGRAINS BANK ASSOCIATION INC.
Schedule of Operations by Account
Year ended March 31, 2020

Schedule 1

| | Mennonite Central Committee Canada | Canadian Baptist Ministries | The Christian and Missionary Alliance | World Renew | Canadian Lutheran World Relief | Emergency Relief and Development Overseas | The United Church of Canada | Nazarene Compassionate Ministries | Evangelical Missionary Church in Canada | Presbyterian World Service and Development | Adventist Development and Relief Agency | Tearfund Canada |
|-------------------------------------|---|-----------------------------------|--|--------------|--------------------------------------|--|-----------------------------------|---|--|---|--|--------------------|
| Revenue | | | | | | | | | | | | |
| Cash and grain donations | \$ 2,351,475 | \$ 302,151 | \$ 206,353 | \$ 1,052,496 | \$ 347,067 | \$ 449,311 | \$ 971,524 | \$ 37,870 | \$ 131,371 | \$ 242,876 | \$ 62,960 | \$ 308,240 |
| Transfers from members | 431,201 | 175,819 | - | 2,400,819 | 60,000 | 525,819 | 4,075 | 37,686 | 22,196 | 407,979 | 552,439 | 329,100 |
| GAC | | | | | | | | | | | | |
| Core program 2016-2021 | 7,517,392 | 962,288 | 208,182 | 7,187,804 | 1,413,157 | 1,854,130 | - | 403,896 | - | 861,262 | 2,415,011 | 1,047,757 |
| Conservation agriculture program | 936,983 | - | - | 400,903 | - | - | - | - | - | - | - | 536,996 |
| Humanitarian Coalition | - | - | - | - | - | - | - | - | - | 370,520 | - | - |
| Foundation grant | - | - | - | - | - | - | - | - | - | - | - | - |
| Interest (Note 12) | - | - | - | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - | - | - |
| | 11,237,051 | 1,440,258 | 414,535 | 11,042,022 | 1,820,224 | 2,829,260 | 975,599 | 479,452 | 153,567 | 1,882,637 | 3,030,410 | 2,222,093 |
| Expenses | | | | | | | | | | | | |
| Programs | 13,435,902 | 1,470,818 | 211,472 | 10,652,321 | 2,180,337 | 2,814,248 | 930,003 | 460,659 | (792) | 1,557,274 | 3,836,430 | 2,888,963 |
| Operating | - | - | - | - | - | - | - | - | - | - | - | - |
| Other | 161,002 | 17,388 | 1,627 | 102,462 | 31,895 | 40,206 | 19,164 | 3,561 | - | 16,969 | 49,846 | 43,751 |
| | 13,596,904 | 1,488,206 | 213,099 | 10,754,783 | 2,212,232 | 2,854,454 | 949,167 | 464,220 | (792) | 1,574,243 | 3,886,276 | 2,932,714 |
| Operating surplus (deficit) | (2,359,853) | (47,948) | 201,436 | 287,239 | (392,008) | (25,194) | 26,432 | 15,232 | 154,359 | 308,394 | (855,866) | (710,621) |
| Net assets, beginning of year | 3,943,956 | 772,908 | 552,127 | 3,765,128 | 1,137,026 | 1,304,074 | 1,125,915 | 334,789 | 202,013 | 116,008 | 1,128,724 | 536,179 |
| Member equity transfers | 1,940,515 | 56,408 | 33,674 | 332,722 | 83,341 | 178,127 | (286,240) | 12,453 | (118,578) | (214,555) | 471,851 | 886,083 |
| Investment in land | - | - | - | - | - | - | - | - | - | - | - | - |
| Transfer to Food Security Account | (1,352,215) | (230,853) | (82,835) | (1,668,735) | (94,409) | (341,403) | - | (84,946) | - | (39,709) | (497,188) | (279,544) |
| Transfer from Food Security Account | 1,322,199 | 147,641 | - | 658,677 | 307,052 | 262,118 | 521,625 | - | (1,078) | 211,118 | 725,071 | 167,393 |
| Strategic reserve transfers | - | - | - | - | - | - | - | - | - | - | - | - |
| Net assets, end of year | \$ 3,494,602 | \$ 698,156 | \$ 704,402 | \$ 3,375,031 | \$ 1,041,002 | \$ 1,377,722 | \$ 1,387,732 | \$ 277,528 | \$ 236,716 | \$ 381,256 | \$ 972,592 | \$ 599,490 |

CANADIAN FOODGRAINS BANK ASSOCIATION INC.
Schedule of Operations by Account
Year ended March 31, 2020

Schedule 1

| | The Salvation Army | Primate's World Relief & Development | Development & Peace | Conservation Agriculture | Humanitarian Coalition | General Fund | Member Subtotal | Food Security | Climate Adaptation Fund | Strategic Reserve | Land Reserves | Invested in Capital Assets | Unrestricted Operating | Total |
|-------------------------------------|--------------------------|--|------------------------|-----------------------------|---------------------------|---------------------|----------------------|-------------------|-------------------------------|----------------------|---------------------|----------------------------------|---------------------------|----------------------|
| Revenue | | | | | | | | | | | | | | |
| Cash and grain donations | \$ 58,445 | \$ 101,527 | \$ 234,681 | \$ - | \$ - | \$ 5,665,731 | \$ 12,524,078 | \$ - | \$ 11,315 | \$ - | \$ - | \$ - | \$ - | \$ 12,535,393 |
| Transfers from members | 226,941 | 303,307 | - | - | - | - | 5,477,381 | - | - | - | - | - | - | 5,477,381 |
| GAC | | | | | | | | | | | | | | |
| Core program 2016-2021 | - | 479,166 | 436,199 | - | - | - | 24,786,244 | - | - | - | - | - | 2,170,494 | 26,956,738 |
| Conservation agriculture program | - | - | - | 1,094,819 | - | - | 2,969,701 | - | - | - | - | - | 91,343 | 3,061,044 |
| Humanitarian Coalition | - | - | - | - | 25,095 | - | 395,615 | - | - | - | - | - | - | 395,615 |
| Foundation grant | - | - | - | 201,051 | - | - | 201,051 | - | - | - | - | - | 492,164 | 693,215 |
| Interest (Note 12) | - | - | - | - | - | - | - | - | 17,909 | - | - | - | 701,040 | 718,949 |
| Other | - | - | - | - | - | 14,765 | 14,765 | - | - | - | - | - | 110,652 | 125,417 |
| | 285,386 | 884,000 | 670,880 | 1,295,870 | 25,095 | 5,680,496 | 46,368,835 | - | 29,224 | - | - | - | 3,565,693 | 49,963,752 |
| Expenses | | | | | | | | | | | | | | |
| Programs | 182,093 | 480,046 | 940,770 | 1,660,806 | - | - | 43,701,350 | - | - | - | - | - | - | 43,701,350 |
| Operating | - | - | - | - | 156,875 | - | 156,875 | - | - | - | - | - | 5,569,899 | 5,726,774 |
| Other | 3,642 | 3,600 | 14,788 | - | - | - | 509,901 | - | - | - | - | - | - | 509,901 |
| | 185,735 | 483,646 | 955,558 | 1,660,806 | 156,875 | - | 44,368,126 | - | - | - | - | - | 5,569,899 | 49,938,025 |
| Operating surplus (deficit) | 99,651 | 400,354 | (284,678) | (364,936) | (131,780) | 5,680,496 | 2,000,709 | - | 29,224 | - | - | - | (2,004,206) | 25,727 |
| Net assets, beginning of year | 249,411 | 363,344 | 815,028 | - | - | 6,484,169 | 22,830,799 | 287,678 | 28,764 | 3,000,000 | 1,889,997 | 215,376 | 7,839,163 | 36,091,777 |
| Member equity transfers | (49,888) | (220,147) | 335,966 | 364,936 | 21,196 | (5,748,865) | (1,921,001) | - | (32,912) | - | - | (50,299) | 2,004,212 | - |
| Investment in land | - | - | - | - | - | 16,764 | 16,764 | - | - | - | (16,764) | - | - | - |
| Transfer to Food Security Account | - | (80,948) | (97,312) | - | - | - | (4,850,097) | 4,850,097 | - | - | - | - | - | - |
| Transfer from Food Security Account | - | 18,214 | 138,246 | - | - | - | 4,478,276 | (4,478,276) | - | - | - | - | - | - |
| Strategic reserve transfers | - | - | - | - | 110,584 | - | 110,584 | - | - | (110,584) | - | - | - | - |
| Net assets, end of year | \$ 299,174 | \$ 480,817 | \$ 907,250 | \$ - | \$ - | \$ 6,432,564 | \$ 22,666,034 | \$ 659,499 | \$ 25,076 | \$ 2,889,416 | \$ 1,873,233 | \$ 165,077 | \$ 7,839,169 | \$ 36,117,504 |

CANADIAN FOODGRAINS BANK ASSOCIATION INC.
Schedule of International Program
Management Expenses
Year ended March 31, 2020

| | <u>2020</u> | <u>2019</u> |
|---------------------------|---------------------|--------------|
| Salaries and benefits | \$ 1,339,791 | \$ 1,381,031 |
| Field offices | 38,676 | 47,376 |
| Consultants | 31,249 | 43,054 |
| Travel and delegations | 60,481 | 145,211 |
| Project financial reviews | 20,177 | 14,870 |
| Workshops and seminars | 35,103 | 32,633 |
| Program evaluation | 31,975 | 68,941 |
| Other | 6,051 | 15,160 |
| | \$ 1,563,503 | \$ 1,748,276 |

CANADIAN FOODGRAINS BANK ASSOCIATION INC.
Schedule of Public Policy Expenses
Year ended March 31, 2020

| | <u>2020</u> | <u>2019</u> |
|--------------------------------|-------------------|-------------------|
| Salaries and benefits | \$ 554,160 | \$ 554,609 |
| Consultants | 40,054 | 34,688 |
| Travel | 56,450 | 83,716 |
| Workshops, meetings and events | 41,011 | 54,079 |
| Coalitions and policy work | 26,938 | 31,974 |
| Communication materials | 6,469 | 20,458 |
| Other | 22,208 | 28,117 |
| | \$ 747,290 | \$ 807,641 |

CANADIAN FOODGRAINS BANK ASSOCIATION INC.
Schedule of Public Engagement Expenses
Year ended March 31, 2020

| | <u>2020</u> | <u>2019</u> |
|--------------------------------|-------------------|-------------------|
| Salaries and benefits | \$ 137,173 | \$ 151,293 |
| Communication materials | 24,728 | 23,245 |
| Consultants | 12,130 | 16,217 |
| People to people program | 15,629 | 9,410 |
| Study tours | 51,588 | 12,858 |
| Workshops, meetings and events | 15,093 | 15,234 |
| Travel | 9,918 | 15,827 |
| Other | 4,928 | 7,304 |
| | <u>\$ 271,187</u> | <u>\$ 251,388</u> |

CANADIAN FOODGRAINS BANK ASSOCIATION INC.
Schedule of Resource Gathering and
Communications Expenses
Year ended March 31, 2020

| | <u>2020</u> | <u>2019</u> |
|--------------------------------|---------------------|---------------------|
| Salaries and benefits | \$ 875,413 | \$ 904,544 |
| Travel and regional expenses | 164,721 | 190,110 |
| Communications and advertising | 159,329 | 279,914 |
| Consultants | 48,249 | 65,587 |
| Study tours | - | 18,782 |
| Workshops, meeting and events | 48,212 | 13,770 |
| Postage and courier | 79,127 | 74,874 |
| Amortization | 9,882 | 33,583 |
| Other | 52,836 | 39,136 |
| | \$ 1,437,769 | \$ 1,620,300 |

CANADIAN FOODGRAINS BANK ASSOCIATION INC.
Schedule of Administration Expenses
Year ended March 31, 2020

| | <u>2020</u> | <u>2019</u> |
|---------------------------------------|---------------------|---------------------|
| Directors' meetings | \$ 107,363 | \$ 98,500 |
| Board international travel | 21,478 | 14,945 |
| Salaries and benefits | 871,492 | 814,834 |
| Consultants | 22,096 | 27,349 |
| Audit and legal | 40,921 | 50,405 |
| Insurance | 30,487 | 32,163 |
| Office rent | 149,714 | 132,675 |
| Office supplies | 28,075 | 30,996 |
| Postage and courier | 19,276 | 15,795 |
| Telecommunications | 14,807 | 16,039 |
| Equipment repairs, service & licenses | 43,599 | 47,146 |
| Training | 24,954 | 27,777 |
| Travel | 24,110 | 16,577 |
| Amortization | 78,205 | 109,878 |
| Other | 104,198 | 40,598 |
| | <u>\$ 1,580,775</u> | <u>\$ 1,475,677</u> |