LEADING THE WAY WITH
DR. MICHAEL YOUSSEF, INC. AND AFFILIATE
CONSOLIDATED FINANCIAL STATEMENTS
YEARS ENDED JUNE 30, 2020 and 2019
AND
INDEPENDENT AUDITORS' REPORT

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INDEPENDENT AUDITORS' REPORT

To the Board of Directors Leading The Way with Dr. Michael Youssef and Affiliate Atlanta, Georgia

We have audited the accompanying consolidated financial statements of *Leading The Way with Dr. Michael Youssef, Inc., and Affiliate*, ("LTW") which comprise the statements of financial position as of June 30, 2020 and 2019, and the related statements of activities, functional expenses and cash flows for the years then ended and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these 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 financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these 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 financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risk 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 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 financial statements.

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 financial statements referred to above present fairly, in all material respects, the financial position of *Leading The Way with Dr. Michael Youssef, Inc. and Affiliate* as of June 30, 2020 and 2019, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Resd, Quinn & McClure, LLC Lawrenceville, Georgia

March 1, 2021

LEADING THE WAY WITH DR. MICHAEL YOUSSEF, INC. AND AFFILIATE CONSOLIDATED STATEMENTS OF FINANCIAL POSITION JUNE 30, 2020 and 2019

		2020		2019
ASSETS				_
Cash and cash equivalents	\$	18,532,370	\$	15,530,906
Accounts receivable		89,643		92,580
Prepaid expenses		701,830		532,269
Investments		5,863,165		5,336,488
Property, plant and equipment, net				
of accumulated depreciation		9,444,766		9,800,847
Projects in progress		-		1,400
Other assets	_	51,986		52,536
Total assets	\$	34,683,760	\$	31,347,026
LIABILITIES AND NET ASSETS Liabilities Accounts payable Accrued expenses Deferred revenues Total liabilities	\$	570,748 713,062 19,991 1,303,801	\$	532,129 459,535 35,045 1,026,709
Net Assets Without restrictions With restrictions Total net assets	_ _ _	33,257,605 122,354 33,379,959	_	30,317,725 2,592 30,320,317
Total liabilities and net assets	\$	34,683,760	\$	31,347,026

LEADING THE WAY WITH DR. MICHAEL YOUSSEF, INC. AND AFFILIATE CONSOLIDATED STATEMENTS OF ACTIVITIES FOR THE YEARS ENDED JUNE 30, 2020 and 2019

	_	2020						2019				
	_	Without With			Without		With					
	_	Restrictions		Restrictions	_	Total		Restrictions		Restrictions	Total	
REVENUES, GAINS AND SUPPORT												
Contributions	\$	20,644,340	\$	1,034,003	5	21,678,343	\$	17,599,002	\$	945,128 \$	18,544,130	
Product sales		102,685		-		102,685		118,138		-	118,138	
Satellite partners		581,324		-		581,324		609,503		-	609,503	
Investment income		207,507		-		207,507		193,610		-	193,610	
Rental revenues		269,069		-		269,069		269,025		-	269,025	
Miscellaneous		32,605		-		32,605		47,002		-	47,002	
Loss on disposal of assets	_				_	-		(18,500)			(18,500)	
Total revenues and support		21,837,530		1,034,003		22,871,533		18,817,780		945,128	19,762,908	
Net assets released from restrictions	_	914,241		(914,241)	_	-		942,536		(942,536)	-	
Total revenues, gains and support	_	22,751,771		119,762	_	22,871,533		19,760,316		2,592	19,762,908	
EXPENSES AND LOSSES												
Program services												
Domestic		12,247,091		-		12,247,091		11,476,355		-	11,476,355	
International		4,775,933		-		4,775,933		4,752,645		-	4,752,645	
Total program services	-	17,023,024		-		17,023,024		16,229,000			16,229,000	
Management and general		896,297		-		896,297		775,992		-	775,992	
Fundraising	_	1,892,570		-		1,892,570		1,961,826		<u> </u>	1,961,826	
Total expenses and losses	_	19,811,891			_	19,811,891		18,966,818		<u>-</u>	18,966,818	
INCREASE (DECREASE) IN NET ASSETS		2,939,880		119,762		3,059,642		793,498		2,592	796,090	
NET ASSETS - BEGINNING OF YEAR	_	30,317,725		2,592	_	30,320,317		29,524,227			29,524,227	
NET ASSETS - END OF YEAR	\$	33,257,605	\$	122,354	\$_	33,379,959	\$	30,317,725	\$	2,592 \$	30,320,317	

LEADING THE WAY WITH DR. MICHAEL YOUSSEF, INC AND AFFILIATE CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES FOR THE YEAR ENDED JUNE 30, 2020

	Program Services				_				
	_	Domestic		International	Total	-	Management		
	_	Program	_	Program	 Program		and General	Fundraising	Total
	_						_	_	_
Salaries and benefits	\$	1,913,389	\$	1,061,855	\$ 2,975,244	\$	466,178	\$ 967,659	\$ 4,409,081
Benevolence and grants				21,896	21,896		-	-	21,896
Building expenses		167,083		37,973	205,056		30,379	17,721	253,156
Communications and outreach		864,353		154,450	1,018,803		-	149,039	1,167,842
Contracted services		385,912		386,160	772,072		92,954	28,417	893,443
Depreciation		689,112		156,616	845,728		125,293	73,088	1,044,109
Events		6,766		19,982	26,748		-	370,305	397,053
Miscellaneous		61,508		26,625	88,133		15,092	14,690	117,915
Office expense		236,373		28,117	264,490		70,319	14,790	349,599
Postage and shipping		166,526		8,871	175,397		919	13,386	189,702
Production		410,417		1,013,857	1,424,274		29	41	1,424,344
Professional services		16,195		12,218	28,413		33,090	113,916	175,419
Program airtime		6,355,043		1,321,849	7,676,892		-	-	7,676,892
Technology and website		794,821		369,805	1,164,626		31,249	63,088	1,258,963
Travel		108,742		139,557	248,299		17,912	58,916	325,127
Utilities		70,851		16,102	86,953		12,883	7,514	107,350
Written material estate plan	_		_		 -	_			
Total expenses	\$	12,247,091	\$	4,775,933	\$ 17,023,024	\$	896,297	\$ 1,892,570	\$ 19,811,891

LEADING THE WAY WITH DR. MICHAEL YOUSSEF, INC AND AFFILIATE CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES FOR THE YEAR ENDED JUNE 30, 2019

	_		P:	rogram Servi	ces		_					
	_	Domestic]	International		Total		Management				
	_	Program		Program		Program		and General	_	Fundraising		Total
	_											
Salaries and benefits	\$	1,801,915		765,420	\$	2,567,335	\$	410,812	\$	792,345 \$,	3,770,492
Benevolence and grants		-		255,561		255,561		-		-		255,561
Building expenses		85,867		19,515		105,382		15,613		9,107		130,102
Communications and outreach		1,018,365		193,630		1,211,995		-		145,074		1,357,069
Contracted services		345,289		447,410		792,699		78,294		27,996		898,989
Depreciation		669,786		152,224		822,010		121,779		71,038		1,014,827
Events		-		632		632		-		584,443		585,075
Miscellaneous		46,446		23,061		69,507		13,574		11,332		94,413
Office expense		224,389		21,040		245,429		32,212		10,554		288,195
Postage and shipping		147,149		5,923		153,072		1,613		5,301		159,986
Production		127,871		944,287		1,072,158		29		42		1,072,229
Professional services		31,705		9,103		40,808		50,760		166,820		258,388
Program airtime		6,111,051		1,394,204		7,505,255		-		-		7,505,255
Technology and website		628,040		285,696		913,736		24,065		51,580		989,381
Travel		166,045		218,476		384,521		14,071		78,511		477,103
Utilities	_	72,437	_	16,463		88,900		13,170	_	7,683		109,753
Total expenses	\$	11,476,355	\$	4,752,645	\$	16,229,000	\$	775,992	\$	1,961,826 \$; <u> </u>	18,966,818

LEADING THE WAY WITH DR. MICHAEL YOUSSEF, INC. AND AFFILIATE CONSOLIDATED STATEMENTS OF CASH FLOWS FOR THE YEARS ENDED JUNE 30, 2020 and 2019 Increase (Decrease) in Cash

		2020	2019
CASH FLOWS FROM OPERATING ACTIVITIES		_	_
Increase (decrease) in net assets	\$	3,059,642 \$	796,090
Adjustments to reconcile change in net assets to net cash			
provided (used) by operating activities			
Loss on disposal of assets		-	18,500
Depreciation		1,044,109	1,014,827
(Gain) loss on investments		-	(16,693)
Loss on disposal of property and equipment		-	1,011
Accounts receivable		2,937	(33,324)
Prepaid expenses		(169,561)	392,541
Other assets		550	1,000
Accounts payable		38,619	36,970
Accrued expenses		253,527	242,013
Deferred rent		(15,054)	7,842
Net cash provided (used) by operating activities	_	4,214,769	2,460,777
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of fixed assets		(686,628)	(637,516)
Purchase of investments		(5,194,391)	(1,826,219)
Proceeds from maturity of investments		4,667,714	2,158,857
Net cash provided (used) by investing activities		(1,213,305)	(304,878)
INCREASE (DECREASE) IN CASH		3,001,464	2,155,899
Cash - beginning of the year		15,530,906	13,375,007
Cash - end of year	\$	18,532,370 \$	15,530,906
SUPPLEMENTAL DISCLOSURES Non-cash activities:	¢.	1.745.217	405.224
Fair value of non-cash contributions	\$	1,745,217 \$	495,324

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

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements include the accounts of *Leading The Way with Dr. Michael Youssef, Inc.* ("LTW"), and *McMichael Communications Group, Inc.* ("MCG"). All material inter-organization transactions have been eliminated.

Leading The Way with Dr. Michael Youssef, Inc. is a global ministry committed to sharing the Gospel with the lost and equipping believers to grow into a deeper walk with Christ. LTW's television and radio programs are broadcast in 26 languages, reaching six continents. LTW also produces DVDs, CDs, books, a monthly devotional magazine, solar-powered Navigator devices, and daily e-devotionals to spread the light of Christ. Since 2009, THE KINGDOM SAT satellite television channel has broadcasted Biblical Truth in the Muslim World in English, Arabic, and French and has responded to and discipled viewers through on-the-ground field teams.

McMichael Communications Group, Inc. is a non-profit organization, which was established to serve as a supporting organization to LTW. MCG purchases airtime on radio and television stations throughout the world on behalf of LTW. LTW pays MCG for the cost of the airtime and provides MCG with office space and administrative services at no charge.

LTW is funded primarily through contributions from the general public, The Church of The Apostles of Atlanta, satellite partners, and rental revenues.

Financial Statement Presentation

LTW is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted, temporarily restricted, and permanently restricted. In addition, LTW is required to present a statement of cash flows. Assets on the statement of financial position are listed in order of decreasing liquidity. Liabilities are listed according to nearness of maturity.

Fair Value of Financial Instruments

Fair value is defined as an exit price, representing the amount that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. As such, fair value is a market-based measurement that should be determined based on assumptions that market participants would use in pricing an asset or liability. As a basis for considering such assumptions, FASB ASC 820 establishes a three-level fair value hierarchy that prioritizes the inputs used to measure fair value. The three levels used to measure fair value are as follows:

- Level 1 Quoted prices in an active market for identical assets or liabilities.
- Level 2 Observable inputs other than quoted market prices included in Level 1, such as quoted prices for similar assets and liabilities in active markets; quoted prices for identical or similar assets and liabilities in markets that are not active; or other inputs that are observable or can be corroborated by observable market data;
- Level 3 Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities; this includes certain pricing models, discounted cash flow methodologies, and similar techniques that use significant unobservable inputs.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – Continued

Fair Value of Financial Instruments - continued

Cash and cash equivalents and accounts payable are stated at cost, which approximates fair value due to their short-term maturity. Collections of art donated to the organization are valued at Level 3 fair values.

Contributions

All contributions and unconditional promises to give are recorded as without restrictions or with restrictions depending on the existence and/or nature of any donor restrictions. Net assets with restrictions are reclassified to net assets without restrictions upon satisfaction of the time or purpose restriction and reported on the statement of activities as net assets released from restrictions. When the donor restrictions are satisfied within the same reporting period as the restricted contribution is made, the restricted contribution is reported as restricted and as released from restriction.

Donated Services and Non-Monetary Assets

Contributions of nonmonetary assets are recorded at fair value at the date of receipt, contributions of services that can be a) measured by the creation or enhancement of a nonfinancial asset or b) require specialized skills, and are provided by individuals possessing those skills and would typically need to be purchased if not contributed. No amounts have been reflected in the financial statements for contributed services.

Revenues from Lease agreements

Lease revenues are recognized over the term of the lease on a straight-line basis. Amounts recognized in excess of amounts received are included on the statement of financial position in accounts receivable. See Note 9 for further details.

Functional allocation of expenses

The financial statements report certain categories of expenses that are attributable to one or more programs or supporting function of LTW. Therefore, these expenses require allocation on a reasonable basis that is consistently applied. The expenses that are allocated include depreciation, occupancy costs, the President's office, and information technology department. Depreciation and occupancy costs are allocated based on square footage, the President's office is allocated based on estimates of time and effort, and the information technology department is allocated based on headcount.

Income Taxes

LTW and MCG are qualified as tax-exempt organizations under Internal Revenue Code Section 501(c)(3). The IRS has determined that neither organization is a private foundation. Accordingly, no provision for income taxes is necessary.

Cash and Cash Equivalents

For purposes of reporting on the statement of cash flows, cash and cash equivalents include cash, certificates of deposit, and investments with an initial maturity of three months or less.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – Continued

Investments

Investments are reported at fair value. Unrealized gains and losses arising from changes in the fair value of the investments are reported in the statements of activities as increases or decreases in net assets as appropriate. Investment fees are reported as a reduction of investment income.

Property and Equipment

Property and equipment are recorded at cost, if purchased, or fair market value at date of donation. Repairs and maintenance are expensed as incurred, and any betterments that extend the useful life of an asset are capitalized. Depreciation is computed using the straight-line method over the estimated useful life of the asset as follows:

Asset Category	Useful Life
Building	39 years
Building improvements	15 years
Equipment	3 - 5 years
Furniture and fixtures	7 years
Intagibles	3 - 5 years

Estimates

Financial statements prepared in conformity with generally accepted accounting principles require management to make estimates and assumptions that affect certain reported amounts and disclosures. Actual results could differ from those estimates.

Subsequent Events

In preparing these financial statements, LTW has evaluated events and transactions for potential recognition or disclosure through March 1, 2021, the date the financial statements were available to be issued.

2. CONCENTRATIONS

Credit risk

LTW maintains its cash balances in high credit quality institutions. These balances are insured by the FDIC up to \$250,000 for interest-bearing accounts, per financial institution. On June 30, 2020 and 2019, LTW had balances in excess of the FDIC insured limits of approximately \$17,055,708 and \$14,600,557, respectively.

LTW maintains investments in a brokerage account that is a member of the Securities Investor Protection Corporation (SIPC) which protects against the loss of cash and securities in the event of insolvency and liquidation. SIPC coverage is limited to \$500,000 per customer, including up to \$250,000 for cash. In addition, there is insurance coverage which becomes available if the SIPC limit is exhausted and provides additional protection up to \$1 billion, including \$1.9 million for cash per customer. SIPC does not insure the quality of investments or protect against market losses.

3. INVESTMENTS

The three levels used to measure fair value are as follows:

- Level 1 Quoted prices in an active market for identical assets or liabilities.
- Level 2 Observable inputs other than quoted market prices included in Level 1, such as quoted prices for similar assets and liabilities in active markets; quoted prices for identical or similar assets and liabilities in markets that are not active; or other inputs that are observable or can be corroborated by observable market data.
- Level 3 Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities; this includes certain pricing models, discounted cash flow methodologies, and similar techniques that use significant unobservable inputs.

Investments consist of the following on June 30:

2020	_	Total	_	Level 1	_	Level 2	_	Level 3
Certificates of Deposit	\$	1,044,762	\$	1,044,762	\$	-	\$	-
Fixed income funds		3,103,883		-		3,103,883		-
Fixed indexed annuity		1,001,792		-		-		1,001,792
Limited partnership		4,544		-		-		4,544
Money market funds		673,020		673,020		-		-
Mutual funds	_	35,164	_	35,164	_	-	_	
	\$	5,863,165	\$	1,752,946	\$	3,103,883	\$_	1,006,336
	_							
2019	_	Total	_	Level 1	_	Level 2	_	Level 3
Fixed income funds	\$	4,076,488	\$	-	\$	4,076,488	\$	-
Fixed indexed annuity		547,956		-		-		547,956
Limited partnership		12,302		-		-		12,302
Money market funds		672,311		672,311		-		-
Mutual funds	_	27,431	_	27,431	_	-	_	
	\$	5,336,488	\$	699,742	\$	4,076,488	\$	560,258

Investments using Level 2 inputs consist of U.S. treasury bills. The fixed income securities are priced using the outside pricing vendor. In determining the fair value of these investments, the pricing vendors use a market approach and pricing spreads based on the credit risk of the issuer, maturity, current yield, and other terms and conditions of each security.

Investments using Level 3 inputs consist of a fixed income annuity instrument. The earnings are bench-marked to the S&P 500 index value rather than the interest rate. On June 30, 2020 and 2019, the performance rate was 3.25 and 3.1, respectively.

Also included in Level 3 inputs is a limited partnership. The fair value is equal to LTW's capital account balances reported on the investees' financial statements. The investees have adjusted the capital accounts on their financial statements to reflect the fair market value of the underlying investment.

3. INVESTMENTS – Continued

The following is a reconciliation of the beginning and ending balances for Level 2 and Level 3 investments measured at fair value on a recurring basis for the year ended June 30,

2020		Level 2	Level 3
Beginning balances	\$	4,076,488	\$ 560,258
Purchases		3,080,552	1,000,000
Sales/redemption		(4,112,000)	(547,956)
Earnings		58,843	 (5,966)
Ending balance	\$	3,103,883	\$ 1,006,336
	-	Level 2	 Level 3
Beginning balances	\$	2,252,656	\$ 1,697,467
Purchases		6,051,950	-
Sales/redemption		(4,313,100)	(1,192,276)
Earnings	_	84,982	 55,067
Ending balance	\$	4,076,488	\$ 560,258
Investment income consists of the following on June 30:			
_		2020	2019
Interest and dividends	\$	192,972	\$ 193,305
Realized gains (losses)		(7,758)	-
Unrealized gains/(losses)		6,777	305
Total investment income (loss)	\$	191,991	\$ 193,610

4. PROPERTY, PLANT, AND EQUIPMENT

Property, plant, and equipment consist of the following:

		2020		2019
Building and improvements	\$	10,561,144	\$	10,556,644
Equipment		4,545,535		3,988,688
Furniture and fixtures		581,485		577,803
Artwork		346,550		346,550
Intangibles		1,217,961	_	1,097,867
Total		17,252,675		16,567,552
Less: Accumulated depreciation		(7,807,909)	_	(6,766,705)
	\$_	9,444,766	\$_	9,800,847
Depreciation expense	\$_	1,044,109	\$_	1,014,827

5. QUASI ENDOWMENT FUND

The Board of Directors has established an endowment fund for payment of administrative costs of LTW. Net assets allocated to the endowment fund consist solely of amounts designated by the Board. There are no donor restrictions on the use of these funds. Subsequent Boards may use these assets for any purpose they deem appropriate.

6. RELATED PARTY TRANSACTIONS

Certain individuals serve on the boards of Leading The Way with Dr. Michael Youssef, Inc., the Foundation of the Holy Apostles, and the Vestry of the Church of The Apostles of Atlanta, Inc. The Church contributed approximately \$1,617,280 and \$1,654,171, to LTW for the years ended June 30, 2020 and 2019, respectively.

During the year ended June 2018, Help The Persecuted was established as a separate entity to continue a program Leading The Way had established. Leading The Way contributed \$11,620 and \$255,561 in cash and benefits for the years ended June 30, 2020 and 2019, respectively.

7. NET ASSETS WITH RESTRICTIONS

On June 30, 2020 and 2019 net assets with restrictions were available for events in the amount of \$122,354 and \$2,592, respectively.

Net assets were released from donor restrictions by incurring expenses, satisfying the restricted purposes, or by the occurrence of other events specified by donors as follows:

	2020	2019
Benevolence	10,276	=
Domestic Evangelism and Outreach	64,328	44,216
Events	11,490	=
Exposing Islam Loving Muslims	2,560	1,000
Help the Persecuted	11,562	126,300
International Evangelism and Outreach	81,909	133,927
Muslim World Outreach	730,249	609,481
Navigators	892	27,612
Targeting a new Generaation	975	
\$	914,241	\$ 942,536

8. RETIREMENT PLAN

LTW maintains a defined contribution retirement plan for its employees. It makes discretionary contributions to all eligible employees. Employees are fully vested in employer discretionary contributions after 5 years of service. Employees may also make elective salary deferrals to the plan. LTW contributed \$199,869 and \$235,336, to the plan during the years ended June 30, 2020 and 2019, respectively.

9. RENT INCOME

LTW rents office space to unrelated parties. During the year ended June 30, 2020 both leases were renewed for multi-years. Each have annual increases and rent abatement provisions. Lease revenue is recognized on a straight-line basis over the term of the lease.

Amounts recognized as rental income for all leases for the years ending June 30, 2020 and June 30, 2019, were \$269,069 and \$269,025, respectively. On June 30, 2020 and 2019, the difference in the amount received and the amount recognized is included in accounts receivable for \$8,578 and \$17,065, respectively.

Future amounts to be received on the multi-year lease agreements are:

2021	\$ 106,280
2022	234,283
2023	240,215
2024	235,359
2025	121,072
Thereafter	 217,503
	\$ 1,154,712

10. LIQUIDITY AND AVAILABILITY OF RESOURCES

LTW has \$18,481,088 and \$15,075,646 at June 30, 2020 and 2019, respectively stated in financial assets available within one year to meet cash needs for general expenditures. Financial assets at June 30, 2020 include cash and cash equivalents of \$18,532,370, accounts receivable of \$89,643, short-term investments of \$5,863,165 less a quasi-endowment of \$5,881,736 and donor imposed restricted funds of \$122,354.

Financial assets at June 30, 2019 include cash and cash equivalents of \$15,530,906, accounts receivable of \$92,580, short-term investments of \$5,336,488 less donor imposed restrictions of \$2,592 and a quasi-endowment fund of \$5,881,736.

Although LTW does not intend to spend from its quasi-endowment of \$5,881,736, described in note 5, other than amounts appropriated for general expenditures as part of its annual budget approval and appropriation process, amounts from its quasi-endowment could be made available if necessary. LTW structures its financial assets to be available as its general expenditures, liabilities and other obligation come due. In addition, as part of its liquidity management, LTW invests cash in excess of daily requirements in various short-term investments, including certificates of deposit and short-term treasurer notes.