Just Zero

Financial Statements

June 30, 2026 and 2025

EJ CALLAHAN & ASSOCIATES, LLC

JUST ZERO

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To the Board of Directors of
Just Zero
Sturbridge, Massachusetts

Independent Auditor's Report

Opinion

We have audited the accompanying financial statements of Just Zero (a nonprofit organization), which comprise the statements of financial position as of June 30, 2026 and 2025, and the related statements of activities, schedules of functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Just Zero as of June 30, 2026 and 2025 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.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (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 required to be independent of Just Zero and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for 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.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Just Zero's ability to continue as a going concern within one year after the date the financial statements are available to be issued.

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 absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.

- 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 Just Zero's internal control. Accordingly, no such opinion is expressed.

- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.

- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Just Zero's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audits.

E. J. Callahan & Associates, L.L.C.

Wakefield, Massachusetts
October 28, 2026

JUST ZERO

STATEMENTS OF FINANCIAL POSITION

June 30, 2026 and 2025

	2026	2025
ASSETS		
Current Assets:		
Cash and cash equivalents	$ 646,848	$ 573,233
Prepaid expenses	8,499	3,218
Total Current Assets	655,347	576,451
Total Assets	$ 655,347	$ 576,451
LIABILITIES AND NET ASSETS		
Net Assets:		
Without donor restrictions	$ 655,347	$ 576,451
Total Net Assets	655,347	576,451
Total Liabilities and Net Assets	$ 655,347	$ 576,451

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

JUST ZERO

STATEMENTS OF ACTIVITIES

For the years ended June 30, 2026 and 2025

	Year Ended June 30, 2026			Year Ended June 30, 2025		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
Revenues and other support:						
Grants	$ 876,000	$ -	$ 876,000	$ 850,000	$ -	$ 850,000
Donations	303,437	-	303,437	521,576	-	521,576
Total revenues and other support	1,179,437	-	1,179,437	1,371,576	-	1,371,576
Functional expenses:						
Program	750,928	-	750,928	635,770	-	635,770
Administrative	221,163	-	221,163	193,611	-	193,611
Fundraising	128,450	-	128,450	151,563	-	151,563
Total functional expenses	1,100,541	-	1,100,541	980,944	-	980,944
Change in net assets	78,896	-	78,896	390,632	-	390,632
Net assets, beginning of year	576,451	-	576,451	185,819	-	185,819
Net assets, end of year	$ 655,347	$ -	$ 655,347	$ 576,451	$ -	$ 576,451

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

JUST ZERO

SCHEDULE OF FUNCTIONAL EXPENSES

For the year ended June 30, 2026

	Program	Administrative	Fundraising	Total
Wages	$ 571,454	$ 119,053	$ 103,179	$ 793,686
Payroll taxes	44,205	9,209	7,981	61,395
Health insurance	35,010	7,294	6,321	48,625
Contract services	24,664	14,050	4,617	43,331
Software licenses and fees	20,344	10,641	-	30,985
Professional fees	-	30,621	-	30,621
Employer contributions	21,555	4,491	3,892	29,938
Insurance	9,348	1,947	1,688	12,983
Travel	12,699	-	-	12,699
Business registration	-	7,815	-	7,815
Payroll service fee	-	6,068	-	6,068
Computer & internet expenses	4,277	891	772	5,940
Membership and bar dues	4,505	-	-	4,505
Advertising	2,553	1,276	-	3,829
Retirement plan fees	-	2,931	-	2,931
Office supplies	-	2,477	-	2,477
Professional development	-	1,330	-	1,330
Postage	-	702	-	702
Printing	314	30	-	344
Bank service fees	-	287	-	287
Donation	-	50	-	50
	$ 750,928	$ 221,163	$ 128,450	$ 1,100,541

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

JUST ZERO

SCHEDULE OF FUNCTIONAL EXPENSES

For the year ended June 30, 2025

	Program	Administrative	Fundraising	Total
Wages	$ 468,115	$ 106,998	$ 93,623	$ 668,736
Contract services	37,719	14,836	6,235	58,790
Health insurance	37,064	8,472	7,413	52,949
Payroll taxes	35,279	8,064	7,056	50,399
Software licenses and fees	10,204	9,623	10,077	29,904
Employer contributions	18,014	4,117	3,603	25,734
Grant consultant	-	-	21,000	21,000
Professional fees	-	19,986	-	19,986
Travel	17,709	-	-	17,709
Insurance	6,938	1,586	1,388	9,912
Office supplies	-	8,810	-	8,810
Payroll service fee	-	3,904	-	3,904
Retirement plan fees	-	2,571	-	2,571
Business registration	-	2,352	-	2,352
Membership and bar dues	1,839	-	-	1,839
Advertising	1,349	-	-	1,349
Computer and internet expenses	884	202	177	1,263
Events	-	-	991	991
Printing	256	687	-	943
Professional development	400	516	-	916
Postage	-	515	-	515
Bank service fees	-	340	-	340
Donation	-	32	-	32
	$ 635,770	$ 193,611	$ 151,563	$ 980,944

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

JUST ZERO

STATEMENTS OF CASH FLOWS

For the years ended June 30, 2026 and 2025

	2026	2025
Cash Flows from Operating Activities:		
Change in net assets	$ 78,896	$ 390,632
Increase (decrease) in cash resulting from a change in:		
Prepaid expenses	(5,281)	3,696
Accounts payable	-	(2,331)
Net Cash Provided by Operating Activities	73,615	391,997
Net Change in Cash and Cash Equivalents	73,615	391,997
Cash and Cash Equivalents, Beginning of Year	573,233	181,236
Cash and Cash Equivalents, End of Year	$ 646,848	$ 573,233

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

JUST ZERO

NOTES TO FINANCIAL STATEMENTS

June 30, 2026 and 2025

Note 1 – Nature of Operations and Significant Accounting Policies

Nature of Operations

Just Zero (the "Organization") is a 501(c)(3) nonprofit organization founded on May 17, 2022. The Organization provides expertise to communities, advocates, and policymakers nationwide to advance solutions that reduce harm to people and the environment from waste.

Significant Accounting Policies

Basis of Accounting – The Organization prepares its financial statements in accordance with generally accepted accounting principles, which involves the application of accrual accounting; consequently, revenues and gains are recognized when earned and expenses and losses are recognized when incurred.

Basis of Presentation – The Organization reports information regarding its financial position and activities according to two classes of net assets: net assets without donor restrictions and net assets with donor restrictions.

> *Net Assets without Donor Restrictions* – These net assets generally result from revenues generated by receiving contributions that have no donor restrictions, providing services, and receiving interest from operating investments, less expenses incurred in providing program-related services, raising contributions, and performing administrative functions.
>
> *Net Assets with Donor Restrictions* – These net assets result from gifts of cash and other assets that are received with donor stipulations that limit the use of the donated assets, either temporarily or permanently, until the donor restriction expires, that is until the stipulated time restriction ends or the purpose of the restriction is accomplished, the net assets are restricted.

Use of Estimates – The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

Cash and Cash Equivalents – For purposes of reporting cash flows, the Organization considers all highly liquid investments purchased with a maturity of three months or less at acquisition as cash and cash equivalents in the accompanying statements of financial position. The Organization has deposits in financial institutions that maintained federal insurance in full for all accounts and limited coverage up to $250,000 per financial institution. At times, balances held at each financial institution may exceed $250,000, which represents a credit risk to the Organization as any deposits in excess of this amount is not subject to federal insurance (“FDIC”). At June 30, 2026, there was $396,977 not insured by FDIC. However, cash accounts are with high quality financial institutions and management believes that the Organization is not exposed to significant credit risk.

Note 1 – Nature of Operations and Significant Accounting Policies – Continued

Revenue Recognition – The Organization records unconditional promises to give as revenue when the promise is received. Conditional promises to give are recognized as revenue when the condition is met. Contributions received are recorded as with or without donor restrictions depending on the existence and nature of any donor restrictions. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities as net assets released from restrictions. Donor-restricted contributions whose restrictions are met in the same reporting period have been reported as support increasing net assets without donor restrictions in the statements of activities. Contributions of assets other than cash are recorded at their face value on the date of the gift.

Income Tax Status – The Organization is a nonprofit organization and is exempt from federal income taxes under the provisions of Section 501(c)(3) of the Internal Revenue Code. Accordingly, no provision for income taxes is reflected in the accompanying financial statements. There are currently no federal or state income tax examinations in progress.

Functional Allocation of Expenses – The cost of designing and implementing zero waste policies, and related costs for the Organization have been summarized on a functional basis on the accompanying statements of functional expenses. Accordingly, certain costs have been allocated among the programs benefited.

Advertising – Advertising costs are expensed as incurred. Total advertising costs for the years ended June 30, 2026 and 2025, totaled $3,829 and $1,349, respectively.

Leases – The Organization calculates operating lease liabilities with a risk-free discount rate, using a comparable period with the lease term. All lease and non-lease components are combined for all leases. Lease payments for leases with a term of 12 months or less are expensed on a straight-line basis over the term of the lease with no lease asset or liability recognized.

Subsequent Events – Management has evaluated events or transactions subsequent to the date of the statements of financial position for potential recognition or disclosure in the financial statements through October 28, 2026, which is the date the financial statements were available for issuance.

Note 2 – Liquidity

The Organization's financial assets available within one year of the statements of financial position date for general expenditures are as follows at June 30:

	2026	2025
Cash and cash equivalents	$ 646,848	$ 573,233
Total assets available for general expenditure	$ 646,848	$ 573,233

Note 3 – Defined Contribution Plan

The Organization has a 401(k) Plan (the “Plan"). Under the Plan, employees meeting certain plan requirements can elect to have a percentage of their salaries, up to Internal Revenue Code limits, contributed to fully vested retirement accounts in lieu of salary payments. At management’s discretion, the Organization may make non-elective matching contributions up to 5.00% of each eligible participants’ compensation. For the years ended June 30, 2026 and 2025, the Organization made contributions of $29,938 and $25,734, respectively, included in the accompanying schedules of functional expenses.