The Charles A. Dana Foundation, Incorporated

Financial Statements

December 31, 2025 and 2024

PKF O'CONNOR DAVIES
ACCOUNTANTS AND ADVISORS

Independent Auditors' Report

The Board of Directors
The Charles A. Dana Foundation, Incorporated

Opinion

We have audited the accompanying financial statements of The Charles A. Dana Foundation, Incorporated (the "Foundation"), which comprise the statements of financial position as of December 31, 2025 and 2024, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Foundation as of December 31, 2025 and 2024, 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. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Foundation 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 the Foundation's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

PKF O'Connor Davies, LLP is a member firm of the PKF International Limited network of legally independent firms and does not accept any responsibility or liability for the actions or inactions on the part of any other individual member firm or firms.

Auditors' 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 auditors' 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 generally accepted auditing standards will always detect a material misstatement when it exists. 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. 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 generally accepted auditing standards, 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 the Foundation'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 the Foundation'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 audit.

PKF O'Connor Davies, LLP

September 1, 2026

The Charles A. Dana Foundation,
Incorporated

Statements of Financial Position

	December 31, 2025	December 31, 2024
ASSETS		
Cash and cash equivalents	$ 5,855,444	$ 5,810,079
Prepaid federal excise tax and federal and state unrelated business income taxes	273,297	290,431
Investments	305,360,997	272,523,399
Prepaid expenses	205	524
Security deposits	31,471	31,471
Right of use assets - operating lease	448,776	717,768
	$ 311,970,190	$ 279,373,672
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable and accrued expenses	$ 283,745	$ 103,439
Unpaid grant awards	6,626,599	7,439,999
Deferred federal excise tax	1,798,216	1,533,407
Postretirement benefit obligation	2,272,584	2,306,443
Operating lease liabilities	564,766	907,014
Total Liabilities	11,545,910	12,290,302
Net Assets, Without Donor Restrictions	300,424,280	267,083,370
	$ 311,970,190	$ 279,373,672

See notes to financial statements

The Charles A. Dana Foundation, Incorporated

Statements of Activities

	Year Ended December 31, 2025	Year Ended December 31, 2024
INCOME		
Investment Return		
Dividends and interest	$ 908,722	$ 886,633
Net realized gain from sales and redemptions of securities and limited partnership interests	4,574,226	2,213,109
Unrealized appreciation of investments	43,130,099	33,885,054
	48,613,047	36,984,796
Less investment expenses	526,434	517,080
Total Investment Return	48,086,613	36,467,716
Other income	3,444	8,920
Total Income, Net of Investment Return	48,090,057	36,476,636
EXPENSES		
Grant awards	6,800,002	7,992,649
Direct charitable activities	4,353,131	3,880,096
Operations and governance	3,047,003	2,686,014
Federal excise and unrelated business tax provision	402,975	207,679
Deferred federal excise tax provision	264,809	803,407
Total Expenses	14,867,920	15,569,845
Change in Net Assets Before Postretirement Benefit Obligation Adjustment	33,222,137	20,906,791
Postretirement benefit obligation adjustment	118,773	288,186
Change in Net Assets	33,340,910	21,194,977
NET ASSETS		
Beginning of year	267,083,370	245,888,393
End of year	$ 300,424,280	$ 267,083,370

See notes to financial statements

The Charles A. Dana Foundation, Incorporated

Statements of Cash Flows

	Year Ended December 31, 2025	Year Ended December 31, 2024
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	$ 33,340,910	$ 21,194,977
Adjustments to reconcile change in net assets to net cash from operating activities		
Amortization of right of use assets - operating lease	268,992	258,228
Net realized and unrealized gain on investments	(47,704,325)	(36,098,163)
Postretirement benefit obligation adjustment	(118,773)	(288,186)
Deferred federal excise tax	264,809	803,407
Net changes in operating assets and liabilities		
Prepaid federal excise tax and federal and state unrelated business income taxes	17,134	103,156
Prepaid expenses	319	(33)
Accounts payable and accrued expenses	180,306	(195,950)
Unpaid grant awards	(813,400)	(559,917)
Postretirement benefit obligation	84,914	113,313
Operating lease liabilities	(342,248)	(331,484)
Net Cash From Operating Activities	(14,821,362)	(15,000,652)
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of investments	(56,924,163)	(53,081,639)
Proceeds from sale of investments	71,790,890	60,199,320
Net Cash From Investing Activities	14,866,727	7,117,681
Net Change in Cash and Cash Equivalents	45,365	(7,882,971)
CASH AND CASH EQUIVALENTS		
Beginning of year	5,810,079	13,693,050
End of year	$ 5,855,444	$ 5,810,079
SUPPLEMENTAL DISCLOSURE CASH FLOW INFORMATION		
Federal excise and unrelated business income taxes paid	$ 392,230	$ 102,126

See notes to financial statements

The Charles A. Dana Foundation, Incorporated

Notes to Financial Statements
December 31, 2025 and 2024

1. Organization

The Charles A. Dana Foundation, Incorporated (the "Foundation") is a private philanthropic organization chartered in 1950 with a particular interest in neuroscience. The Foundation is a nonprofit organization exempt from federal income taxes under the provisions of Section 501(c)(3) of the Internal Revenue Code (the "Code"), and is a private foundation as defined in Section 509(a) of the Code.

2. Summary of Significant Accounting Policies

Basis of Presentation and Use of Estimates

The accompanying financial statements have been prepared in accordance with accounting principles generally accepted in the United States of America ("U.S. GAAP"), which requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Accordingly, actual results could differ from those estimates.

Cash and Cash Equivalents

Cash and cash equivalents represent short-term investments with maturities at the time of purchase of three months or less.

Fair Value Measurements

The Foundation follows U.S. GAAP guidance on Fair Value Measurements which defines fair value and establishes a fair value hierarchy organized into three levels based upon the input assumptions used in pricing assets. Level 1 inputs have the highest reliability and are related to assets with unadjusted quoted prices in active markets. Level 2 inputs relate to assets with other than quoted prices in active markets which may include quoted prices for similar assets or liabilities or other inputs which can be corroborated by observable market data. Level 3 inputs are unobservable inputs and are used to the extent that observable inputs do not exist. Pursuant to U.S. GAAP, alternative investments where fair value is measured using the Net Asset Value ("NAV") per share as a practical expedient are not categorized with the fair value hierarchy.

2. Summary of Significant Accounting Policies *(continued)*

Investment Valuation

Investments are carried at fair value. The fair value of alternative investments has been estimated using NAV as reported by the management of the respective alternative investment fund. U.S. GAAP guidance provides for the use of NAV as a "Practical Expedient" for estimating fair value of alternative investments. NAV reported by each alternative investment fund is used as a practical expedient to estimate the fair value of the Foundation's interest.

Leases

The Foundation determines if an arrangement is or contains a lease at inception. Leases are included in right-of-use ("ROU") assets and lease liabilities in the statements of financial position. The ROU assets represent the Foundation's right to use underlying assets for the lease term, and the lease liabilities represent the Foundation's obligation to make lease payments arising from these leases. The ROU assets and lease payable, all of which arise from operating leases, were calculated based on the present value of future lease payments over the lease terms. The Foundation has made an accounting policy election to use a risk-free rate in lieu of its incremental borrowing rate to discount future lease payments. Operating lease expense is recognized on a straight-line basis over the lease term. The Foundation does not report ROU assets and lease liabilities for its short-term leases (leases with a term of 12 months or less). Instead, the lease payments of those leases are reported as lease expense on a straight-line basis over the lease term.

The Foundation has lease agreements with lease and non-lease components, which are generally accounted for separately. Variable lease components in these leases are recognized in operating expenses in the period in which obligation is incurred.

Investment Income Recognition

Purchases and sales of securities are recorded on a trade-date basis. Interest income is recorded on the accrual basis and dividends are recorded on the ex-dividend date. Realized gains and losses on the sale of investments are computed on the specific identification basis. Realized and unrealized gains and losses are included in the determination of the change in net assets.

Investment Expense

Investment expense on the statements of activities consist of fees paid directly to the Foundation's investment advisors.

2. Summary of Significant Accounting Policies *(continued)*

Investment Risks and Uncertainties

Alternative investments consist of non-traditional, not readily marketable investments, some of which may be structured as offshore limited partnerships, venture capital funds, hedge funds, private equity funds and common trust funds. The underlying investments of such funds, whether invested in stock or other securities, are generally not currently traded in a public market and typically are subject to restrictions on resale. Values determined by investment managers and general partners of underlying securities that are thinly traded or not traded in an active market may be based on historical cost, appraisals, a review of the investees' financial results, financial condition and prospects, together with comparisons to similar companies for which quoted market prices are available or other estimates that require varying degrees of judgment.

Because of the inherent uncertainty of valuations, the estimated fair values may differ significantly from the values that would have been used had a ready market for such investments existed or had such investments been liquidated, and those differences could be material.

Grant Expense

The Foundation recognizes grant expense upon award of the grant.

Postretirement Benefit Plan

The Foundation follows U.S. GAAP guidance on defined benefit plans, which requires the Foundation to recognize the funded status of the Foundation's postretirement medical and health benefits as an asset or liability in its statements of financial position with a corresponding adjustment to change in net assets in the statements of activities. The adjustment to change in net assets represents the balance of unrecognized actuarial gains/(losses) that will be subsequently recognized within net periodic cost in the future.

Net Asset Presentation

Net assets and revenues, gains and losses are classified based on the existence or absence of donor imposed restrictions. At December 31, 2025 and 2024, all the Foundation's net assets are without donor restrictions.

Accounting for Uncertainty in Income Taxes

The Foundation's accounting policy is to disclose uncertain income tax positions when a liability is probable and estimable. Management is not aware of any violation of its tax status as a foundation exempt from income taxes. The Foundation is no longer subject to examinations by applicable taxing jurisdictions for periods prior to December 31, 2022.

2. Summary of Significant Accounting Policies *(continued)*

Functional Allocation of Expenses

The statements of activities present the expenses of the Foundation by operational classification. Refer to Note 5 for the classification of expenses by their functional allocation and policy for allocating such expenses.

Subsequent Events Evaluation by Management

Management has evaluated subsequent events for disclosure and/or recognition in the financial statements through the date that the financial statements were available to be issued, which date is September 1, 2026.

3. Investments

The following tables summarize the fair value of investments valued at fair value on a recurring basis at December 31, grouped by the fair value hierarchy, for those investments subject to categorization within such hierarchy:

	2025		
Description	Level 1	Other Investments Measured at Net Asset Value (*)	Total
Commodities (Gold)	$ 15,958,321	$ -	$ 15,958,321
Fixed income securities	10,411,750	-	10,411,750
Exchange traded funds	3,028,650	-	3,028,650
Mutual funds	4,634,095	-	4,634,095
Hedge Funds			
Equity long/short	-	59,744,343	59,744,343
Global opportunities	-	78,660,113	78,660,113
Absolute returns (**)	-	68,266,821	68,266,821
Private equity investments (**)	-	33,353,730	33,353,730
Venture capital investments (**)	-	29,206,328	29,206,328
Real assets (**)	-	2,096,846	2,096,846
Total Investments at Fair Value	$ 34,032,816	$ 271,328,181	$ 305,360,997

3. Investments *(continued)*

Description	2024 Level 1	2024 Other Investments Measured at Net Asset Value (*)	2024 Total
Commodities (Gold)	$ 13,600,735	$ -	$ 13,600,735
Fixed income securities	13,464,174	-	13,464,174
Exchange traded funds	3,236,050	-	3,236,050
Mutual funds	1,290,936		1,290,936
Hedge Funds			
Equity long/short	-	63,316,720	63,316,720
Global opportunities	-	55,223,698	55,223,698
Absolute returns (**)	-	64,906,709	64,906,709
Private equity investments (**)	-	31,635,918	31,635,918
Venture capital investments (**)	-	23,629,017	23,629,017
Real assets (**)	-	2,219,442	2,219,442
Total Investments at Fair Value	$ 31,591,895	$ 240,931,504	$ 272,523,399

(*) As discussed in Note 2, investments that are measured using the practical expedient are not classified within the fair value hierarchy.

(**) Based on its analysis of the nature and risks of these investments, the Foundation has determined that presenting them as a single class is appropriate.

As of December 31, 2025 and 2024, one individual investment represented approximately 20% and 23% of total investments.

Information regarding alternative investments valued at NAV using the practical expedient at December 31, 2025 is as follows:

	Fair Value	Unfunded Commitments	Redemption Frequency (If Currently Eligible)	Redemption Notice Period
Global Public Equities (see "a" below)	$ 138,404,456	$ -	Daily/Weekly/Monthly/Quarterly/Annual	10 to 60 days
Absolute Return Investments (see "b" below)	68,266,821	-	Quarterly/Annual/Biennial	45 to 95 days
Private Equity Investments (see "c" below)	33,353,730	11,879,620	Locked until 2031	N/A
Venture Capital Funds (see "d" below)	29,206,328	8,992,986	Locked until 2033	N/A
Real Asset Investments (see "e" below)	2,096,846	159,079	Locked until 2027	N/A
	$ 271,328,181	$ 21,031,685		

3. Investments *(continued)*

(a) This class includes investment managers that take a bottoms-up approach to their investment methodology, seeking long-term capital appreciation by investing primarily in publicly traded securities. Most of the funds place a focus on meeting company management expectations, analyzing market positions and financial metrics. Other funds in the category utilize quantitative models for their portfolio construction. There are eleven active investments in this class.

(b) This class includes hedge fund strategies that have flexible mandates providing portfolio diversification. There are ten active investments in this class.

(c) This category is represented by investment managers that take several different approaches including directly investing in companies, committing to other private equity funds as part of fund-of-funds approach, or acquiring limited partnership interests in funds or companies as part of a secondary strategy. This category is highly diversified and is represented by twenty-nine active private equity partnerships in this class.

(d) These investments focus on investing in Venture Partnerships that invest in technology-based and healthcare companies, at the seed and early-stage levels. There are sixteen active investments in this class.

(e) This category is invested in Private Equity Funds which invest in various natural resource opportunities. These investments represent a diversified group of "real assets." There are two active investments in this class.

4. Liquidity and Availability of Financial Assets

The following reflect the Foundation's financial assets and resources available as of December 31, to meet cash needs for general expenditures within one year of the date of the statement of financial position:

	2025	2024
Financial Assets:		
Cash and cash equivalents	$ 5,855,444	$ 5,810,079
Investments	305,360,997	272,523,399
Total Financial Assets	311,216,441	278,333,478
Less illiquid investments	(85,402,105)	(75,419,613)
Financial Assets Available to Meet Cash Needs for General Expenditures Within One Year	$ 225,814,336	$ 202,913,865

4. Liquidity and Availability of Financial Assets *(continued)*

The Foundation's working capital and cash flows are driven by its investment portfolio and investment return. As part of the Foundation's liquidity management strategy, the Foundation seeks to maintain adequate liquidity to meet its obligations, including planned expenditures as approved by the Board. The Foundation structures its financial assets to be available as its grant payments and other general liabilities come due. The Foundation will inform their investment advisor of any anticipated needs for liquidity, as such needs become known, and the investment advisor will make recommendations as to which investments should be sold. These sales will normally coincide with the Foundation's grant disbursement cycle and/or the need to rebalance the portfolio and other factors affecting available cash, including investment income, net capital calls and general operating expenses. None of the Foundation's financial assets, after reduction for illiquid investments, are subject to donor or other contractual restrictions that make them unavailable for funding cash flow requirements.

5. Expenses by Functional and Natural Classification

Expenses are presented by functional classification in alignment with the overall mission of the Foundation. Salary costs are allocated on the basis of time and effort. All other costs are allocated either by percentage of overall salary allocation or by square footage.

	2025		
	Direct Charitable Activities	Operations and Governance	Total
Grants awarded, net of refunds	$ 6,800,002	$ -	$ 6,800,002
Salaries and wages	2,349,199	828,246	3,177,445
Payroll taxes and employee benefits	1,075,557	558,637	1,634,194
Net periodic pension benefit	(9,446)	(11,546)	(20,992)
Legal and accounting fees	4,283	264,202	268,485
Other professional fees	549,492	490,038	1,039,530
Occupancy	-	383,313	383,313
Travel and meetings	148,757	69,612	218,369
Printing and design	37,490	9,502	46,992
Office expenses	25,117	71,961	97,078
Information technology	58,787	219,690	278,477
Insurance	1,522	35,582	37,104
Outreach and public events	109,608	85,355	194,963
Miscellaneous	2,765	42,411	45,176
	4,353,131	3,047,003	7,400,134
Total	$ 11,153,133	$ 3,047,003	$ 14,200,136

5. Expenses by Functional and Natural Classification (*continued*)

	2024		
	Direct Charitable Activities	Operations and Governance	Total
Grants awarded, net of refunds	$ 7,992,649	$ -	$ 7,992,649
Salaries and wages	2,211,391	755,334	2,966,725
Payroll taxes and employee benefits	1,054,467	556,124	1,610,591
Net periodic pension benefit	(8,775)	(10,724)	(19,499)
Legal and accounting fees	-	128,740	128,740
Other professional fees	275,765	259,801	535,566
Occupancy	212	381,070	381,282
Travel and meetings	113,751	30,064	143,815
Printing and design	59,242	14,811	74,053
Office expenses	26,591	76,942	103,533
Information technology	56,709	246,069	302,778
Insurance	-	134,477	134,477
Outreach and public events	87,286	45,838	133,124
Miscellaneous	3,457	67,468	70,925
	3,880,096	2,686,014	6,566,110
Total	$ 11,872,745	$ 2,686,014	$ 14,558,759

6. Taxes

The Foundation is subject to a federal excise tax of 1.39% of its net investment income. The Foundation provides for deferred federal excise tax on the net unrealized appreciation of the fair value of investments at the rate applicable for the following year. In addition, the Foundation's investment in certain alternative investments gives rise to unrelated business income taxed at general corporate rates.

7. Retirement Plan

Retirement benefits under a defined contribution plan are provided to eligible full-time employees who have completed six months of continuous service. The Foundation makes contributions to the plan equal to 15% of employee eligible compensation, as defined in the plan document, subject to statutory limitations. Retirement plan expense was $433,374 and $385,905 for 2025 and 2024.

8. Postretirement Healthcare Benefits

In addition to the retirement plan, the Foundation sponsors an unfunded plan to provide certain health care benefits for retirees of the Foundation. The Foundation funds its postretirement benefits costs on a pay as you go basis.

Information as of and for the years ended December 31, for the plan is as follows:

	2025	2024
Benefit obligation at end of year	$ 2,272,584	$ 2,306,443
Net postretirement benefit costs	222,432	247,811
Recognized actuarial gain	(118,773)	(288,186)
Benefits paid	137,518	134,498
Discount rate used	5.41%	5.54%
Components of Net Periodic Expense for the Year		
Service cost	$ 105,906	$ 132,812
Interest cost	116,526	114,999
	$ 222,432	$ 247,811

	2025	2024
Effect of a one-percent point increase in HCCTR* on		
Year end benefit obligation	$ 372,295	$ 362,294
Total of service and interest cost component	56,550	38,090
Effect of a one-percent point decrease in HCCTR* on		
Year end benefit obligation	(298,987)	(292,906)
Total of service and interest cost component	(33,302)	(52,185)

* Health Care Cost Trend Rate

Measurements used to determine the postretirement benefit obligation for 2025 and 2024 were computed as of December 31. For measurement purposes, a 6.13% annual rate of increase in per capita cost of covered health benefits was assumed for 2026, decreasing to 5% in 2028 and thereafter.

8. Postretirement Healthcare Benefits *(continued)*

Net benefits expected to be paid in each of the next five years and the following five years in the aggregate are as follows:

2026	$ 161,000
2027	170,000
2028	170,000
2029	135,000
2030	142,000
5 years thereafter	771,000

9. Lease Commitments

On February 17, 2022, the Foundation signed a license agreement with the Markle Foundation, for a portion of the space leased by the Markle Foundation at 1270 Avenue of the Americas, New York, NY, which expires in July 2027.

The non-variable rent expense component for the years ended December 31, 2025 and 2024 amounted to $293,026. The variable rent expense component amounted to $77,899 and $77,017 for the years ended December 31, 2025 and 2024. Total cash paid for the years ended December 31, 2025 and 2024 amounted to $444,181 and $443,299.

The weighted-average discount rate as of December 31, 2025 and 2024, was 3.20%. The weighted-average remaining lease term in years for operating leases as of December 31, 2025 and 2024 was 1.58 and 2.58.

The future minimum annual rental commitment under this lease as of December 31, 2025 are:

2026	$ 366,282
2027	213,665
Total Undiscounted Operating Lease Payments	579,947
Less: Present value discount	15,181
Present Value of Operating Lease Liabilities	$ 564,766

10. Concentrations of Credit Risk

The Foundation's financial instruments that are potentially exposed to concentration of credit risk consist of cash, cash equivalents and investments. The Foundation places its cash and cash equivalents with quality financial institutions. The Foundation invests in commodities, marketable securities, mutual funds, hedge funds and alternative investments including absolute return funds, private equity investments, venture capital investments and real assets. At times, cash balances may be in excess of Federal Deposit Insurance Corporation insurance limits. The Foundation routinely assesses the financial strength of its cash, cash equivalents and investment portfolio. As a consequence, concentrations of credit risk are limited.

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