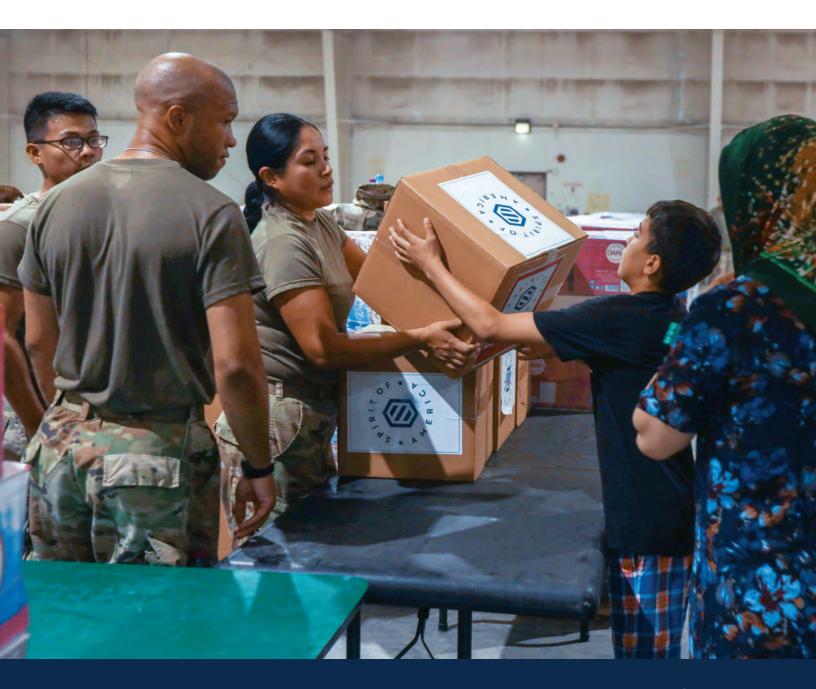
2021 ANNUAL REPORT

SPIRIT OF AMERICA





CITIZEN SERVICE AND THE PROMISE OF A FREE AND BETTER LIFE

America began as an idea. An idea, created by citizens, for a new country and new form of government based on equality and the inalienable rights of life, liberty, and the pursuit of happiness. It was an inspired and world-changing idea.

Since then, it has been ordinary citizens working together who have fueled our progress, from the Revolutionary War, to planting victory gardens during World War II, to marching during the civil rights movement, to sewing masks for our doctors and nurses on the front lines of the coronavirus. In Democracy in America, Alexis de Tocqueville wrote about the marvel of American citizens voluntarily taking action to improve their communities and serve their country — doing things to help without any higher authority directing them to do it. He wrote about the spirit of America.

Citizen service acknowledges the truth that government can't do it all. It was never meant to. In every sector of society, citizen service fills critical gaps between what is needed and what government can do. There are well-known gaps in education, health care, and veterans services and a role for private philanthropy and citizens to fill those gaps.

Spirit of America brings citizen service to a unique domain. We work alongside US troops and diplomats all over the world. We fill the gaps between what is needed for them to be successful and what government can do. We help them save and improve lives, promote values shared by Americans and our allies, strengthen relationships, and demonstrate that the United States is a friend of those who seek a better life.

As it has been since America's founding, the promise of a free and better life depends on citizen participation. You don't have to wear a uniform to serve the nation.



A MESSAGE FROM OUR CEO



Dear Friends and Supporters,

2021 will be remembered at Spirit of America for our response to the Afghanistan crisis. Our team's performance was extraordinary.

Two of our team played a critical role coordinating with the US military to get at-risk Afghans into the airport in Kabul and out to safety. Zack Bazzi, an Army veteran and our Middle East Director, was in Qatar 48 hours after the fall of Kabul. Working side by side US troops, he provided emergency humanitarian assistance to more than 25,000 Afghans. Just 36 hours after receiving a call from the US Embassy, Colleen Denny, a Coast Guard veteran and our Europe Director, was in Albania to receive 121 Afghan evacuees and provide them with food and shelter. Three other team members and I deployed to Tajikistan to support evacuations and work with the US Embassy to help Afghan refugees.

Even more remarkable, responding to the Afghanistan crisis was only one of the things our team did in 2021. We implemented 55 projects in 24 countries with the same speed, flexibility, and problem-solving ability we demonstrated helping Afghan evacuees.

We are able to perform like this because generous people like you invest in Spirit of America's capacity to do what needs to be done. That can mean supporting US Special Forces in Syria by removing ISIS landmines to save lives and limbs, funding English language training to strengthen US relations with Mongolia's next generation of leaders, or providing oxygen concentrators in rural India to provide COVID relief and save lives.

Spirit of America has asymmetric impact because of our unique model of partnership with US military and State Department personnel. We are the only nonprofit recognized by Congress and approved by the US Department of Defense to work alongside deployed American troops and provide private assistance in support of their missions.

Every private dollar invested in Spirit of America builds upon and leverages investments already being made by the US government and military. Thus, each dollar has an immediate and much larger impact. For Spirit of America to produce the same results as a traditional nonprofit, it would cost 10x to 1,000x more. But our impact is much more than cost-effective. With everything we do, we demonstrate who Americans are and what we stand for. We demonstrate America is, and must be, a force for good.

Thank you for being part of our team of citizens serving the nation.

Jim Hake

Chief Executive Officer

IMPACT

TAKING IMMEDIATE ACTION WHEN A CRISIS ERUPTED

During the first half of 2021, Spirit of America continued to implement our new strategy to increase our impact by focusing resources on the top US priorities, particularly countering the challenges of Chinese and Russian malign

"Your support of Spirit of America is crucial to the safety of our troops and the survival of our values. It is essential to America's future."

THE HONORABLE JIM MATTIS. FORMER US SECRETARY OF DEFENSE. US MARINE CORPS. RETIRED

behavior. We did so without sacrificing our hallmark speed and flexibility, which is particularly important in conflict zones and disaster response. We also grew our team, most notably welcoming 20-year Marine Corps veteran and entrepreneur Wayne Zinn to lead our international operations.

Then, on August 15, the Taliban stormed Kabul. A crisis erupted in Afghanistan, and

the US faced a timeline of two and a half weeks to evacuate as many vulnerable Afghans as possible.

Spirit of America's unprecedented partnership with the US military - recognized by Congress as part of the 2019 National Defense Authorization Act – allowed our field operations team to spring into action. We were able to quickly help evacuate and care for vulnerable Afghans, even in countries, such as Qatar and Albania, that we had never worked in before.

The crisis in Afghanistan galvanized many Americans, too. Spirit of America experienced tremendous support from donors who wanted to help the Afghans who had worked for or stood by the United States during the 20-year war. By the end of the year, we provided emergency humanitarian aid to more than 30,000 Afghan evacuees on their way to a better life.

55 PROJECTS

24
COUNTRIES

3,547
TOTAL IMPACTED US FORCES

4,320,761
TOTAL IMPACTED LOCAL CIVILIANS
344% INCREASE FROM 2020

67,696
TOTAL IMPACTED PARTNER FORCES

AREAS OF IMPACT

"I am so grateful ordinary
Americans like myself have
an organization like yours to
show our real and steadfast
commitment to the welfare
of victims of oppression
around the world. Your
mission is vital!"

-MITCHELL E., MARCO ISLAND, FLORIDA

EUROPE

Albania
Bosnia and
Herzegovina
Germany
Kosovo
Moldova

LATIN AMERICA

St. Lucia



Iraq Jordan

Lebanon

Qatar

Syria

Tajikistan

ASIA PACIFIC

Burma

India

Marshall Islands

Mongolia

Palau

Papua New Guinea

Philippines

Samoa

Vietnam

AFRICA

Cote d'Ivoire

Ghana

Mozambique

FEATURED PROJECTS

RESPONDING TO THE CRISIS IN AFGHANISTAN

As soon as Kabul fell to the Taliban on August 15. Spirit of America began an all-hands-on-deck response working alongside our military and diplomatic partners to

"We owe a debt to the people who helped our US military when they were in Afghanistan. I'm glad Spirit of America was there to help."

-JEANNE B., AUBURN, WASHINGTON

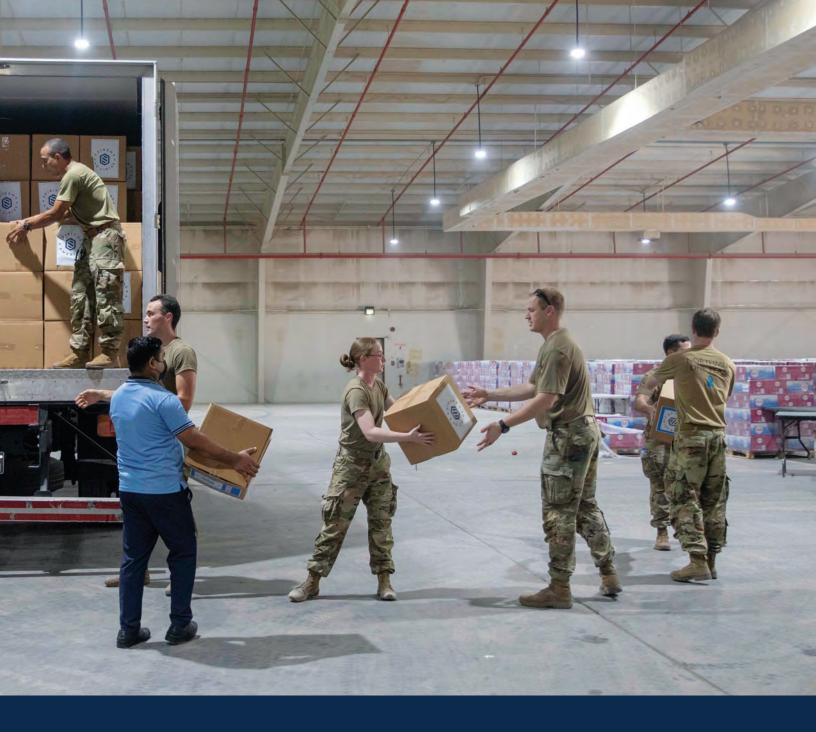
help evacuate and care for Afghans who had served the US mission. We helped get at-risk Afghans out of the country, then provided emergency humanitarian assistance to more than 30,000 evacuees in Qatar, Albania, Germany, and Kosovo and funded emergent needs for Afghan refugees in Tajikistan.

» Supporting evacuation efforts

Spirit of America's unique partnership with the US military put us in a position to support evacuation efforts. We coordinated directly with US Central Command, US partners, and other nonprofits to organize flight manifests and help at-risk Afghans get to the Kabul airport and through security checkpoints. There are scores of Afghans who made it to safety because of these efforts.









» Emergency humanitarian aid for 30,000+

Less than 48 hours after the fall of Kabul, Spirit of America's Middle East Director Zack Bazzi was on the ground in Qatar, the primary destination for Afghans being evacuated by the US. Working alongside US troops at US bases, Zack established a supply and logistics system in time to meet the needs of the first flight of Afghan evacuees. Ultimately, we provided food, clothes, baby formula, diapers, hygiene supplies, children's books and toys, smartphone chargers, and blankets to more than 30,000 evacuees in Qatar, Germany, and Kosovo.





» Caring for 121 Afghans in Albania

Working with the US Embassy in Tirana, Spirit of America's Europe Director Colleen Denny obtained permission from the Albanian Ministry of Foreign Affairs to have two charter planes of Afghans land in Albania on August 27. For the next seven months, Spirit of America met the daily needs of 121 Afghan evacuees there, including 63 women and 38 children. While these Afghans navigated the complex resettlement process to the US, we paid for their food, shelter, clothing, health care and medical treatment, English classes, and more. In March, their long wait was finally over. They arrived at Dulles International Airport, where Colleen welcomed them to their new home in America.

» Refugee support in Tajikistan

In Tajikistan, we funded the renovation of an Afghan refugee community center and are supporting a school for 500 Afghan refugee children — 48% of whom are girls. To ensure the children at the Somoniyon Afghan Refugee School could have access to a quality education, we provided funding to keep the school open for the 2021-2022 school year — paying for operational expenses, rent, transportation for students, minor renovations, and internet access — and have committed to funding the 2022-2023 school year as well.

"The courage, skill, dignity, and compassion the Spirit of America team brought to the largest airlift operation in history was remarkable. Spirit of America embodies precisely what America stands for, and the organization and its team are why the world looks to America to lead."

-AMBASSADOR GRETA HOLTZ



SAVING LIVES AND LIMBS IN SYRIA

Since 2011, more than 12,000 people have been killed or injured from land mines and roadside bombs in Syria, including over 3,000 children. In support of US Special Operations Forces, Spirit of America funded the removal of land mines planted by ISIS and the education of communities on how to avoid them.

The results were extraordinary: In the second half of last year, 4,209 explosives were removed and 113,135 square meters of land were cleared using Spirit of America-provided equipment. As a result, Northeast Syria is becoming safer for local people, and for US troops and partner forces.



STRENGTHENING US TIES IN MOLDOVA

for the first time in 2020.



DELIVERING COVID RELIEF TO RURAL INDIA



To help alleviate India's COVID crisis, Spirit of America delivered critical medical assistance to rural public health centers. In support of the US Embassy New Delhi and in partnership with two global organizations - the International Association of Human Values and the American India Foundation — Spirit of America sent 320 oxygen concentrators to medical facilities on the front lines of the pandemic.

"Always proud to support the tremendous work of Spirit of America. You exemplify all that is good and represent the true fabric of our nation."

-ELLEN A., PANAMA CITY, FLORIDA

GOVERNANCE

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Independent Board Member Since 2017

Michael Bigham

Executive Chairman,
Paratek Pharmaceuticals
Independent Board Member Since 2014

Natalie Cryer

Vice President, The Cambria Group Independent Board Member Since 2019

Jim Hake

CEO, Spirit of America Board Member Since 2004 Fred Khosravi

Chairman and CEO, Imperative Care Inc. Independent Board Member Since 2017

John Phelan

Co-Founder and Managing Partner, MSD Capital, LP Independent Board Member Since 2018

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Department of State, Retired

John Bellinger

Partner, Arnold & Porter

Amb. Barbara Bodine

Department of State, Retired

Colonel Stu Bradin

US Army, Retired CEO, Global SOF Foundation

General Phil Breedlove

US Air Force, Retired

Ellyn L. Brown

Corporate and Securities Attorney

Dr. James Jay Carafano

Vice President,

The Heritage Foundation

Lt. General Charles Cleveland

US Army, Retired

Amb. Ryan Crocker

Department of State, Retired

Amb. Kelley Currie

Former US Ambassadorat-Large for Global Women's Issues

Commander Rorke Denver

US Navy, Retired

Founder, Ever Onward

General Joseph F. Dunford Jr.

US Marine Corps, Retired

Hon. Joseph Felter

Former Deputy Assistant Secretary of Defense for South and Southeast Asia Dr. Edwin Feulner

Founder, Heritage Foundation

Michèle Flournoy

Former Under Secretary of Defense for Policy

Richard Fontaine

CEO, Center for a New American Security

Major General J. Marcus Hicks US Air Force, Retired

Lt. General Ben Hodges US Army, Retired

Ambassador Greta C. Holtz Department of State, Retired

Hon. Jeh Johnson

Former US Secretary of Homeland Security

General James Jones

US Marine Corps, Retired

Dr. Kimberly Kagan

President, Institute for the Study of War

General Jack Keane

US Army, Retired

Dr. David Kilcullen

Professor of Practice, Arizona State University

Lt. General Dan "Fig" Leaf

US Air Force, Retired Managing Director, Phase Minus 1

Major General Jim Linder

US Army, Retired

Hon. James Locher III

Former Assistant Secretary of Defense for Special Operations

Clare Lockhart

Co-Founder and Director, Institute for State Effectiveness

Rear Admiral Brian Losey

US Navy, Retired

Lt. Colonel Scott Mann

US Army, Retired

Hon. James N. Mattis

Former US Secretary of Defense

US Marine Corps, Retired

Colonel David Maxwell

US Army, Retired

General Stanley McChrystal

US Army, Retired CEO, McChrystal Group

Lt. General H.R. McMaster

US Army, Retired

Nicco Mele

Managing Director, Draper Richards Kaplan Foundation

Dr. John Nagl

US Army, Retired

Amb. Ronald E. Neumann

President, American Academy of Diplomacy

Lt. General Lawrence Nicholson

US Marine Corps, Retired

Admiral Eric Olson

US Navy, Retired

General Jay Paxton

US Marine Corps, Retired

Linda Robinson

Senior International Policy Analyst, Rand Corporation

Admiral Gary Roughead

US Navy, Retired

Daniel F. Runde

Senior Vice President, CSIS

General Curtis Scaparrotti

US Army, Retired

Dr. Nadia Schadlow

Former Deputy National Security Advisor

Dr. Kori Schake

Director of Foreign and

Defense Policy Studies, American Enterprise Institute

Tom Schurr

Media Consultant, Entrepreneur, and Investor

General Gordon Sullivan

US Army, Retired

Admiral Scott Swift

US Navy, Retired

Ambassador William B. Taylor Department of State, Retired

Admiral Kurt Tidd

US Navy, Retired

Matt Turpin

US Army, Retired

FINANCIAL SUPPORT

Spirit of America is a privately funded 501c3 nonprofit organization. We are supported entirely by private contributions from citizens, foundations, and businesses. We do not accept government funding.

For 2021, total net assets were \$11,288,815. Total liabilities and net assets were \$11,674,125.







*Averages reflect Spirit of America's independently audited financial statements since 2008.



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