



**Semiconductor  
Research  
Corporation**

# **SEMICONDUCTOR RESEARCH CORPORATION**

## **2024 ANNUAL REPORT**

Driving Collaborative Innovation

[www.src.org](http://www.src.org)



## Executive Summary of SRC's 2024 Achievements (Jan 1, 2024 - Dec 31, 2024)

2024 was a banner year for Semiconductor Research Corporation (SRC), possibly the best since I was hired to lead the not-for-profit industrial accelerator back in 2020. Below, I have selected several noteworthy accomplishments from the year to illustrate SRC's continued and growing commitment to industry-relevant Research and Development (R&D) as well as Education and Workforce Development (EWD). Of course, as always, we welcome your ideas, involvement, and support!

### **SRC's 2024 Research and Development (R&D) Initiatives**

In 2024, SRC excelled in its major R&D initiatives, with >\$94M invested in academic-led R&D and EWD through our Undergraduate Research Program ([URP](#)), Global Research Collaboration ([GRC](#)), Research Experience for Undergraduates ([REU](#)) Program, and Joint University Microelectronics Program 2.0 ([JUMP 2.0](#)). Throughout the year, we were fortunate to have strong and growing support from the U.S. Government, with the National Science Foundation (NSF) as a key partner our Research Experience for Undergraduates (REU) investment, and for the Defense Advanced Research Projects Agency (DARPA) Microsystems Technology Office (MTO) as a critical partner, behind our JUMP 2.0 initiative. All together, SRC's programs funded an innovation community with 106 Academic Institutions, >380 Principal Investigators (PIs), >1660 SRC Research Scholars, and >870 Liaisons representing 22 companies, 2 government agencies, and Semiconductor Industry Association (SIA). This is an unrivaled investment that illustrates SRC's collective commitment to advancing semiconductor technologies.

In 2024, all projects, both active & new, were tied directly to the Microelectronics and Advanced Packaging Technologies ([MAPT](#)) Roadmap, released in the fall of 2023. Such a task mapping allows our performers, liaisons, and even casual observers, to easily connect their individual task and effort to the larger objectives outlined by MAPT and the closely-related [2030 Decadal Plan for Semiconductors](#). In 2024, our MAPT Roadmap team also initiated a "MAPT 2.0" effort to publicly refresh their perspective and recommendations by Q3'25, on a 2-year cadence following release of their initial recommendations. Semiconductor technologies and investments change frequently, so it is imperative that our overarching vision be more of a "living and constantly evolving discussion," rather than a set of stale and uninformed recommendation in a static report that sits on a shelf.

### **SRC Research Scholar Education and Hiring!**

Our community’s support of SRC Research Scholars was really outstanding in 2024. As shown in **Figure 1**, our biggest win was our expanded engagement with the National Science Foundation (NSF), where SRC co-sponsored 70 undergraduate students and much richer points of connection between SRC and the REU cohorts than observed in 2023, the first year of our partnership. As we look toward 2025, we are excited that we will build on that momentum and double our support with 18 NSF REU sites spanning the nation!

In parallel, SRC realized improvements to our Pillar Science platform for university-industry matchmaking and research management, introducing improved Scholar reporting features, which included the launch of the *Talents 2.0* Scholar database and search engine. The new *Talents 2.0* platform is easy to use and will greatly help our Scholars and interested Hiring Managers connect to fill both internships and full-time hire opportunities. Pillar *Talents 2.0* also serves as a great asset to improve the hiring of current and future scholars as we move into 2025 with a rapidly growing Scholar community from the SMART USA Institute win, noted below. As shown in **Figure 2**, member companies hired 255 SRC Research Scholars (161 internships and 94 full-time roles) in 2024.



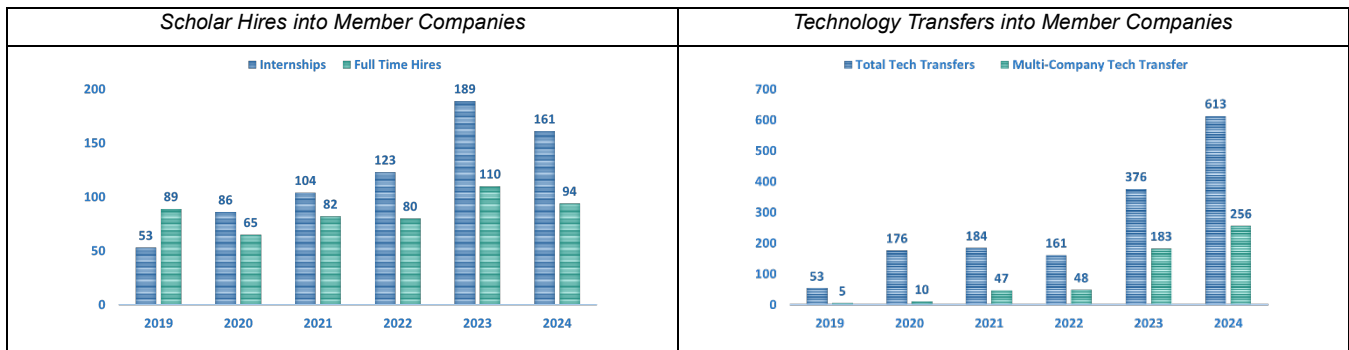
**Figure 1: SRC Research Scholars are world-class talent in exceedingly high demand for both internships and full-time hire as they complete their studies.**

In early 2024, SRC experimented with a crowdsourcing campaign, which did raise ~\$13k in external funding and supported 3 additional undergraduate SRC Research Scholars. While our goal and ambitions for this new fundraising effort were several orders of magnitude larger than we achieved, the effort was a good learning experience that stretched our ideas on what is possible.



### **Successful Multi-Party Technology Transfers into Member Companies**

Ultimately, collaboration remains at the heart of all SRC does. In 2024, SRC documented 613 instances of technology transfer across both our JUMP 2.0 and GRC programs, where new insight was moved from the academic domain into SRC member companies. This included 256 instances (42%) that simultaneously benefited multiple companies, illustrating the strength of our collaborations! The JUMP 2.0 DARPA program Centers, including CoCoSys, CUBiC, SUPREME, CHIMES, ACE, CogniSense, and PRISM, contributed significantly to this count as well as our YoY improvement, showcasing that government partnership can accelerate innovation by driving well-funded and mission-oriented innovations that also move with industry relevance, speed, and uptake!

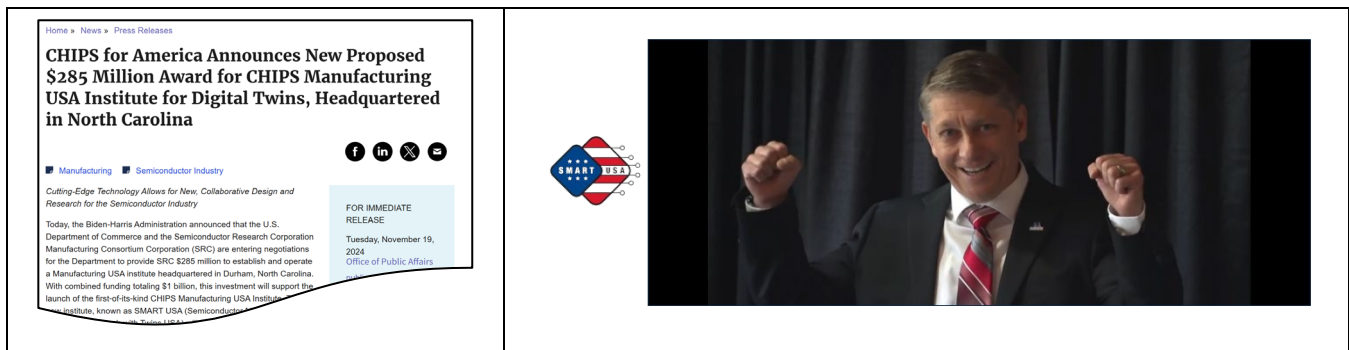


**Figure 2: 6-Year Trends for Scholar Hiring (Interns and FT Hires) and Technology Transfer into SRC Member Companies. These two KPIs represent the lasting value of membership.**

### **Semiconductor Manufacturing and Advanced Research with Twins (SMART USA) Institute SRC's Dept of Commerce CHIPS Act Win – A \$1.05B Manufacturing USA Institute**

Of course, as illustrated in **Figure 3**, the most exciting accomplishment for 2024 was realized at the end of the year, as SRC Manufacturing Consortium Corporation (SRMCC), an SRC subsidiary, was selected as the CHIPS Manufacturing USA Institute for Semiconductor Digital Twins! This win followed several years of planning and a grueling and competitive two-stage proposal process throughout 2024. With \$285M in federal CHIPS R&D Office (CRDO) support and a total SMART USA funding that is expected to exceed \$1.0B over the 5-year period of performance, the Semiconductor Manufacturing and Advanced Research with Twins USA ([SMART USA](#)) Institute will focus on efforts to develop, validate, and use a SMART USA digital twin backbone and marketplace to improve domestic semiconductor design, manufacturing, advanced packaging, assembly, and test processes. Like all Manufacturing USA Institutes, SMART USA also looks to drive education and workforce development efforts that complement

the domestic tech ambitions of its member community. Lastly, the win also provides both SRC and its partners with a better understanding of SRC's role within the U.S. CHIPS Act's incentives. Over the next five years, SMART USA will: collaboratively address shared challenges relevant to digital twins; reduce U.S. chip development and manufacturing costs by >40%; reduce manufacturing development cycle times by >35%; and train and educate >110,000 people.



**Figure 3. On November 19th, 2025, SRCMCC was awarded the 5-year SMART USA Institute, pending CRDO contracting. It will serve as America's 18<sup>th</sup> Manufacturing USA Institute.**

In conclusion, this has been a remarkable year that will help to define and shape the next 42 years of both SRC and the semiconductor industry. Now, 2025 will also see SRC face a challenging crossroads, as there will be substantial changes, with the creation of the SMART USA Institute alongside new dynamics in Washington D.C. This will force SRC to redefine its forward-looking mission with the buy-in of both long-standing as well as new members and partners. I am, however, confident we are up to the task! It remains an honor for me to lead this deep tech innovation community. Together, I believe we will have a very bright future!

Thank you,



Dr. Todd R. Younkin  
President and CEO

Electors of SRC are on the SIA board and financials will be sent to the SIA CEO to be delivered to the SIA board members.



The consolidated financial statements are presented for convenience and information purposes only, and while reasonable efforts have been made to ensure the integrity of such information, they should not be relied on. A copy of the printed consolidated financial statements will be provided on request.

# Semiconductor Research Corporation and Affiliates

**Consolidated Financial Statements**  
Years Ended December 31, 2024 and 2023

The report accompanying these financial statements was issued by BDO USA, P.C., a Virginia professional corporation and the U.S. member of BDO International Limited, a UK company limited by guarantee.



# **Semiconductor Research Corporation and Affiliates**

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Consolidated Financial Statements  
Years Ended December 31, 2024 and 2023

# Semiconductor Research Corporation and Affiliates

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## **Independent Auditor's Report**

The Board of Directors  
Semiconductor Research Corporation and Affiliates  
Durham, North Carolina

### ***Opinion***

We have audited the consolidated financial statements of Semiconductor Research Corporation and its affiliates (collectively referred to as the "Corporation"), which comprise the consolidated statements of financial position as of December 31, 2024 and 2023, and the related consolidated statements of activities and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Corporation as of December 31, 2024 and 2023, 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 Consolidated Financial Statements section of our report. We are required to be independent of the Corporation 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 Consolidated Financial Statements***

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

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



### ***Auditor's Responsibilities for the Audit of the Consolidated Financial Statements***

Our objectives are to obtain reasonable assurance about whether the consolidated 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 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 consolidated 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 consolidated 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 consolidated 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 Corporation'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 consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Corporation'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.



### ***Supplementary Information***

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The accompanying consolidating schedules of activities are presented for the purposes of additional analysis and are not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. Such information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with GAAS. In our opinion, the information is fairly stated, in all material respects, in relation to the consolidated financial statements as a whole.

*BDO USA, P.C.*

July 10, 2025

## **Consolidated Financial Statements**

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# Semiconductor Research Corporation and Affiliates

## Consolidated Statements of Financial Position

*(in thousands of dollars)*

<i>December 31,</i>	2024	2023
<b>Assets</b>		
Current assets		
Cash and cash equivalents	\$ 45,306	\$ 44,036
Investments	22,723	20,405
Membership fees receivable, net	13,144	9,541
Other current assets	870	1,289
Total current assets	82,043	75,271
Fixed assets		
Computer and office equipment	876	854
Furniture and fixtures	235	235
Total fixed assets	1,111	1,089
Less - accumulated depreciation	(1,076)	(1,086)
Net fixed assets	35	3
Operating lease right-of-use assets	1,684	1,684
Less - accumulated amortization	(1,108)	(826)
Net operating lease right-of-use assets	576	858
<b>Total Assets</b>	<b>\$ 82,654</b>	<b>\$ 76,132</b>
<b>Liabilities and Net Assets</b>		
<b>Liabilities</b>		
Current liabilities		
Research contracts payable	\$ 29,683	\$ 32,208
Accounts payable and accrued expenses	2,447	1,485
Deferred revenue	16,895	13,611
Deferred tax liability	912	690
Other current liabilities	346	334
Total current liabilities	50,283	48,328
Other noncurrent liabilities	359	705
Total Liabilities	50,642	49,033
Net Assets Without Donor Restrictions	32,012	27,099
<b>Total Liabilities and Net Assets</b>	<b>\$ 82,654</b>	<b>\$ 76,132</b>

*See accompanying notes to consolidated financial statements.*

# Semiconductor Research Corporation and Affiliates

## Consolidated Statements of Activities

(in thousands of dollars)

Years ended December 31,	2024	2023
<b>Change in Net Assets Without Donor Restrictions</b>		
Revenues and gains		
Member fees and participant revenue and fees	\$ 41,324	\$ 41,152
Infrastructure member fees	539	446
Thrust member fees	8,282	8,222
Net realized and change in net unrealized gains on investments	1,321	1,493
Investment income, net	1,949	1,227
Grant revenue	27,531	18,849
Other income	9	7
Total revenues and gains	80,955	71,396
Expenses		
Contract research and grant expense	67,262	78,833
Graduate fellowship program	87	85
Management and general	8,566	6,143
Income tax expense	127	511
Total expenses	76,042	85,572
<b>Change in Net Assets Without Donor Restrictions</b>	<b>4,913</b>	<b>(14,176)</b>
<b>Net Assets Without Donor Restrictions, at beginning of year</b>	<b>27,099</b>	<b>41,275</b>
<b>Net Assets Without Donor Restrictions, end of year</b>	<b>\$ 32,012</b>	<b>\$ 27,099</b>

See accompanying notes to consolidated financial statements.

# Semiconductor Research Corporation and Affiliates

## Consolidated Statements of Cash Flows

(in thousands of dollars)

Years ended December 31,	2024	2023
<b>Operating Activities</b>		
Change in net assets	\$ 4,913	\$ (14,176)
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Depreciation	14	18
Amortization	282	279
Deferred taxes	222	303
Net realized and change in net unrealized gains on investments	(1,321)	(1,493)
Changes in operating assets and liabilities:		
Membership fees receivable	(3,603)	(7,143)
Grants receivable	-	2,228
Other assets	419	(180)
Research contracts payable	(2,525)	5,065
Accounts payable and accrued expenses	962	(936)
Deferred revenue	3,284	6,490
Other liabilities	(334)	(322)
<b>Net Cash Provided by (Used in) Operating Activities</b>	<b>2,313</b>	<b>(9,867)</b>
<b>Investing Activities</b>		
Purchases of investments	(6,952)	(9,431)
Proceeds from sale of investments	5,955	8,844
Purchases of fixed assets	(47)	-
Proceeds from sale of fixed assets	1	-
<b>Net Cash Used in Investing Activities</b>	<b>(1,043)</b>	<b>(587)</b>
<b>Increase (Decrease) in Cash and Cash Equivalents</b>	<b>1,270</b>	<b>(10,454)</b>
<b>Cash and Cash Equivalents, beginning of year</b>	<b>44,036</b>	<b>54,490</b>
<b>Cash and Cash Equivalents, end of year</b>	<b>\$ 45,306</b>	<b>\$ 44,036</b>
<b>Supplemental Disclosures of Cash Flow Information</b>		
Federal and state income taxes paid	\$ 1	\$ 251

See accompanying notes to consolidated financial statements.

# Semiconductor Research Corporation and Affiliates

## Notes to Consolidated Financial Statements

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*(in thousands of dollars)*

### 1. Description of Organization and Summary of Significant Accounting Policies

#### *Background and Basis of Consolidation*

Semiconductor Research Corporation (“SRC” or the “Corporation”) is a nonprofit taxable mutual benefit corporation formed in 1982 to conduct research in the fields of engineering and physical science related to semiconductor development and manufacturing. Activity has centered on initiation and administration of contract research with various institutions and universities. SRC has expended approximately \$1.89 billion since inception through December 31, 2024 relating to fellowships, contract research and grant expenses and industry support activities. SRC’s charter requires that member corporations, which are corporations that manufacture or supply products and/or services that align with the Corporation’s research programs and activities, be assessed membership fees. These fees are subject to certain limitations. Membership fees are based on negotiations between the member corporation and the Corporation and are a set fee.

The consolidated financial statements include the accounts of SRCco Inc. (“SRCco”), formerly known as Microelectronics Advanced Research Corporation and SRC Manufacturing Consortium Corporation (“SRCMCC”). SRCco is a nonprofit 501(c)(6) organization formed in 1997 and manages U.S. university-based pre-competitive New Science Team (“NST”) and the New Science Team++ (“NST++”) Initiatives in semiconductor technology. SRCMCC is a nonprofit 501(c)(6) organization formed during the year ended December 31, 2022. SRCco and SRCMCC have been consolidated with SRC in the accompanying consolidated financial statements because SRC maintains control of a majority voting interest in all entities. All significant transactions and balances between affiliates have been eliminated in consolidation.

#### *Basis of Accounting and Presentation*

The consolidated financial statements of SRC have been prepared on the accrual basis of accounting.

Net assets, revenues, expenses, gains and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, net assets of SRC and changes therein are classified and reported as follows:

- Net assets without donor restrictions - net assets that are not subject to member-imposed stipulations.
- Net assets with donor restrictions - net assets subject to donor-imposed stipulations that are expected to be met either by actions of SRC and/or the passage of time.

Revenues are reported as increases in net assets without donor restrictions unless use of the related assets is limited by donor-imposed restrictions. Expenses are reported as decreases in net assets without donor restrictions. Gains and losses on investments and other assets or liabilities are reported as increases or decreases in net assets without donor restrictions unless their use is restricted by explicit donor stipulation or by law. At both December 31, 2024 and 2023, SRC did not have any net assets with donor restrictions.

# Semiconductor Research Corporation and Affiliates

## Notes to Consolidated Financial Statements

(in thousands of dollars)

### **Use of Estimates**

The preparation of consolidated financial statements in conformity with generally accepted accounting principles (“GAAP”) requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenue and expenses and related disclosures. Actual results could differ from those estimates.

### **Cash and Cash Equivalents**

Cash equivalents consist of various short-term investments which have original maturities of three months or less. The Corporation maintains cash balances with various financial institutions, which at times may exceed the Federal Deposit Insurance Corporation limits. At December 31, 2024 and 2023, the Corporation had cash balances of approximately \$44,806 and \$43,536 that exceeded the federally insured limits.

### **Contract Assets, Contract Receivable and Contract Liabilities**

Accounting Standards Codification (“ASC”) 606, *Revenue from Contracts with Customers* (“ASC 606”) defines a contract asset as an entity’s right to consideration in exchange for goods or services that the entity has transferred to a customer. It arises when an entity has performed part or all of a performance obligation but does not yet have the right to bill the customer. As the Corporation has a contractual right to bill for the services before the start of each contract, no material contract assets overlap from one fiscal year to another.

Contract receivables consist of membership fees receivable which are recognized as the Corporation fulfills its performance obligations or has the right to bill its members. Membership fees receivable include both billed and unbilled amounts.

ASC 606 defines a contract liability as an entity’s obligation to transfer goods or services to a customer for which the entity has received consideration (or an amount of consideration is due) from the customer. The Corporation’s contract liabilities are presented as deferred revenue on the accompanying consolidated statements of financial position and consist of Membership fees or Participant fees received in advance of the term of the membership agreement or participant agreement. Participant fees received or receivable are deferred until specified research projects commence.

For a specific participant agreement, amounts totaling \$193 and \$404 were included in deferred revenue as of December 31, 2024 and 2023, respectively, of which no amounts are in accounts receivable. All amounts received and receivables not committed to research projects and the related management expense are fully refundable.

### **Fixed Assets**

Computer and office equipment and furniture and fixtures are recorded at cost, and depreciation is calculated using the straight-line method over the estimated useful life as follows:

Computer and office equipment	3 years
Furniture and fixtures	3-5 years

Fixed assets under lease agreements are depreciated over the lesser of the assets’ estimated useful

# Semiconductor Research Corporation and Affiliates

## Notes to Consolidated Financial Statements

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*(in thousands of dollars)*

life or lease term.

### ***Revenue from Contracts with Customers***

Revenue from contracts with customers primarily consist of member fees, infrastructure member fees, thrust member fees, Research Customization Program member fees, member specific research fees, participant revenue, and participant fees. Each of these revenue streams are further discussed and summarized in Note 2.

### ***Grant Revenue***

Revenue from government sponsored grants is considered a contribution in accordance with the guidance under Accounting Standards Update (“ASU”) No. 2018-08, *Not-for-Profit Entities (Topic 958): Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made*. As these revenues are conditionally based on the satisfaction of the Corporation either incurring an allowable expenditure or achieving a predetermined milestone as specified in the respective grant contract, revenue is not recognized until the incremental conditions of the grant contract have been met.

### ***Contract Research and Grants Expense***

For all programs, contract research expense is recognized based on a combination of actual invoiced amounts, estimated expenses incurred but not billed, and a variety of internal analysis which includes consideration of contract terms, contract amounts, invoices received to date, expenses recognized to date, and reports submitted by the research institutions as required by the contracts.

Included within contract research and grants expense in the accompanying consolidated statements of activities are industry support expenses totaling approximately \$962 and \$1,088 for the years ended December 31, 2024 and 2023, respectively. These expenses relate to special projects undertaken by SRC and are recognized as incurred.

Grants awarded to others are expensed at the time the grant is awarded.

### ***Methods Used for Allocation of Expenses***

The costs of providing program services have been summarized on a functional basis. General and administrative costs that benefit multiple functional areas have been allocated across programs on the proportion of a program’s research units as a total of all programs research units.

### ***Income Taxes***

SRC operates as a nonprofit taxable mutual benefit corporation, incorporated in the State of California. SRCco and SRMCC are exempt from Federal income taxes under Section 501(c)(6) of the Internal Revenue Code.

The Corporation may recognize an income tax benefit from an uncertain position only if it is more likely than not that the position is sustainable, based solely on its technical merits and consideration of the relevant taxing authority’s widely understood administrative practices and precedents. If this threshold is met, the Corporation measures the tax benefit as the largest amount of the benefit that has greater than a 50% likelihood of being realized upon ultimate settlement.

# Semiconductor Research Corporation and Affiliates

## Notes to Consolidated Financial Statements

(in thousands of dollars)

### Liquidity and Availability of Financial Resources

The Corporation's financial assets available within one year of the consolidated statements of financial position date for general expenditures are as follows:

<i>December 31,</i>	<b>2024</b>	<b>2023</b>
Cash and cash equivalents	\$ 45,306	\$ 44,036
Investments	22,723	20,405
Membership fees and grants receivable	13,144	9,541
Total financial assets available within one year	<b>81,173</b>	<b>73,982</b>
Amounts unavailable to management without Board's approval:		
Cash and cash equivalents	(385)	(355)
Investments	(22,723)	(20,405)
Total amounts unavailable to management without Board's approval	<b>(23,108)</b>	<b>(20,760)</b>
Total financial assets available to management for general expenditure within one year	<b>\$ 58,065</b>	<b>\$ 53,222</b>

### Investments

SRC invests primarily in mutual funds and annuities in order to provide a balanced return of investment income and principal appreciation to SRC with a limited risk of loss exposure.

Investments are carried at estimated market values. Changes in the estimated market value of investments are reflected as a change in unrealized gains or losses, which are included in the net realized and net change in unrealized gains and losses on investments amount in the accompanying consolidated statements of activities.

# Semiconductor Research Corporation and Affiliates

## Notes to Consolidated Financial Statements

(in thousands of dollars)

The cost and estimated market values of investments at December 31 are as follows:

	2024		2023	
	Cost	Estimated Market Value	Cost	Estimated Market Value
U.S. government obligations	\$ -	\$ -	\$ 393	\$ 396
Mutual funds	15,650	17,499	15,062	16,236
Corporate obligations	-	-	168	172
Mortgage and asset backed securities	15	13	16	15
Exchange traded products	1,187	1,393	867	874
Annuities	3,550	3,818	2,550	2,712
<b>Total</b>	<b>\$ 20,402</b>	<b>\$ 22,723</b>	<b>\$ 19,056</b>	<b>\$ 20,405</b>

At December 31, 2024 and 2023, SRC's investment portfolio included \$385 and \$355, respectively, in money market funds which are reflected as cash and cash equivalents in the accompanying consolidated statements of financial position and are therefore excluded from the above table.

The components of net realized and net change in unrealized gains and losses on investments and investment income in the accompanying consolidated statements of activities for the years ended December 31, 2024 and 2023 are as follows:

Years ended December 31,	2024	2023
Interest and dividend income, including earnings on cash and cash equivalents	\$ 1,995	\$ 1,267
Net realized gains (losses)	462	(666)
Change in net unrealized gains	859	2,159
Investment fees	(46)	(40)
<b>Net investment return</b>	<b>\$ 3,270</b>	<b>\$ 2,720</b>

# Semiconductor Research Corporation and Affiliates

## Notes to Consolidated Financial Statements

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(in thousands of dollars)

### ***Fair Value Measurements***

The Corporation adopted the provisions of the Topic 820 - *Fair Value Measurement* (Topic 820) of the FASB Accounting Standards Codification effective January 1, 2009. Under this standard, fair value is defined as the price that would be received to sell an asset or paid to transfer a liability (i.e., the “exit price”) in an orderly transaction between market participants at the measurement date. Fair value measurements and related disclosures utilize the fair value hierarchy required by Topic 820, which prioritizes the inputs to valuation techniques used to measure fair value into three broad levels:

Level 1 - Inputs to the valuation methodology are quoted prices (unadjusted) for identical assets or liabilities in active markets.

Level 2 - Inputs to the valuation include quoted prices in markets that are not active or for which all significant inputs are not observable, either directly or indirectly.

Level 3 - Inputs to the valuation methodology are unobservable inputs. Unobservable inputs reflect the Corporation’s own assumptions about the factors that other market participants would use in pricing an investment and would be based on the best information available in the circumstances.

Certain estimates and judgments were required to develop the fair value amounts, which are not necessarily indicative of the amounts that would be realized upon disposition, nor do they indicate the Corporation’s intent or ability to dispose of such instruments.

The consolidated statements of financial position carrying amounts of receivables, other assets, research contracts and accounts payable, accrued liabilities and deferred revenue approximate fair value due to the short-term nature of these items.

### ***Investments***

*Exchange traded products* - Valued at the closing price reported on the active market on which the individual securities are traded.

*U.S. government obligations, mutual funds, mortgage, asset backed securities and annuities and corporate obligations* - Valued from inputs other than quoted prices that are observable for the asset, such as yield curves, interest rate and credit default rates.

# Semiconductor Research Corporation and Affiliates

## Notes to Consolidated Financial Statements

(in thousands of dollars)

A summary of the inputs used in the measurement of fair value, as of December 31, 2024 and 2023, involving the Corporation's assets carried at fair value, is as follows:

<i>December 31, 2024</i>	Level 1	Level 2	Level 3	Total
Investments				
U.S. government obligations	\$ -	\$ -	\$ -	\$ -
Mutual funds	17,499	-	-	17,499
Corporate obligations	-	-	-	-
Mortgage and asset backed securities	-	13	-	13
Exchange traded products	1,393	-	-	1,393
Annuities	-	3,818	-	3,818
<b>Total</b>	<b>\$ 18,892</b>	<b>\$ 3,831</b>	<b>\$ -</b>	<b>\$ 22,723</b>

<i>December 31, 2023</i>	Level 1	Level 2	Level 3	Total
Investments				
U.S. government obligations	\$ 396	\$ -	\$ -	\$ 396
Mutual funds	16,236	-	-	16,236
Corporate obligations	-	172	-	172
Mortgage and asset backed securities	-	15	-	15
Exchange traded products	874	-	-	874
Annuities	-	2,712	-	2,712
<b>Total</b>	<b>\$ 17,506</b>	<b>\$ 2,899</b>	<b>\$ -</b>	<b>\$ 20,405</b>

## 2. Revenue from Contracts with Customers

In accordance with ASC 606 for exchange transactions, the Corporation recognizes revenue when, or as, performance obligations are satisfied under a contract. A performance obligation is the unit of account for revenue recognition and refers to a promise in a contract to transfer a distinct service or good to the customer. For the majority of contracts, the Corporation combines multiple promises into a single performance obligation due to the multiple promises being either highly interrelated or through providing a significant integration of services that represent a consolidated output. Performance obligations may be satisfied over time or at a point in time, but the majority of the Corporation's performance obligations are satisfied over time.

The Corporation evaluates whether it has an enforceable contract with a customer with rights of the parties and payment terms identified, and collectability is probable. The Corporation also evaluates if a contract has multiple promises and if each promise should be accounted for as separate performance obligations or as a single performance obligation.

# Semiconductor Research Corporation and Affiliates

## Notes to Consolidated Financial Statements

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*(in thousands of dollars)*

The transaction price is the amount of consideration defined to be received for performance under the Corporation's contracts. Contract terms define the consideration to be received or the formula for calculating the consideration to be received. The Corporation has no variable consideration in its contracts.

### ***Member Fees***

Revenue from members and infrastructure members consist of two performance obligations. The first performance obligation is general member benefits which consists of access to research results, intellectual property rights and access to research students. The performance obligation of general membership benefits is simultaneously received and consumed by the members; therefore, the revenue is recognized evenly over time during the course of the membership term. The second performance obligation is revenue related to the Research Customization Program ("RCP"). The RCP program allows certain members to direct a negotiated percentage of their fees to select university projects which are of particular interest to those members. Revenue for this program is recognized evenly over time during the term of the accompanying research projects selected as the performance obligation is not satisfied until the member selects a project for funding and that project is completed.

Revenue from thrust members consists of one performance obligation, general membership benefits as mentioned in the preceding paragraph. Revenue for these membership types is recognized evenly over time during the membership term, starting at the beginning of the membership term. Revenues from affiliate members are recognized upon receipt as participation in the program is voluntary.

Revenue from member specific research program is recognized evenly over time during the term of the accompanying research projects funded as the performance obligation is not satisfied until the member selects a project for funding and that project is completed.

### ***Participant Revenue***

Revenue from government participants consists of one performance obligation, general government participant benefits which consists of access to research results, intellectual property rights and access to research students. The performance obligation of general government participant benefits is simultaneously received and consumed by the government participants; therefore, the revenue is recognized evenly over time during the course of the government participant term, starting at the beginning of the government participant term. In the event that the related research projects are delayed, participant revenue is deferred until the related research projects commence.

### ***Participant Fees***

Revenue from NST and NST++ participants consists of one performance obligation, general participant benefits which consists of access to research results, intellectual property rights and access to research students. The performance obligation of general participant benefits is simultaneously received and consumed by the participants; therefore, the revenue is recognized evenly over time during the course of the participant term. The contracts between SRCco, NST and NST++ participants stipulate that any net assets which have been accumulated by SRCco from NST and NST++ activities shall be returned to NST and NST++ participants upon termination of the NST and NST++.

# Semiconductor Research Corporation and Affiliates

## Notes to Consolidated Financial Statements

(in thousands of dollars)

### Disaggregated Revenues from Contracts with Customers

The following tables summarizes the Corporation's disaggregated revenues from contracts with customers:

<i>Year ended December 31, 2024</i>	SRC	NST	Total
Member fees	\$ 13,146	\$ -	\$ 13,146
Infrastructure member fees	515	-	515
Thrust member fees	8,282	-	8,282
Research Customization Program member fees	2,590	-	2,590
Participant fees	212	-	212
Participant revenue	-	25,400	25,400
Other income	9	-	9
<b>Total</b>	<b>\$ 24,754</b>	<b>\$ 25,400</b>	<b>\$ 50,154</b>

<i>Year ended December 31, 2023</i>	SRC	NST	Total
Member fees	\$ 13,211	\$ -	\$ 13,211
Infrastructure member fees	422	-	422
Thrust member fees	8,222	-	8,222
Research Customization Program member fees	2,220	-	2,220
Participant fees	-	25,400	25,400
Participant revenue	345	-	345
Other income	7	-	7
<b>Total</b>	<b>\$ 24,427</b>	<b>\$ 25,400</b>	<b>\$ 49,827</b>

### Contract Accounts Receivable and Contract Liabilities

The Corporation's contract accounts receivable consists of the following:

<i>December 31,</i>	2024	2023
Billed membership fees receivable	\$ 13,048	\$ 9,226
Unbilled membership fees receivable	100	318
Less allowance for credit losses	(4)	(3)
<b>Membership fees receivable, net</b>	<b>\$ 13,144</b>	<b>\$ 9,541</b>

No impairment losses on membership fees receivable were recognized during the years ended December 31, 2024 and 2023.

# Semiconductor Research Corporation and Affiliates

## Notes to Consolidated Financial Statements

(in thousands of dollars)

Accounts receivable consists of amounts billed to members and participants. Accounts receivable are presented net of an allowance for credit losses, which is an estimate of amounts that may not be collectible. The Corporation separates accounts receivable into risk pools based on the activity in which the receivable was incurred and their aging. In determining the amount of the allowance as of the balance sheet date, the Corporation develops a loss rate for each risk pool. This loss rate is based on management's historical collection experience, adjusted for management's expectations about current and future economic conditions. At December 31, 2024, the Corporation did not increase its historical loss rates for each aging category due to the projected growth of the semiconductor industry.

Changes in the allowance for credit losses were as follows:

<i>Years ended December 31,</i>	<b>2024</b>	<b>2023</b>
Balance, beginning of year	\$ (3)	\$ -
Impact of the adoption of FASB ASC 326	-	(3)
Provisions	(1)	-
Write-offs	-	-
Balance, beginning of year	\$ (4)	\$ (3)

The following tables summarize the contract liability activity for the years ended December 31, 2024 and 2023:

<i>Year ended December 31, 2024</i>	<b>Beginning Balance</b>	<b>Ending Balance</b>
Deferred revenue	\$ 13,611	\$ 16,895
Total	\$ 13,611	\$ 16,895

<i>Year ended December 31, 2023</i>	<b>Beginning Balance</b>	<b>Ending Balance</b>
Deferred revenue	\$ 7,121	\$ 13,611
Total	\$ 7,121	\$ 13,611

At December 31, 2024 and 2023, the Corporation's aggregate amount of unsatisfied performance obligations was entirely represented by the above deferred revenue balances of \$16,895 and \$13,611, respectively. The Corporation expects the full amount outstanding as of December 31, 2024 and 2023 to be recognized over the respective and remaining membership, member specific research, and participant terms.

# Semiconductor Research Corporation and Affiliates

## Notes to Consolidated Financial Statements

(in thousands of dollars)

### 3. Operating Leases

The Corporation leases office space under an operating lease. The Corporation determines whether a contract is a lease at inception. Identified leases are subsequently measured, classified, and recognized at lease commencement. The Corporation categorizes leases with contractual terms longer than twelve months as either operating or finance. The Corporation's leases generally have terms that range from one to five years, with certain leases inclusive of renewal options if they are considered to be reasonably assured at lease commencement.

Lease right of use assets and lease liabilities are included in operating lease right-of-use assets and other liabilities, respectively, on the consolidated statements of financial position. Lease assets represent the Corporation's right to use an underlying asset for the lease term and lease liabilities represent the Corporation's obligation to make lease payments arising from the lease. Right of use assets (net of accumulated amortization) relating to the operating leases at December 31, 2024 and 2023 were \$576 and \$858, respectively. Lease liabilities relating to the operating leases at December 31, 2024 and 2023 were \$705 and \$1,039, respectively.

Operating lease right of use assets and associated lease liabilities are recognized based on the present value of future minimum lease payments to be made over the expected lease term, using the risk-free rate at the commencement date in determining the present value of future payments.

Supplemental information related to the Corporation's operating lease arrangements is as follows:

<i>Years ended December 31,</i>	<b>2024</b>	<b>2023</b>
Weighted-average remaining lease term	<b>2 years</b>	3 years
Weighted-average discount rate	<b>0.09%</b>	0.09%

Operating lease costs are recorded in the statement of activities based on the use of the space. Total operating lease cash payments of approximately \$292 were made in 2024 and 2023.

Minimum future lease payments (including interest) under non-cancelable operating leases at December 31, 2024 are as follows:

<i>Year ending December 31,</i>	<b>Operating Leases</b>	
2025	\$	<b>352</b>
2026		<b>360</b>
Total minimum lease payments	\$	<b>712</b>

# Semiconductor Research Corporation and Affiliates

## Notes to Consolidated Financial Statements

(in thousands of dollars)

### 4. Benefit Plans

SRC sponsors a number of defined contribution plans. The two principal defined contribution plans are the 401(k) Deferred Compensation plan and the Money Purchase Plan (collectively referred to as the “Plans”) which cover all employees. Contributions to the Plans are made by SRC based on percentages of eligible compensation as determined by the Board of Directors. Expense under the 401(k) Deferred Compensation plan was approximately \$261 and \$269 for the years ended December 31, 2024 and 2023, respectively. Expense under the Money Purchase Plan was \$325 and \$422 for the years ended December 31, 2024 and 2023, respectively.

### 5. Commitments and Contingencies

Beginning January 1, 2018, SRC started two new research programs under SRCco. The Joint University Microelectronics Program (“JUMP”) is a collaborative network of research centers sponsored by industry participants and the Defense Advanced research Projects agency (“DARPA”). The Nanoelectronic Computing Research program (“nCORE”) is a collaborative effort between industry partners, the National Institute of Standards and Technology (“NIST”) and the National Science Foundation (“NSF”). Beginning January 1, 2023, SRC started a new research programs under SRCco.

The Joint University Microelectronics Program 2.0 (“JUMP 2.0”) is a collaborative network of research centers sponsored by industry participants and the Defense Advanced research Projects agency (“DARPA”). Expenditures under Federal contracts are subject to audit by the respective cognizant agency. As SRC has recorded contracts in accordance with the agency agreement, there are no reserves in its consolidated financial statements as of December 31, 2024 and 2023.

### 6. Income Taxes

SRC incurred income tax expense of \$127 and \$511 during the years ended December 31, 2024 and 2023, respectively.

Income tax (benefit) expense consisted of the following:

<i>Years ended December 31,</i>	<b>2024</b>	<b>2023</b>
<b>Current:</b>		
Federal	\$ (143)	\$ 179
State	48	29
<b>Total current income tax (benefit) expense</b>	<b>(95)</b>	<b>208</b>
<b>Deferred:</b>		
Federal	203	277
State	19	26
<b>Total deferred income tax expense</b>	<b>222</b>	<b>303</b>
<b>Total income tax expense</b>	<b>\$ 127</b>	<b>\$ 511</b>

# Semiconductor Research Corporation and Affiliates

## Notes to Consolidated Financial Statements

(in thousands of dollars)

Components of the net deferred income tax assets (liability) were as follows:

<i>Years ended December 31,</i>	<b>2024</b>	<b>2023</b>
Fixed assets	\$ 27	\$ 31
Net operating Loss	356	274
Lease liability	162	239
Unrealized loss on investments	-	-
<b>Total deferred tax assets</b>	<b>545</b>	<b>544</b>
Valuation allowance	(545)	(544)
<b>Total deferred tax assets, net</b>	<b>-</b>	<b>-</b>
Unrealized gain on investments	(525)	(303)
Right of use asset	(387)	(387)
<b>Total deferred tax liability</b>	<b>\$ (912)</b>	<b>\$ (690)</b>

No unrecognized tax benefits existed as of December 31, 2024 and 2023. SRC did not have any additions to its unrecognized tax benefit resulting from uncertain tax positions related to either the current or prior years, and had no reductions resulting due to settlements. The Corporation does not expect any change in unrecognized tax benefits within the next fiscal year.

## 7. Net Assets

Net assets without donor restriction are comprised of the following components:

<i>December 31,</i>	<b>2024</b>	<b>2023</b>
Undesignated	\$ 8,904	\$ 6,339
Board designated	23,108	20,760
<b>Net assets without donor restriction</b>	<b>\$ 32,012</b>	<b>\$ 27,099</b>

## 8. Related Parties

In 1996, SRC began utilizing personnel from members' companies to assist in program related activities. SRC pays for these services at rates consistent with other service providers. Payments for administrative services provided by these personnel for the years ended December 31, 2024 and 2023 were approximately \$180, and are included within management and general expense in the accompanying consolidated statements of activities. Additionally, the majority of the Corporation's board of directors is made up of individuals from member organizations.

# Semiconductor Research Corporation and Affiliates

## Notes to Consolidated Financial Statements

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*(in thousands of dollars)*

### 9. Concentration of Credit Risk

Financial instruments that potentially subject the Corporation to concentration of credit risk consist principally of cash and cash equivalents. The Corporation places its cash and cash equivalents in the United States primarily in federally insured financial institutions, which limits its credit exposure. At times, these cash amounts may be in excess of the Federal Deposit Insurance Corporation insurance limits.

A majority of SRC's and SRCco's revenues are generated from membership fees assessed to participating companies in the semiconductor industry. For the year ended December 31, 2024, three companies comprised 31.0%, 18.6% and 7.2% of SRC's membership revenues. For the year ended December 31, 2023, three companies comprised 31.3%, 18.8% and 7.0% of SRC's membership revenues. For the years ended December 31, 2024 and 2023, three companies comprised 35.4%, 11.8% and 11.8% of SRCco's membership revenues.

# Semiconductor Research Corporation and Affiliates

## Notes to Consolidated Financial Statements

(in thousands of dollars)

### 10. Expenses by Both Nature and Function

The consolidated financial statements report certain categories of expenses that are attributable to one or more program or supporting functions of the Corporation. Functional expense by natural classification were as follows:

<i>Year ended December 31, 2024</i>	SRC	NST	SRCMCC	Total
<b>Program Services</b>				
Research contracts and grants given to universities	\$ 19,250	\$ 47,057	\$ -	\$ 66,307
Intellectual property	227	268	-	495
Hosted conferences and events	248	218	-	466
Student support, scholarships and awards	81	-	-	81
<b>Total Program Services</b>	<b>19,806</b>	<b>47,543</b>	<b>-</b>	<b>67,349</b>
<b>Management and General</b>				
Salaries, employee benefits and related taxes	2,820	2,086	-	4,906
Professional fees and contract services	2,370	9	12	2,391
Conferences, travel and staff development	173	46	2	221
Occupancy and maintenance	378	1	-	379
Supplies, communications, shipping and other	601	4	1	606
Business insurance	43	-	-	43
Depreciation	14	-	-	14
Non-payroll tax expense	133	-	-	133
Cost allocation	(573)	573	-	-
<b>Total Management and General</b>	<b>5,959</b>	<b>2,719</b>	<b>15</b>	<b>8,693</b>
<b>Total Functional Expenses</b>	<b>\$ 25,765</b>	<b>\$ 50,262</b>	<b>\$ 15</b>	<b>\$ 76,042</b>

# Semiconductor Research Corporation and Affiliates

## Notes to Consolidated Financial Statements

*(in thousands of dollars)*

<i>Year ended December 31, 2023</i>	SRC	NST	SRCMCC	Total
<b>Program Services</b>				
Research contracts and grants given to universities	\$ 18,257	\$ 59,485	\$ -	\$ 77,742
Intellectual property	211	260	-	471
Hosted conferences and events	365	162	-	527
Student support, scholarships and awards	88	90	-	178
<b>Total Program Services</b>	<b>18,921</b>	<b>59,997</b>	<b>-</b>	<b>78,918</b>
<b>Management and General</b>				
Salaries, employee benefits and related taxes	3,232	1,625	-	4,857
Professional fees and contract services	490	8	-	498
Conferences, travel and staff development	142	52	-	194
Occupancy and maintenance	347	-	-	347
Supplies, communications, shipping and other	172	12	-	184
Business insurance	40	-	-	40
Depreciation	18	-	-	18
Non-payroll tax expense	516	-	-	516
Cost allocation	(218)	218	-	-
<b>Total Management and General</b>	<b>4,739</b>	<b>1,915</b>	<b>-</b>	<b>6,654</b>
<b>Total Functional Expenses</b>	<b>\$ 23,660</b>	<b>\$ 61,912</b>	<b>\$ -</b>	<b>\$ 85,572</b>

# Semiconductor Research Corporation and Affiliates

## Notes to Consolidated Financial Statements

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*(in thousands of dollars)*

### 11. Subsequent Events

The Corporation has evaluated subsequent events from December 31, 2024 (the date of the most recent consolidated statements of financial position) through July 10, 2025 (the date of the audit report and the date the consolidated financial statements were available to be issued).

On January 3, 2025, SRCMCC and NIST signed an Other Transactions Agreement to form the 18th Manufacturing USA Institute (the "Institute") through a public-private partnership. The Institute is focused on the development of digital twins for semiconductor manufacturing. The initial funding awarded was \$285 million over five years.

Since January 20, 2025, President Trump has issued multiple executive orders as he took office along with specific departmental, agency and Office of Management and Budget guidance which have imposed potential restrictions on certain programs, payments, new awards and existing programs, impacting many organizations that receive and expend federal funding. The full impact of the executive orders continues to evolve as of July 10, 2025. As such, it is uncertain as to the full magnitude that these matters will have on Corporation's financial condition, liquidity, and future results of operations. The Corporation is actively monitoring the impact of these events on its financial condition, liquidity, operations, suppliers, industry and workforce. Given the daily evolution of these matters through July 10, 2025, the Corporation is not able to reasonably estimate the effects on the results of operations, financial condition, or liquidity for fiscal year 2025. The Corporation continues to assess the impact to its day-to-day operations, including continued access to contracts and funding from the federal government. As of July 10, 2025, the Corporation has not seen a material negative impact to its operations.

## Supplemental Information

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# Semiconductor Research Corporation and Affiliates

## Consolidating Schedule of Activities

*(in thousands of dollars)*

<i>Year ended December 31, 2024</i>	SRC	SRCco	SRCMCC	Total
<b>Change in Net Assets Without Donor Restrictions</b>				
Revenues and gains				
Member fees and participant revenue and fees	\$ 15,924	\$ 25,400	\$ -	\$ 41,324
Infrastructure member fees	539	-	-	539
Thrust member fees	8,282	-	-	8,282
Net realized and change in net unrealized gains on investments	1,321	-	-	1,321
Investment income, net	1,332	617	-	1,949
Grant revenue	-	27,531	-	27,531
Other income	9	-	-	9
<b>Total revenues and gains</b>	<b>27,407</b>	<b>53,548</b>	<b>-</b>	<b>80,955</b>
Expenses				
Contract research and grant expense	19,718	47,544	-	67,262
Graduate fellowship program	87	-	-	87
Management and general	5,833	2,718	15	8,566
Income tax expense	127	-	-	127
<b>Total expenses</b>	<b>25,765</b>	<b>50,262</b>	<b>15</b>	<b>76,042</b>
<b>Change in Net Assets Without Donor Restrictions</b>	<b>1,642</b>	<b>3,286</b>	<b>(15)</b>	<b>4,913</b>
<b>Net Assets Without Donor Restrictions, at beginning of year</b>	<b>23,263</b>	<b>3,836</b>	<b>-</b>	<b>27,099</b>
<b>Net Assets (Deficit) Without Donor Restrictions, end of year</b>	<b>\$ 24,905</b>	<b>\$ 7,122</b>	<b>\$ (15)</b>	<b>\$ 32,012</b>

# Semiconductor Research Corporation and Affiliates

## Consolidating Schedule of Activities

(in thousands of dollars)

Year ended December 31, 2023	SRC	SRCco	Total
<b>Change in Net Assets Without Donor Restrictions</b>			
Revenues and gains			
Member fees and participant revenue and fees	\$ 15,752	\$ 25,400	\$ 41,152
Infrastructure member fees	446	-	446
Thrust member fees	8,222	-	8,222
Net realized and change in net unrealized gains on investments	1,493	-	1,493
Investment income, net	823	404	1,227
Grant revenue	169	18,680	18,849
Other income	7	-	7
<b>Total revenues and gains</b>	<b>26,912</b>	<b>44,484</b>	<b>71,396</b>
Expenses			
Contract research and grant expense	18,836	59,997	78,833
Graduate fellowship program	85	-	85
Management and general	4,228	1,915	6,143
Income tax expense	511	-	511
<b>Total expenses</b>	<b>23,660</b>	<b>61,912</b>	<b>85,572</b>
<b>Change in Net Assets Without Donor Restrictions</b>	<b>3,252</b>	<b>(17,428)</b>	<b>(14,176)</b>
<b>Net Assets Without Donor Restrictions, at beginning of year</b>	<b>20,011</b>	<b>21,264</b>	<b>41,275</b>
<b>Net Assets Without Donor Restrictions, end of year</b>	<b>\$ 23,263</b>	<b>\$ 3,836</b>	<b>\$ 27,099</b>

