

MANAGEMENT'S DISCUSSION AND ANALYSIS

The Financial Accounting Foundation (FAF), the Financial Accounting Standards Board (FASB), and the Governmental Accounting Standards Board (GASB) are committed to the development of high-quality financial accounting and reporting standards through an independent and open process that results in useful financial information, considers all stakeholder views, and ensures public accountability.

The FAF is responsible for the oversight, administration, financing, and appointment of the FASB and the GASB, and their respective advisory councils, the Financial Accounting Standards Advisory Council (FASAC), and the Governmental Accounting Standards Advisory Council (GASAC). The FAF obtains its funding from three sources:

- Accounting support fees that finance FASB operating and capital expenses pursuant to Section 109 of the Sarbanes-Oxley Act of 2002 (Sarbanes-Oxley Act);
- Accounting support fees that finance GASB operating and capital expenses pursuant to Section 978 of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010 (Dodd-Frank Act); and
- Sales and licensing of copyrighted FASB and GASB content.

Program and support expenses are funded by accounting support fees and by voluntary Reserve Fund contributions, which are determined during our annual budgeting process.

The FAF established the Reserve Fund to: (1) provide the FAF with sufficient reserves to fund budgeted current expenditures that are not otherwise funded by operating revenue (principally, accounting support fees or publishing revenues); (2) fund the operations of the FASB, the GASB, and the FAF during any temporary or permanent funding transitions; (3) fund unforeseen contingencies; and (4) provide temporary funding of operations resulting from cash flow deficiencies (primarily related to timing of accounting support fees collections, provided that the Reserve Fund will be replenished within a reasonably short period of time).

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FAF's current policy is to maintain a target Reserve Fund balance equal to one year of budgeted gross expenses for the entire organization. If the projected year-end Reserve Fund balance, which is net of short-term investments, exceeds the year-end target Reserve Fund, the FAF has historically voluntarily contributed this amount to fund the FASB and GASB's budgeted recoverable expenses that otherwise would have been funded by accounting support fees. The next sections provide certain 2019 financial highlights and management's discussion and should be read in conjunction with the FAF's audited financial statements that follow.

2019 Summary

The FAF's net assets increased by \$3.3 million in 2019 largely due to nonoperating investment income of \$2.5 million. Operating revenues exceeded total program and support expenses by \$630,000.

Standard-setting activities in 2019 related to the FASB's and the GASB's primary mission of improving financial accounting and reporting standards. These efforts included making improvements to U.S. GAAP while maintaining or increasing comparability with international accounting standards where possible, working with the Private Company Council (PCC) to improve the standard-setting process for private companies, and continuing the development of the GAAP Financial Reporting Taxonomy (Taxonomy) for eXtensible Business Reporting Language (XBRL) in the private sector.

Program expenses also include publishing and delivering FASB and GASB standard-setting content. In 2019 and 2018, these included costs associated with the Content, Vision, & Enablement (CVE) Initiative. The CVE Initiative began with the objective of modernizing the production and distribution of FASB and GASB standards. The project has three components:

- 1) Finalize and operationalize the organization's content strategy,
- 2) Implement a new publishing platform, and
- 3) Redesign the business processes underpinning our content creation, production, and distribution.

The initial discovery and solution selection phase of the CVE Initiative was completed during 2019. The implementation phase began in late 2019 and completion is tentatively targeted for 2021. The total CVE Initiative budget spanning 2018-2021 is currently \$11.6 million, of which \$4.0 million and \$425,000 were

expended in 2019 and 2018, respectively, including both operating expense and capital, and the remainder is expected to be spent in 2020-2021.

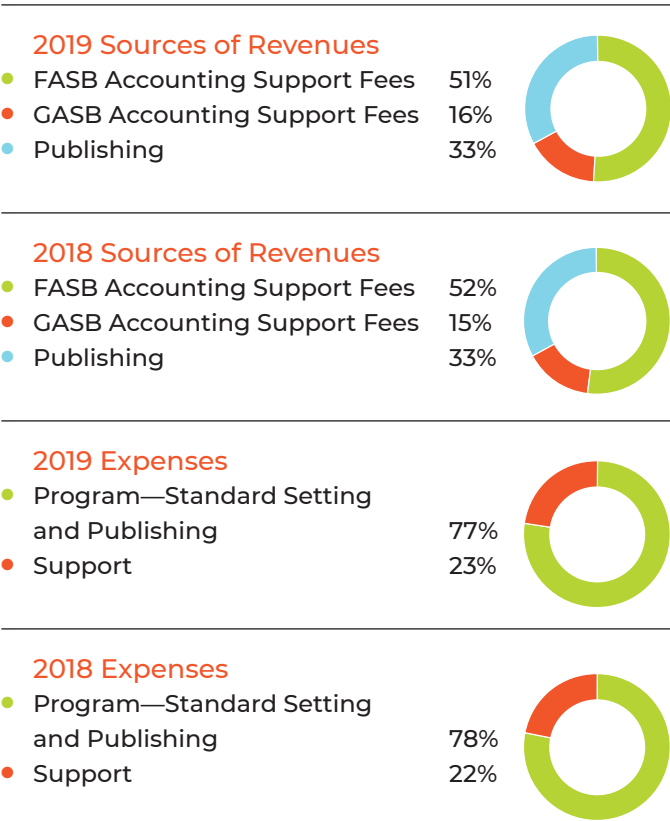
Total program and support expenses increased \$3.8 million, or 7%, from 2018 to 2019, due to a combination of increases in CVE Initiative costs, salary and benefits, placement fees, and other professional fees.

2019 Financial Results

The FAF's financial statements are presented in accordance with GAAP and reflect the specific reporting requirements of not-for-profit organizations.

Statements of Activities

The following charts display the sources of revenues and the program and support expenses for 2019 and 2018:



FASB Accounting Support Fees

FASB accounting support fees are assessed upon issuers, as defined by the Sarbanes-Oxley Act, to fund the expenses and other cash requirements of the FASB's standard-setting activities, as reflected in the FAF's annual operating and capital budget—the FASB recoverable expenses.

Equity issuers and investment company issuers are assessed a share of the accounting support fees based upon their relative average monthly market capitalization, subject to minimum capitalization thresholds. The FAF has retained the Public Company Accounting Oversight Board (PCAOB) as its agent for invoicing and collecting FASB accounting support fees, which were \$29.3 million in 2019 and \$29.1 million in 2018. As previously noted, the FAF voluntarily contributes a formula-based amount from the Reserve Fund to offset FASB recoverable expenses that would otherwise be funded by accounting support fees. The FAF paid the PCAOB approximately \$209,000 per year for collection services, which is included as part of operating support expenses, in 2019 and 2018.

The Office of Management and Budget (OMB) has determined that the FASB accounting support fee is subject to sequestration pursuant to the Budget Control Act of 2011 (BCA). Sequestration amounts are based on the federal government's fiscal year, which, for the 2019 sequestration, began on October 1, 2018, and ended on September 30, 2019. During 2019, approximately \$1.8 million was sequestered with respect to the FASB accounting support fee. The OMB notified the FAF that the 2019 sequestered funds were available for spending for the 2020 federal fiscal year, which began October 1, 2019. The FAF understands that the FASB accounting support fee for federal fiscal year 2020 will be subject to sequestration in a similar manner.

GASB Accounting Support Fees

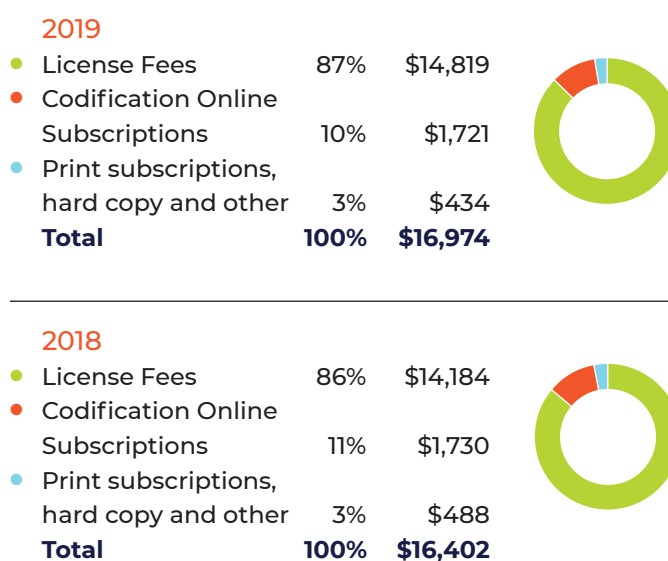
Pursuant to the Dodd-Frank Act, in 2012, the SEC issued an order approving a proposed rule change to the by-laws of the Financial Industry Regulatory Authority (FINRA) to establish an accounting support fee to fund the annual budget of the GASB, including rules and procedures to provide for the equitable allocation, assessment, and collection of the GASB accounting support fee from FINRA members. As previously noted, the FAF voluntarily contributes a formula-based amount from the Reserve Fund to offset GASB recoverable expenses that would otherwise be funded by accounting support fees. FINRA collects the GASB accounting support fee quarterly from member firms that report trades to the Municipal Securities Rulemaking Board (MSRB). Each member firm's assessment is based on the member firm's portion of the total par value of municipal securities transactions reported by FINRA member firms to the MSRB during the previous quarter. GASB accounting support fees were \$8.9 million in 2019 and

\$8.3 million in 2018. The FAF paid FINRA \$30,000 per year for collection services, which is included as part of operating support expenses, in 2019 and 2018.

Publishing Revenue

Publishing revenue for FASB and GASB product offerings are presented in the statements of activities on a combined basis. As noted below, gross revenues year to year have been positively impacted by price increases for FASB and GASB products but offset somewhat by a decreasing number of commercial sublicensees and direct subscribers to online and print subscriptions. Gross revenues for FASB and GASB product offerings are separately displayed in the charts below for 2019 and 2018.

FASB Publishing (dollars in thousands)



The FAF licenses the content of the *FASB Accounting Standards Codification*[®] (FASB Codification) to commercial publishers and others for inclusion in their proprietary, comprehensive, online research systems. The FASB Codification also is directly accessible through an online platform and can be viewed either through a free Basic View or as an annual paid subscription to the Professional View that provides advanced functionality and navigation. The FAF also sells a bound edition of the FASB Codification and provides The FASB Subscription, an annual paid service that includes the distribution of printed copies of FASB Accounting Standards Updates (ASUs) when issued.

FASB publishing revenues totaled \$17.0 million in 2019, up 3% from 2018. This net change reflects the 5% increase in product prices, offset by a decrease in the

number of FASB Codification subscribers, commercial publishers sublicensees, and demand for print products.

GASB Publishing (dollars in thousands)

2019

● License Fees	72%	\$1,221
● GARS Online Subscriptions	6%	\$97
● Print subscriptions, hard copy and other	22%	\$386
Total	100%	\$1,704



2018

● License Fees	69%	\$1,193
● GARS Online Subscriptions	6%	\$97
● Print subscriptions, hard copy and other	25%	\$428
Total	100%	\$1,718



The FAF licenses GASB materials to commercial publishers and others for inclusion in their proprietary comprehensive online research systems. GASB materials are also directly accessible online through the Governmental Accounting Research System (GARS). GARS Online can be viewed either through a free Basic View or as an annual paid subscription to the Professional View that provides advanced functionality and navigation. GASB materials also are available through various subscription plans sold directly by the FAF, including The GASB Subscription (consisting of final documents as they are issued) and the GASB Board Packages. In addition, the FAF sells bound editions of the GASB Codification, GASB Original Pronouncements, and the GASB Comprehensive Implementation Guide, as well as hard copies of individual Pronouncements, User Guides, Research Reports, and other documents.

GASB publishing revenues totaled \$1.7 million in 2019, consistent with 2018. This net change reflects the 5% increase in product prices, offset by a decrease in the number of commercial publishers sublicensees and subscribers to print subscriptions.

Program and Support Expenses

The FAF's operating program expenses, which comprise the standard-setting activities of the FASB and the GASB and FAF publishing activities, totaled

\$43.5 million in 2019, representing a 6% increase over 2018 and comprise the following:

- Program salaries and benefits, which comprised approximately 76% of the FAF's program expenses in 2019, increased \$360,000 primarily related to annual salary rate increases.
- CVE Initiative operating expenses, included as part of publishing information technology fees, increased \$1.7 million.
- Professional fees increased \$514,000. The largest component of this increase relates to timing of various placement and search fees for FASB and GASB members and technical staff.
- Other standard-setting program expenses included domestic and international travel for the FASB and the GASB members and staff, costs for holding advisory group and other meetings, library subscriptions and other reference materials, and other miscellaneous expenses.

The FAF's operating support expenses totaled \$12.9 million in 2019, an increase of 13% from 2018. This is primarily driven by a \$1.5 million increase in professional fees, including Trustee placement fees and compensation, audit, legal, human resources, and other fees to address various initiatives.

Investment Income

The FAF's Reserve Fund, held primarily in money market and fixed income mutual funds, experienced net investment gains of \$2.3 million in 2019, compared to \$777,000 in 2018, resulting from positive investment market conditions.

Other Components of Net Period Pension Cost and Other Pension-Related Changes Not Reflected in Operating Expenses

Other components of net period pension cost include all components of net periodic benefit costs other than service costs, which are included in operating expenses. The FAF recorded nonoperating decreases in net assets of \$330,000 and \$756,000 in 2019 and 2018, respectively. In 2018, the amount included \$646,000 of additional settlement charges due to the payout of \$1.8 million in lump sums.

Other pension-related changes are nonoperating adjustments to record the change in the funded status of the Employees' Pension Plan and the Postretirement Plan. Pension-related changes are determined by comparing the fair value of plan assets against the actuarially determined amount of benefit

obligations. The FAF recorded nonoperating increases in net assets of \$496,000 and \$909,000 for 2019 and 2018, respectively. Factors impacting the amount of pension-related changes include actuarial gains or losses resulting from actual investment return compared to actuarially expected return offset by the impact of the decrease in the discount rate in 2019.

Statements of Financial Position

Reserve Fund Investments

Reserve Fund investments totaled \$60.9 million and \$61.1 million as of December 31, 2019 and 2018, respectively. The Reserve Fund's assets were invested in approximately equal proportions in a money market mutual fund and a short-term, high-credit quality, fixed income mutual fund. An amount equal to the Reserve Fund balance is reflected as a separate Board-designated component of net assets without donor restrictions.

Accounting support fee assessments in 2019 and 2018 were offset by voluntary Reserve Fund contributions of \$11.2 million and \$11.1 million, respectively. These amounts are primarily derived from net publishing revenues but also benefited from favorable variances in revenues and expenses between budget and actual that carry over from the prior year and other items that affect the balance of the Reserve Fund.

Accounting Support Fees, Publishing, and Other Receivables

Receivables as of December 31, 2019 and 2018 primarily included \$2.8 million and \$2.4 million of GASB accounting support fees, respectively, and \$3.3 million of license fees in each year. The remaining balance primarily related to other publishing revenues.

Operating Lease Right-of-Use (ROU) Assets and Operating Lease Liabilities

Operating lease ROU assets and liabilities include the recognition of operating leases for office space in Norwalk (main office) and Washington D.C. and for equipment as detailed in Note 8 to the financial statements.

Accrued Postretirement Health Care Costs and Accrued Pension Costs

The funded status of the Postretirement Plan amounted to a \$1.1 million net liability in 2019, compared to a net liability of \$758,000 in 2018. The funded status of the Employees' Pension Plan amounted to a \$646,000 net liability in 2019, compared to a net liability of \$652,000 in 2018. The change in funded status reflects an increase in the benefit obligation for both plans primarily resulting from the impact of a decrease in discount rate partially offset by an increase in plan assets primarily due to investment gains.

2020 Outlook

The FAF will continue to manage resources prudently, while appropriately investing in technology and other initiatives in fulfilling the important mission of the FASB and the GASB. We anticipate total operating and capital expenses to increase in 2020 related to the FAF's comprehensive Content, Vision, and Enablement (CVE) Initiative and for transitional costs for the FASB chair and GASB chair, whose terms expire June 30, 2020. Overall headcount is expected to remain consistent with 2019.

As previously noted, the CVE Initiative solution implementation will continue through 2020 and will also include adjacent work to refresh the FAF, FASB, and GASB websites, restructure our content, and upgrade our fulfillment and distribution system. The new publishing and distribution systems will replace technology that is increasingly obsolete and expensive to maintain and allow the organization to continue to fulfill its standard-setting mission.

The COVID-19 pandemic has significantly impacted economic conditions in the United States and globally. Mandates from federal, state and local governments have included travel restrictions and temporary business closures. The FASB, the GASB and FAF have continued to work remotely. Although it is difficult to predict how long these restrictions will be in place, a reduction in planned travel and meeting costs in 2020 is expected. At this time, we do not anticipate a significant impact to our operating revenues or other financial operations.

STATEMENTS OF ACTIVITIES

For the years ended December 31 (dollars in thousands)

2019

2018

Operating:

Revenues:

Accounting support fees:

FASB

\$29,294

\$29,081

GASB

8,936

8,346

Total accounting support fees

38,230

37,427

Publishing (Note 2)

18,678

18,120

Contributions—FAF contributed services

130

184

Total revenues

57,038

55,731

Program expenses (Note 4):

Standard setting:

FASB

29,178

28,600

GASB

8,165

7,912

Total standard setting

37,343

36,512

Publishing

6,130

4,592

Total program expenses

43,473

41,104

Support expenses (Note 4)

12,935

11,455

Total program and support expenses

56,408

52,559

Operating revenues greater than operating expenses

630

3,172

Nonoperating:

Net investment income — short-term investments (Note 5)

155

150

Net investment income — Reserve Fund (Note 5)

2,343

777

Other components of net periodic pension cost (Note 6)

(330)

(756)

Other pension-related changes not reflected in

operating expenses (Note 6)

496

909

Change in net assets without donor restrictions

3,294

4,252

Net assets at beginning of year

70,129

65,877

Net assets at end of year

\$73,423

\$70,129

See accompanying notes to these financial statements.

STATEMENTS OF FINANCIAL POSITION

For the years ended December 31 (dollars in thousands)	2019	2018
Current assets:		
Cash and cash equivalents	\$ 4,605	\$ 4,107
Short-term investments (Note 5)	9,250	9,114
Accounting support fee, publishing, and other receivables (net of allowance for doubtful accounts of \$56 and \$72)	6,273	5,806
Prepaid expenses and all other current assets	1,278	958
Total current assets	21,406	19,985
Noncurrent assets:		
Reserve Fund investments (Note 5)	60,925	61,082
Assets held in trust (Note 6)	2,517	1,896
Operating lease right-of-use assets (Note 8)	2,994	4,060
Furniture, equipment, software, and leasehold improvements, net (Note 7)	3,824	2,032
Total noncurrent assets	70,260	69,070
Total assets	\$91,666	\$89,055
Current liabilities:		
Accounts payable and accrued expenses	\$ 1,656	\$ 1,491
Accrued payroll and related benefits	1,066	1,461
Operating lease liability—current (Note 8)	1,657	1,700
Unearned publication and other deferred revenues	6,766	6,630
Total current liabilities	11,145	11,282
Noncurrent liabilities:		
Accrued pension costs (Note 6)	646	652
Accrued postretirement health care costs (Note 6)	1,138	758
Operating lease liability—long term (Note 8)	2,797	4,338
Other liabilities (Note 6)	2,517	1,896
Total noncurrent liabilities	7,098	7,644
Total liabilities	18,243	18,926
Net assets—without donor restrictions		
Designated by the Board for Reserve Fund (Notes 3 and 5)	60,925	61,082
Undesignated	12,498	9,047
Total net assets without donor restrictions	73,423	70,129
Total liabilities and net assets	\$91,666	\$89,055

See accompanying notes to these financial statements.

STATEMENTS OF CASH FLOWS

For the years ended December 31 (dollars in thousands)

2019

2018

Cash flows from operating activities:

Cash received from accounting support fees	\$37,877	\$37,369
Cash received from publishing sales	18,700	17,772
Interest and dividend income received	1,675	1,436
Cash paid to vendors, employees, and benefit plans	(55,495)	(52,422)
Net cash provided by operating activities	2,757	4,155

Cash flows from investing activities:

Proceeds from sales of Reserve Fund investments	4,000	3,000
Purchases of Reserve Fund investments	(3,019)	(7,156)
Proceeds from sales of short-term investments	8,000	9,000
Purchases of short-term investments	(8,136)	(8,853)
Purchases of assets held in trust	(621)	(194)
Purchases of furniture, equipment, software, and leasehold improvements, net	(2,483)	(609)
Net cash used in investing activities	(2,259)	(4,812)
Net increase (decrease) in cash and equivalents	498	(657)
Cash and equivalents at beginning of year	4,107	4,764
Cash and equivalents at end of year	\$ 4,605	\$ 4,107

Supplemental information

Noncash items included in the Statement of Activities:

Pension-related changes not reflected in operating expenses	\$ 496	\$ 909
Component of net periodic pension costs not reflected in operating expenses	\$ (330)	\$ (756)

See accompanying notes to these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

1. Nature of Activities and Summary of Significant Accounting Policies

Activities

The Financial Accounting Foundation (FAF), incorporated in 1972, is the independent, private-sector not-for-profit, non-stock corporation with responsibility for establishing and improving financial accounting and reporting standards, through an independent and open process, and educating stakeholders about those standards. The FAF is responsible for the oversight, administration, finances, and appointment of the members of:

- The Financial Accounting Standards Board (FASB), which establishes standards of financial accounting and reporting for nongovernmental entities, and the Financial Accounting Standards Advisory Council (FASAC) and;
- The Governmental Accounting Standards Board (GASB), which establishes standards of financial accounting and reporting for state and local governmental entities, and the Governmental Accounting Standards Advisory Council (GASAC).

The FAF was incorporated under Delaware General Corporation Law to operate exclusively for charitable, educational, scientific, and literary purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code, as amended (Code). The FAF obtains its funding from accounting support fees pursuant to Section 109 of the Sarbanes-Oxley Act of 2002, as amended (Sarbanes-Oxley Act), in support of the FASB; accounting support fees pursuant to Section 978 of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010 (Dodd-Frank Act) in support of the GASB; and publishing revenues.

Summary of Significant Accounting Policies Presentation

The accompanying financial statements have been prepared in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP).

These statements include the program activities of standard setting of the FASB and the GASB (Standards Boards) (set forth separately, where appropriate, in recognition of their distinct responsibilities as described in the FAF's Certificate of Incorporation and By-Laws) and publishing. Standard-setting program expenses include salaries, benefits, and other operating expenses for the members and research staffs of the respective Standards Boards and Councils, costs for the ongoing development of the U.S. GAAP Financial Reporting Taxonomy, costs for external relations, government affairs and communications activities, and for the information research and technology related to the standard-setting activities of the FASB and the GASB. Publishing program costs represent the distinct activities of publishing and distributing the FASB and GASB standard-setting materials and include staff salaries and benefits, publishing information technology costs, printing, distribution, and other costs. Additional services for accounting and finance, human resources, facilities management, technology and information systems, legal, and general administrative operating assistance have been reflected as support expenses in the accompanying statements of activities.

All of the net assets of the FAF are classified as without donor restrictions and are segregated into FAF Board of Trustee (FAF Board) designated and undesignated categories (see Note 2).

Use of Estimates

The preparation of financial statements requires management to formulate estimates and assumptions that may affect the reported amounts of assets and liabilities at the dates of those statements and revenues and expenses for the reporting periods. Significant estimates made by management include actuarially determined employee benefit liabilities. Actual results could differ from those estimates.

Revenue Recognition

Publishing

Publishing revenue includes sales of printed content (primarily annual editions of authoritative FASB and GASB GAAP), subscriptions for authoritative print content, subscriptions for digital access to authoritative content, and licensing of content.

The FAF assesses the obligations promised in its contracts with customers and identifies a performance obligation for each promise to transfer goods or services. To identify the performance obligations, the FAF considers all the promises in the contract, whether explicitly stated or implied, based on customary business practices. Revenue is recognized when a performance obligation is satisfied by transferring control of promised goods or services to customers, which can occur over time or at a point in time.

All of the FAF's contracts with customers, including sales- or usage-based royalty agreements, include performance obligations that are short term in nature.

Sales taxes collected on behalf of third parties are excluded from revenue and recorded as a liability until paid. Shipping fees charged to customers are excluded from revenue and netted against shipping expenses. There are no obligations for warranties, returns, or refunds to customers.

Accounting Support Fees

The Sarbanes-Oxley Act provides for funding of FASB through accounting support fees assessed against and collected from issuers of securities, as defined in the Sarbanes-Oxley Act. The FASB accounting support fees are reviewed by the U.S. Securities and Exchange Commission (SEC) each year. The Dodd-Frank Act provides for funding of GASB through an SEC order instructing the Financial Industry Regulatory Authority (FINRA) to establish, assess, and collect accounting support fees from its members.

Accounting support fees are recognized as revenue in the year for which those accounting support fees have been assessed as prescribed by the Sarbanes-Oxley Act and Dodd-Frank Act. Accounting support fees are reflected as without donor restrictions because the restrictions have been met in the same reporting period as the revenue is recognized.

The accounting support fees provide funding for recoverable expenses associated with the FASB and the GASB's standard-setting activities as identified in the

FAF's operating and capital budget for each calendar year. Recoverable expenses do not include Trustee and oversight expenses. The FAF's budgeted recoverable expenses for each Standards Board are statutorily eligible for funding by accounting support fees. However, on a voluntary basis, the FAF has applied any Reserve Funds in excess of a formula-based target amount to reduce what the FAF would otherwise be entitled to collect in accounting support fees.

The Office of Management and Budget (OMB) has determined that the FASB is subject to sequestration pursuant to the Budget Control Act of 2011 (BCA). Sequestration amounts are determined on the federal government's fiscal year, which for the 2019 sequestration began on October 1, 2018 and ended on September 30, 2019. During 2019, \$1,820,000 was sequestered with respect to the FASB accounting support fees. The OMB notified the FAF that the 2019 sequestered funds were available for spending for the 2020 federal fiscal year, which began October 1, 2019, and as a result no restrictions existed at December 31, 2019. The FAF understands that the FASB accounting support fees for federal fiscal year 2020 will be subject to sequestration in a similar manner.

Contributions

The FAF reports all contributions as increases in net assets without donor restrictions. Members of the Board of Trustees are eligible for compensation for their services, with each having the right to waive such compensation. The accompanying financial statements reflect the value of waived Trustee compensation, which meets the criteria for recognition as contributed services. Other individuals contribute significant amounts of time to the activities of the FAF, the Standards Boards, and their Advisory Councils without compensation; however, these are not included as contributions in the accompanying financial statements because they do not meet the recognition criteria.

Cash and Cash Equivalents

For financial statement purposes, the FAF considers all highly liquid debt instruments purchased with an original maturity of three months or less to be cash equivalents. The carrying value of these investments approximates fair value due to the nature of the investments and the maturity period.

NOTES TO THE FINANCIAL STATEMENTS

Investments

The FAF's investments are recorded at fair value, all of which are measured using Level 1 inputs, which are defined as quoted market prices in active markets for identical investments. 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. Net appreciation or depreciation includes gains and losses on investments bought and sold as well as held during the year.

Concentration of Credit Risk

Financial instruments that potentially are subject to concentrations of credit risk consist principally of cash and cash equivalents, short-term investments, and Reserve Fund investments. Short-term investments and Reserve Fund investments are held in various money market and fixed income mutual funds with a single high-credit-quality financial institution. The FAF has not experienced, nor does it anticipate, any credit-risk-related losses in such accounts.

Accounting Support Fees, Publishing, and Other Receivables

Receivables are carried at the amount billed or accrued, net of an allowance for doubtful accounts. The allowance for doubtful accounts is estimated based on management's review of historical experience and current economic conditions.

Employee Benefit Plans

The FAF sponsors a postretirement health care plan and a defined benefit pension plan. Information with respect to the funded positions of each of the FAF's pension and other postretirement plans at December 31, 2019 and 2018, is set forth in Note 6.

Furniture, Equipment, Software, and Leasehold Improvements

Furniture, equipment, software, and leasehold improvements are reported in the statements of financial position at cost, less accumulated depreciation and amortization determined using

the straight-line method. Furniture, equipment, and software are depreciated over their estimated useful lives, ranging from 3 to 10 years. Leasehold improvements are amortized over periods not extending beyond the termination dates of the leases for office space.

Income Taxes

The FAF is a tax-exempt organization under Section 501(c)(3) of the Code. Management has reviewed tax positions for open tax years and determined that a provision for uncertain tax positions is not required.

Leases

The FAF determines whether an arrangement is a lease at inception of a contract. Operating leases are included in operating lease right-of-use (ROU) assets and operating lease liabilities (current and long term) on the statements of financial position. Operating lease ROU assets and operating lease liabilities are recognized based on the present value of the future minimum lease payments over the lease term. As a practical expedient, FAF used a risk-free rate in determining the present value of future payments. The FAF recognizes ROU assets subject to operating leases in an amount equal to the operating lease liabilities, adjusted for the balances of deferred lease expense and incentives. Lease expense is recognized on a straight-line basis over the lease term. The lease and nonlease components in FAF's lease agreements are accounted for separately.

Subsequent Events

The FAF has evaluated subsequent events through March 4, 2020, the date through which the financial statements are available to be issued, and determined that no events subsequent to year-end have occurred that require adjustment to, or disclosure in, the financial statements.

2. Publishing

All of the FAF's revenue from contracts with customers is recognized within publishing revenue. The following table presents these revenues disaggregated between FASB and GASB products type and by revenue stream (dollars in thousands):

Years ended December 31	2019			2018		
	FASB	GASB	Total	FASB	GASB	Total
Licensing	\$14,819	\$1,221	\$16,040	\$14,184	\$1,193	\$15,377
Online subscriptions	1,721	97	1,818	1,730	97	1,827
Print subscriptions	220	307	527	256	340	596
Hard copy and other	214	79	293	232	88	320
Total	\$16,974	\$1,704	\$18,678	\$16,402	\$1,718	\$18,120

Licensing—FAF has entered into various licensing agreements that provide certain third-parties limited rights to utilize the FAF's intellectual property (IP), consisting of FASB and GASB content. Certain licenses include quarterly upfront payments based on the number of internal users and annual payments for the number of active sublicenses at the beginning of the contract period. The FAF recognizes revenue rateably over the term of the agreements because the obligation to provide the licensees with access to the most current version of the content is a single performance obligation satisfied over time.

Other license agreements also include quarterly payments based on the number of new or renewal sublicensee agreements entered into by the licensee for that quarter. The FAF recognizes the quarterly revenue on a straight-line basis over a 12-month period because the obligation to provide the licensees with access to the content is a single performance obligation satisfied over time. The FAF also recognizes revenue under these agreements for the amounts due and not yet paid pursuant to the terms of the contracts.

Online subscriptions—The FAF sells annual prepaid subscriptions for access to the *FASB Accounting Standards Codification*® and GASB Governmental Accounting Research System (which includes the GASB Codification, Original Pronouncements, and Comprehensive Implementation Guide) through Professional View online platforms. Access to these

platforms is determined to be a single performance obligation that is satisfied over the annual subscription period. Subscription revenues are deferred at the time of sale and are recognized rateably over the terms of the subscriptions.

Print subscriptions—The FAF sells annual prepaid subscriptions for a monthly distribution of printed copies of all FASB Accounting Standards Updates released during the previous month (The FASB Subscription) and periodic distribution of printed copies of newly issued GASB Statements, Concepts Statements, and Technical Bulletins (The GASB Subscription). These subscription services are determined to be a single performance obligation that is satisfied over the annual subscription period. Subscription revenues are deferred at the time of sale and are recognized rateably over the terms of the subscriptions.

Revenue from sales of individual hard copy publications are generally recognized upon shipment.

Significant judgments—Determining the number of promised services in a contract requires significant judgment. Licensing agreements provide customers with access to the latest, most current version of the accounting guidance. Revenue is recognized rateably over the contract term.

Contract liabilities (deferred revenues) as reflected in the statement of financial position, include amounts received or due in excess of revenue recognized.

NOTES TO THE FINANCIAL STATEMENTS

3. Liquidity and Availability of Financial Assets

The primary source of funding for the FAF, FASB, and GASB general expenditures are FASB and GASB accounting support fees and publishing revenues. FASB accounting support fees are billed annually and GASB accounting support fees are billed quarterly. Together, these fees accounted for \$38.2 million or 67 percent, and \$37.4 million or 67 percent, of the funding of the FAF in 2019 and 2018, respectively. The following table reflects the financial assets as of December 31, 2019 and 2018, reduced by the amounts that are not available to meet general expenditures within one year of the statements of financial position because of FAF Board designations (dollars in thousands):

At December 31	2019	2018
Cash and cash equivalents	\$ 4,605	\$ 4,107
Investments (short-term and Reserve Fund)	70,175	70,196
Accounting support fees, publishing, and other receivables	6,273	5,806
Financial assets available before Board designations	81,053	80,109
Less: Board-designated Reserve Fund	60,925	61,082
Financial assets available to meet cash needs for general expenditures within one year	\$ 20,128	\$ 19,027

As part of liquidity management, the FAF maintains both cash and short-term investments. There is also the FAF Board-designated Reserve Fund to: (1) provide the FAF with sufficient reserves to fund budgeted current expenditures that are not otherwise funded by operating revenue (principally, accounting support fees or publishing revenues); (2) fund the operations of the FASB, the GASB, and the FAF during any temporary or permanent funding transitions; (3) fund unforeseen contingencies; and (4) provide temporary funding of operations resulting from cash flow deficiencies (primarily related to timing of accounting support fees collections, provided that the Reserve Fund will be replenished within a reasonable short period of time). Reserve Fund assets are maintained within the investment policies and guidelines for the Reserve Fund established by the Audit and Finance Committee of the Board of Trustees.

4. Program and Support Expenses

The following table presents expenses by both their nature and functions for the years ended December 31, 2019 and 2018 (dollars in thousands):

Year ended December 31, 2019	Program				Total Program	Support	Total Expenses
	Standard-Setting			Publishing			
	FASB	GASB	Total				
Salaries and wages	\$19,347	\$5,471	\$24,818	\$1,617	\$26,435	\$4,658	\$31,093
Employee benefits	4,882	1,241	6,123	448	6,571	1,338	7,909
Occupancy and equipment expenses	1,085	304	1,389	144	1,533	754	2,287
Depreciation and amortization	421	9	430	50	480	211	691
Information technology fees	956	165	1,121	3,536	4,657	322	4,979
Professional fees—other	1,246	539	1,785	3	1,788	3,952	5,740
Printing and shipping	–	–	–	245	245	–	245
Other operating expenses	1,241	436	1,677	87	1,764	1,700	3,464
Total operating program and support expenses	29,178	8,165	37,343	6,130	43,473	12,935	56,408
Net periodic benefit costs other than service cost	170	58	228	–	228	102	330
Total expenses	\$29,348	\$8,223	\$37,571	\$6,130	\$43,701	\$13,037	\$56,738
Year ended December 31, 2018							
Salaries and wages	\$19,247	\$5,367	\$24,614	\$1,588	\$26,202	\$4,671	\$30,873
Employee benefits	4,750	1,255	6,005	439	6,444	1,513	7,957
Occupancy and equipment expenses	1,118	314	1,432	202	1,634	741	2,375
Depreciation and amortization	404	24	428	51	479	215	694
Information technology fees	801	160	961	1,881	2,842	268	3,110
Professional fees—other	922	351	1,273	1	1,274	2,479	3,753
Printing and shipping	–	–	–	315	315	–	315
Other operating expenses	1,358	441	1,799	115	1,914	1,568	3,482
Total operating program and support expenses	28,600	7,912	36,512	4,592	41,104	11,455	52,559
Net periodic benefit costs other than service cost	336	218	554	–	554	202	756
Total expenses	\$28,936	\$8,130	\$37,066	\$4,592	\$41,658	\$11,657	\$53,315

The financial statements report certain categories of expenses that are attributable to the various expense functions. Therefore, these expenses required allocation on a reasonable basis that is consistently applied. The expenses that are allocated include depreciation, occupancy and equipment expenses, and information technology, which are allocated based on percentage of headcount or square footage basis, while certain salaries and benefit costs are allocated based on estimated level of effort.

NOTES TO THE FINANCIAL STATEMENTS

5. Investments and Investment Income and Losses

Investments

The following table presents investments measured at fair value, all of which are measured using Level 1 inputs (dollars in thousands):

At December 31	2019	2018
Short-term:		
Money market mutual fund	\$ 9,250	\$ 9,114
Reserve Fund:		
Fixed income mutual fund	\$ 30,430	\$ 30,528
Money market mutual fund	30,495	30,554
	\$ 60,925	\$ 61,082

Net investment income (dollars in thousands):

Years ended December 31	2019	2018
Short-term:		
Interest and dividends	\$ 155	\$ 150
Reserve Fund:		
Interest and dividends	\$ 1,519	\$ 1,286
Net realized and unrealized gains (losses)	824	(509)
Total Reserve Fund investment income	\$ 2,343	\$ 777

Changes in the Reserve Fund balance for the past two years are as follows (dollars in thousands):

Years ended December 31	2019	2018
Fund balance, beginning of year	\$ 61,082	\$ 57,435
Transfers (to) from operations, net	(2,500)	2,870
Investment income	2,343	777
Fund balance, end of year	\$ 60,925	\$ 61,082

6. Employee Benefits

Employee benefits expense consists principally of health care benefits for active and retired employees, pension costs, and employer payroll taxes.

Pension Plans

The FAF sponsors a contributory defined contribution plan (the Employees' Tax Sheltered Annuity Plan) and a defined benefit pension plan (the Employees' Pension Plan). Effective January 1, 2008, the Employees' Pension Plan was closed to all new hires, and benefit accruals for participating employees ended as of December 31, 2013.

In 2018, the Employees' Pension Plan paid out \$1,826,000 in lump sums, which triggered settlement accounting. This resulted in recognition of \$646,000 of periodic benefit expense in 2018 for amounts previously deferred and recognized as pension-related changes not reflected in operating expenses. There was no settlement accounting triggered in 2019.

The FAF maintains a 457(b) deferred compensation plan (457(b) Plan) to provide the ability to make tax-deferred contributions to employees whose annual base compensation exceeds the maximum compensation limit for qualified plan contributions under Code §401(a)(17). Contributions are made into a rabbi trust maintained by the FAF for each participating employee and remain assets of the FAF until distributed to the participant upon termination of their employment. The 457(b) Plan assets and related liabilities of \$2,517,000 and \$1,896,000 as of December

31, 2019 and 2018, respectively, are included as assets held in trust and other liabilities in the statements of financial position.

Employee benefits expense arising from the defined contribution plans was \$2,971,000 and \$2,791,000 for 2019 and 2018, respectively. Employer contributions to the plan are based on the employee's earnings level, with incremental increases based on the employee's age, and vest after 1.5 years of service.

Postretirement Health Coverage Plan

The FAF sponsors a postretirement health coverage plan (Postretirement Plan) for all eligible retirees of the FAF with benefits varying based on retirement age and years of service. Effective January 1, 2014, the Postretirement Plan was amended to limit the level of benefits that will be paid to current employees and new hires. Retiree benefits are limited for new hires after December 31, 2013, to the lesser of (1) the year-end 2013 calculated benefit amounts or (2) the calculated benefits offered during the year of retirement. Employees hired before January 1, 2014, are eligible for retiree benefits limited to the lesser of (1) health plan costs at 2013 calculated benefit amounts subject to a cap on potential annual increases not to exceed five percent per year or (2) calculated benefits offered during the year of retirement. Benefits for participants who were retired as of December 31, 2013, are not affected by these amendments. Effective January 1, 2020, the Postretirement Plan was closed to all new hires. The FAF funds retiree health care benefits through a Grantor Trust.

Assumptions

The principal actuarial assumptions used to determine periodic benefit costs and year-end benefit obligations for the Employees' Pension Plan and Postretirement Plan are as follows:

	Employees' Pension Plan		Postretirement Plan	
	2019	2018	2019	2018
Net periodic expense assumptions:				
Discount rate	4.00%	3.40%	4.15%	3.50%
Expected return on plan assets	4.40%	4.00%	6.55%	6.20%
Benefit obligation assumption:				
Discount rate	2.95%	4.00%	3.10%	4.15%

According to the provisions in the Postretirement Plan, benefit amounts for active participants as of December 31, 2013, have been assumed to increase 5.0 percent per year after 2013. No increases are assumed for active participants hired after 2013.

The expected long-term rates of return on plan assets assumptions were based upon a review of historical returns, and expectations and capabilities of future market performance.

In addition to assumptions in the above table, assumed mortality is also a key assumption in determining benefit obligations. The assumed mortality rates reflect the Society of Actuaries (SOA) published mortality table. At December 31, 2019, the assumed mortality rates were updated to reflect the SOA's new mortality base table (Pri-2012) and MP-2019 projection scale. At December 31, 2018, the assumed mortality rates reflect the MP-2018 projection scales using the RP-2006 base table.

NOTES TO THE FINANCIAL STATEMENTS

The following table sets forth the amounts recognized in the statements of financial position, the change in benefit obligations, the change in plan assets, funded status, and other information for the Employees' Pension Plan and Postretirement Plan (dollars in thousands):

	Employees' Pension Plan		Postretirement Plan	
	2019	2018	2019	2018
Change in benefit obligations:				
Benefit obligation, beginning of year	\$ 23,819	\$ 27,301	\$ 16,012	\$ 17,263
Service cost	–	–	533	681
Interest cost	901	894	655	596
Actuarial losses (gains)	2,623	(1,443)	2,188	(2,072)
Benefits paid	(1,821)	(1,107)	(567)	(577)
Settlements	–	(1,826)	–	–
Retiree contributions	–	–	86	114
Medicare Part D reimbursement	–	–	6	7
Benefit obligation, end of year	\$ 25,522	\$ 23,819	\$ 18,913	\$ 16,012
Change in plan assets:				
Fair value of plan assets, beginning of year	\$ 23,167	\$ 26,178	\$ 15,254	\$ 16,511
Employer contributions, net of Medicare Part D reimbursements of \$6 and \$7 in 2019 and 2018	–	800	–	200
Retiree contributions	–	–	86	113
Actual investment income (loss) on plan assets	3,530	(878)	3,002	(993)
Benefits paid	(1,821)	(1,107)	(567)	(577)
Settlements	–	(1,826)	–	–
Fair value of plan assets, end of year	24,876	23,167	17,775	15,254
Funded status at end of year	\$ (646)	\$ (652)	\$ (1,138)	\$ (758)
Amounts recognized in financial statements:				
Noncurrent liabilities	(646)	(652)	(1,138)	(758)
	\$ (646)	\$ (652)	\$ (1,138)	\$ (758)
Amounts recognized as pension-related changes not reflected as operating expenses:				
Net actuarial losses (gains)	\$ 55	\$ 450	\$ 170	\$ (34)
Amortization of net actuarial losses	(493)	(1,105)	(322)	(359)
Amortization of net prior service costs	–	45	94	94
	\$ (438)	\$ (610)	\$ (58)	\$ (299)
Amounts not yet recognized as components of net periodic benefit costs:				
Net actuarial losses	\$ 7,984	\$ 8,423	\$ 3,080	\$ 3,233
Net prior service credits	–	–	(411)	(507)
	\$ 7,984	\$ 8,423	\$ 2,669	\$ 2,726
Amounts expected to be recognized during the years ended December 31, 2020 and 2019:				
Amortization of net actuarial losses	\$ 493	\$ 493	\$ 319	\$ 322
Amortization of net prior service credits	–	–	(95)	(95)
	\$ 493	\$ 493	\$ 224	\$ 227

Plan Assets

Investment objectives and policies for the plan assets are established by the Audit and Finance Committee (Committee) of the FAF Board of Trustees. The overall long-term investment strategy for the Employees' Pension Plan and Postretirement Plan is to generate returns sufficient to meet obligations of plan participants and their beneficiaries at acceptable levels of risk by maintaining a high standard of portfolio quality and achieving proper diversification. The Committee has retained a professional investment manager for the assets of the employee benefit plans that maintains discretion over investment decisions,

within asset allocation ranges recommended by the Committee.

The asset allocation for the Employees' Pension Plan, which is consistent with the target allocation established by the Committee, was 100 percent in fixed income investments as of December 31, 2019, and is based upon the funded status of the plan, valuation of the liability, and the returns and risks relative to the liability. The asset allocation policy for the Postretirement Plan reflects the target allocation of 50 percent in equity investments (which includes 50 percent of the equity holdings for international stocks) and 50 percent in fixed income investments.

The plan assets of the Employees' Pension Plan and Postretirement Plan were invested in mutual funds at December 31, 2019 and 2018, the majority of which were indexed. The following table presents the fair value of major categories of plan assets, all of which are measured using Level 1 inputs, as defined (dollars in thousands):

Fair Value of Plan Assets at December 31	Employees' Pension Plan		Postretirement Plan	
	2019	2018	2019	2018
Mutual funds (all Level 1):				
U.S. equity funds ^(a)	\$ –	\$ –	\$ 4,634	\$ 3,786
International equity index fund ^(b)	–	–	4,329	3,563
Fixed income funds ^(c)	24,781	23,078	8,808	7,905
Cash held by investment manager	95	89	4	–
Total	\$24,876	\$ 23,167	\$17,775	\$15,254

Descriptions of Funds:

- (a) These funds invest in small-, mid-, and large-cap companies from diversified industries using a blend of growth and value strategies and index sampling.
- (b) This fund is passively managed and seeks to track the performance of international composite indexes. It has broad exposure across developed and emerging non-U.S. equity markets. Approximately 50% is invested in European companies.
- (c) These funds are passively managed using index sampling and consist of intermediate-term and long-term mutual funds.

Net Periodic Benefit Expense

The components of net periodic benefit expense for the past two years are as follows (dollars in thousands):

	Employees' Pension Plan		Postretirement Plan	
	2019	2018	2019	2018
Service cost	\$ –	\$ –	\$ 533	\$ 681
Interest cost	901	894	655	596
Expected return on plan assets	(962)	(1,014)	(984)	(1,044)
Amortization of prior period actuarial losses	493	459	322	359
Amortization of prior service credits	–	(45)	(94)	(94)
Net periodic benefit expense	432	294	432	498
Settlements	–	646	–	–
Benefit cost	\$ 432	\$ 940	\$ 432	\$ 498

The components of net periodic benefit cost other than the service costs component are reflected separately in the statements of activities.

NOTES TO THE FINANCIAL STATEMENTS

The following benefit payments, which reflect expected future service, are projected to be paid under the FAF's benefit plans (dollars in thousands):

Years ended December 31	Employees' Pension Plan	Postretirement Plan
2020	\$2,715	\$ 497
2021	1,915	564
2022	2,083	627
2023	1,777	684
2024	1,857	731
2025–2029	7,741	4,405

The FAF does not expect to contribute to the Employees' Pension Plan or Postretirement Plan during 2020.

7. Furniture, Equipment, Software, and Leasehold Improvements

Years ended December 31 (dollars in thousands)	2019	2018
Furniture and equipment	\$ 9,115	\$ 9,158
Leasehold improvements	5,652	5,647
Software — work in process	2,070	—
	16,837	14,805
Accumulated depreciation and amortization	(13,013)	(12,773)
	\$ 3,824	\$ 2,032

Software — work in process includes costs associated with developing a new publishing platform.

8. Leases

The FAF has operating leases for office space in Norwalk (main office) and Washington, D.C. and for equipment. The leases have remaining lease terms of one year to less than four years. The Norwalk office space lease includes nonlease components for operating expenses and are accounted for separately and expensed as incurred. Operating right-of-use assets are adjusted for the balance of deferred lease expense and incentives in the amount of \$1,460,000 and \$1,978,000 at December 31, 2019 and 2018, respectively. Total rental expense for operating leases amounted to \$1,250,000 and \$1,249,000 in 2019 and 2018, respectively. The rent expense liability is being amortized over the remaining term of the applicable operating lease. Cash paid for amounts of operating leases included in operating cash flows amounted to \$1,770,000 and \$1,356,000 in 2019 and 2018, respectively. Balances related to operating leases in the statements of financial position, include the following (dollars in thousands):

At December 31	2019	2018
Operating lease right-of-use assets	\$ 2,994	\$ 4,060
Operating lease liabilities—current	1,657	1,700
Operating lease liabilities—long term	2,797	4,338
Total lease liabilities	\$ 4,454	\$ 6,038

The weighted average remaining lease term is 2.8 years and 3.7 years in 2019 and 2018, respectively, and the weighted-average discount rate is 2.4 percent in both 2019 and 2018.

Operating lease maturities (dollars in thousands):

Years ended December 31	Undiscounted	Discounted
2020	\$ 1,756	\$ 1,657
2021	1,744	1,606
2022	1,317	1,187
2023	4	4
Total operating lease maturities	\$ 4,821	\$ 4,454

INDEPENDENT AUDITOR'S REPORT

To the Board of Trustees
Financial Accounting Foundation
Norwalk, Connecticut

Report on the Financial Statements

We have audited the accompanying financial statements of the Financial Accounting Foundation (FAF), which comprise the statements of financial position as of December 31, 2019 and 2018, the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

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

assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the FAF as of December 31, 2019 and 2018, 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.

RSM US LLP

New Haven, Connecticut
March 4, 2020