

Junior Achievement USA

**Independent Auditor's Report,
Consolidated Financial Statements,
and Supplementary Information**

June 30, 2025 and 2024

Junior Achievement USA**Contents****June 30, 2025 and 2024**

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Independent Auditor's Report

Board of Directors
Junior Achievement USA
Colorado Springs, Colorado

Opinion

We have audited the consolidated financial statements of Junior Achievement USA (the Organization), which comprise the consolidated statements of financial position as of June 30, 2025 and 2024, and the related consolidated statements of activities, functional expenses 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 Organization as of June 30, 2025 and 2024, and the changes in their net assets and their 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 Organization 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 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 Organization's ability to continue as a going concern within one year after the date that these consolidated financial statements are 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 Organization'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 Organization'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 audits were conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The schedule of financial position – consolidating information – 2025 and 2024 and the schedule of revenues, expenses and change in net assets – consolidating information – 2025 and 2024 are presented for 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. The 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.

Forvis Mazars, LLP

Colorado Springs, Colorado
October 27, 2025

Junior Achievement USA
Consolidated Statements of Financial Position
June 30, 2025 and 2024

	2025	2024
ASSETS		
Current Assets		
Cash and cash equivalents	\$ 11,241,826	\$ 17,653,875
Investments	52,079,929	28,121,215
Contributions receivable, net	6,104,477	3,966,424
Affiliates accounts receivable, net of allowance; 2025 - \$20,000 and 2024 - \$40,000	524,969	681,939
Inventory, net	1,092,476	1,452,190
Prepaid expenses	1,093,961	775,512
Accounts receivable - other	<u>882,171</u>	<u>1,004,465</u>
Total Current Assets	73,019,809	53,655,620
Contributions Receivable, Net	5,248,921	1,317,964
Right-of-Use Assets - Operating Lease	2,640,328	2,821,545
Fixed Assets, Net	<u>4,119,695</u>	<u>2,477,082</u>
Total Assets	<u>\$ 85,028,753</u>	<u>\$ 60,272,211</u>

Junior Achievement USA
Consolidated Statements of Financial Position
June 30, 2025 and 2024

(Continued)

	2025	2024
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable - trade	\$ 3,962,952	\$ 3,016,100
Accounts payable - affiliates	800,000	139,810
Accrued liabilities	342,768	807,154
Deferred revenue	2,082,797	770,120
Current portion of operating lease liability	327,135	268,257
Funds held for affiliates	<u>7,926,429</u>	<u>3,855,346</u>
Total Current Liabilities	15,442,081	8,856,787
Noncurrent Liabilities		
Operating lease liability	<u>2,991,273</u>	<u>3,068,977</u>
Total Liabilities	<u>18,433,354</u>	<u>11,925,764</u>
Net Assets		
Without donor restrictions		
Undesignated	24,450,717	19,542,531
Board-designated	<u>11,676,885</u>	<u>15,357,509</u>
With donor restrictions - purpose restrictions	36,127,602	34,900,040
	<u>30,467,797</u>	<u>13,446,407</u>
Total Net Assets	<u>66,595,399</u>	<u>48,346,447</u>
Total Liabilities and Net Assets	<u>\$ 85,028,753</u>	<u>\$ 60,272,211</u>

Junior Achievement USA
Consolidated Statement of Activities
Year Ended June 30, 2025

	<u>Undesignated</u>	<u>Board-Designated</u>	<u>Total Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
Support and Revenue					
Contributions and grants - financial assets	\$ 6,026,934	\$ 33,000	\$ 6,059,934	\$ 29,264,848	\$ 35,324,782
Materials sales	1,400,921	-	1,400,921	-	1,400,921
Program and support fees	24,000,352	-	24,000,352	-	24,000,352
Investment return, net	2,811,296	966,680	3,777,976	352,631	4,130,607
Other income	744,953	-	744,953	69,741	814,694
Contract revenue	392,094	-	392,094	-	392,094
Board-designated transfers	3,287,216	(3,287,216)	-	-	-
Net assets released from restrictions - purpose restrictions for educational and other programs	12,665,830	-	12,665,830	(12,665,830)	-
Total Support and Revenue	51,329,596	(2,287,536)	49,042,060	17,021,390	66,063,450
Expenses					
Program services					
Field services	26,667,794	854,164	27,521,958	-	27,521,958
Communications and marketing	2,483,599	195,532	2,679,131	-	2,679,131
Research and development	8,519,028	165,600	8,684,628	-	8,684,628
Human resources	1,561,838	78,529	1,640,367	-	1,640,367
Total program services	39,232,259	1,293,825	40,526,084	-	40,526,084
Support services					
Management and general	3,962,023	-	3,962,023	-	3,962,023
Fundraising	3,227,128	99,263	3,326,391	-	3,326,391
Total support services	7,189,151	99,263	7,288,414	-	7,288,414
Total Expenses	46,421,410	1,393,088	47,814,498	-	47,814,498
Change in Net Assets	4,908,186	(3,680,624)	1,227,562	17,021,390	18,248,952
Net Assets, Beginning of Year	19,542,531	15,357,509	34,900,040	13,446,407	48,346,447
Net Assets, End of Year	\$ 24,450,717	\$ 11,676,885	\$ 36,127,602	\$ 30,467,797	\$ 66,595,399

Junior Achievement USA
Consolidated Statement of Activities
Year Ended June 30, 2024

	<u>Undesignated</u>	<u>Board-Designated</u>	<u>Total Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
Support and Revenue					
Contributions and grants - financial assets	\$ 9,216,887	\$ 5,000	\$ 9,221,887	\$ 7,667,360	\$ 16,889,247
Materials sales	2,467,953	-	2,467,953	-	2,467,953
Program and support fees	20,324,765	-	20,324,765	-	20,324,765
Investment return, net	1,806,603	998,300	2,804,903	220,299	3,025,202
Other income	439,251	-	439,251	24,728	463,979
Net assets released from restrictions - purpose restrictions for educational and other programs	9,899,027	-	9,899,027	(9,899,027)	-
Total Support and Revenue	44,154,486	1,003,300	45,157,786	(1,986,640)	43,171,146
Expenses					
Program services					
Field services	26,436,129	618,068	27,054,197	-	27,054,197
Communications and marketing	2,147,359	42,785	2,190,144	-	2,190,144
Research and development	7,337,916	140,834	7,478,750	-	7,478,750
Human resources	1,349,394	141,805	1,491,199	-	1,491,199
Total program services	37,270,798	943,492	38,214,290	-	38,214,290
Support services					
Management and general	3,439,357	42,614	3,481,971	-	3,481,971
Fundraising	2,928,370	116,310	3,044,680	-	3,044,680
Total support services	6,367,727	158,924	6,526,651	-	6,526,651
Total Expenses	43,638,525	1,102,416	44,740,941	-	44,740,941
Change in Net Assets	515,961	(99,116)	416,845	(1,986,640)	(1,569,795)
Net Assets, Beginning of Year	19,026,570	15,456,625	34,483,195	15,433,047	49,916,242
Net Assets, End of Year	\$ 19,542,531	\$ 15,357,509	\$ 34,900,040	\$ 13,446,407	\$ 48,346,447

Junior Achievement USA
Consolidated Statement of Functional Expenses
Year Ended June 30, 2025

	Program Services					Support Services				Total Expenses	
	Field Services	Communications & Marketing	Research & Development	Human Resources	Total Program Services	Management and General	Fundraising	Total Support Services			
Compensation	\$ 16,524,374	\$ 1,207,749	\$ 2,318,230	\$ 738,970	\$ 20,789,323	\$ 2,016,085	\$ 1,500,415	\$ 3,516,500	\$ 24,305,823		
Occupancy	223,015	27,538	52,858	16,849	320,260	37,434	31,891	69,325	389,585		
Product development	3,326,230	547,726	2,729,449	335,557	6,938,962	702,189	674,865	1,377,054	8,316,016		
Program support	6,078,426	813,733	3,300,805	498,523	10,691,487	1,052,303	1,005,089	2,057,392	12,748,879		
Office services	1,129,305	76,781	272,529	47,039	1,525,654	135,558	104,695	240,253	1,765,907		
Depreciation and amortization	240,608	5,604	10,757	3,429	260,398	18,454	9,436	27,890	288,288		
Total expenses	<u>\$ 27,521,958</u>	<u>\$ 2,679,131</u>	<u>\$ 8,684,628</u>	<u>\$ 1,640,367</u>	<u>\$ 40,526,084</u>	<u>\$ 3,962,023</u>	<u>\$ 3,326,391</u>	<u>\$ 7,288,414</u>	<u>\$ 47,814,498</u>		

Junior Achievement USA
Consolidated Statement of Functional Expenses
Year Ended June 30, 2024

	Program Services					Support Services				Total Expenses
	Field Services	Communications & Marketing	Research & Development	Human Resources	Total Program Services	Management and General	Fundraising	Total Support Services		
Compensation	\$ 16,995,218	\$ 835,003	\$ 1,995,455	\$ 655,649	\$ 20,481,325	\$ 1,705,063	\$ 1,393,572	\$ 3,098,635	\$ 23,579,960	
Occupancy	278,863	27,498	65,715	21,592	393,668	44,245	39,757	84,002	477,670	
Product development	4,003,973	655,621	3,037,184	401,658	8,098,436	833,936	784,404	1,618,340	9,716,776	
Program support	4,568,557	603,922	2,142,762	369,985	7,685,226	777,956	727,590	1,505,546	9,190,772	
Office services	1,019,856	64,658	229,409	39,612	1,353,535	108,752	91,042	199,794	1,553,329	
Depreciation and amortization	187,730	3,442	8,225	2,703	202,100	12,019	8,315	20,334	222,434	
Total expenses	\$ 27,054,197	\$ 2,190,144	\$ 7,478,750	\$ 1,491,199	\$ 38,214,290	\$ 3,481,971	\$ 3,044,680	\$ 6,526,651	\$ 44,740,941	

Junior Achievement USA
Consolidated Statements of Cash Flows
Years Ended June 30, 2025 and 2024

	2025	2024
Operating Activities		
Change in net assets	\$ 18,248,952	\$ (1,569,795)
Items not requiring (providing) operating activities cash flows		
Depreciation and amortization	288,288	222,434
Credit loss expense	113,187	40,000
Net realized and unrealized gain on investments	(2,474,580)	(1,834,943)
Noncash operating lease expense	181,217	124,617
Contributions received for long-term investment	(300,000)	(2,000,000)
Changes in assets and liabilities		
Contributions receivable	(6,069,010)	1,116,037
Affiliate and other accounts receivable	166,077	(178,742)
Inventory	359,714	651,205
Prepaid expenses	(318,449)	(203,115)
Accounts payable and accrued liabilities	1,142,656	(266,915)
Deferred revenue	1,312,677	(63,887)
Funds held for affiliates	4,071,083	1,301,449
Operating lease liability	(18,826)	270,406
Net Cash Provided by (Used in) Operating Activities	16,702,986	(2,391,249)
Investing Activities		
Purchase of investments	(70,486,422)	(16,154,129)
Proceeds from sale of investments	49,002,288	12,771,826
Purchase of fixed assets	(1,930,901)	(1,912,106)
Net transfers from related party	-	5,750,732
Net Cash Provided by (Used in) Investing Activities	(23,415,035)	456,323
Financing Activity		
Contributions received for long-term investment	300,000	2,000,000
Net Cash Provided by Financing Activity	300,000	2,000,000
Net Increase (Decrease) in Cash and Cash Equivalents	(6,412,049)	65,074
Cash and Cash Equivalents, Beginning of Year	17,653,875	17,588,801
Cash and Cash Equivalents, End of Year	\$ 11,241,826	\$ 17,653,875

Note 1. Nature of Operations and Summary of Significant Accounting Policies

Nature of Operations

Junior Achievement USA® is the Regional Operating Center for the United States and reaches out to the local community through a network of JA Areas (area offices) who educate and inspire young people to value free enterprise, business and economics to improve the quality of their lives. Junior Achievement USA teaches students in kindergarten through 12th grade about business and economics and accomplishes its mission by placing a volunteer in the classroom to present Junior Achievement USA's educational curricula and materials. Since 2022, Junior Achievement USA has been in the process of extending its learning experiences to young adults 18 to 25, primarily focused on workforce development with an emphasis on coaching, credentialing, and connection to employment opportunities. Each area office is a community-based organization that serves a specific geographic area. Area offices are incorporated under the guidelines of its respective state and by-laws, which govern the actions and responsibilities of the area office's Board of Directors. The Regional Operating Center and the area offices join together under the terms of a signed agreement whose guiding principle is mutual support. As of June 30, 2025, 99 U.S. area offices provided programs in 50 states. The area offices' financial statements are not included in the financial statements of Junior Achievement USA, since it does not have a controlling interest in the area offices' Board of Directors or a financial interest in the area offices' operations. The by-laws of each area office designate that a similar purpose not-for-profit organization to receive the residual interest of an area office in the event of dissolution.

Junior Achievement USA's primary revenues come from corporate and individual contributions, private grants, material sales and program and support fees charged to area offices.

Principles of Consolidation and Basis of Accounting

The accompanying consolidated financial statements include the accounts of Junior Achievement USA (JA USA), JA USA Foundation (the "Foundation"), and 3DE National, LLC (3DE) (collectively, the Organization). JA USA is a Colorado nonprofit corporation whose activities and operations are described, above. The Foundation was formed during 2025 to hold, manage, oversee, and distribute endowment and other investment funds for the benefit of JA USA, who is the sole member of the Foundation, as well the other area offices, described above. 100 percent of the Foundation's time and overall expense is allocated to these activities. The Foundation's activity furthers JA USA's charitable exempt purpose by enabling JA USA to better support, inspire, and prepare young people to succeed in a global economy. All activities of the Foundation would otherwise have been undertaken by JA USA and/or area offices directly were it not for the Foundation's support. 3DE is a single-member LLC wholly owned by JA USA.

All material intercompany transactions and balances have been eliminated in the consolidated financial statements.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues, expenses, gains, losses and other changes in net assets during the reporting period. Actual results could differ from those estimates.

Cash Equivalents

The Organization considers all liquid investments with original maturities of three months or less that are not held for investment purposes to be cash equivalents.

At June 30, 2025 and 2024, cash equivalents consisted primarily of money market funds with brokers. At June 30, 2025, the Organization's cash accounts exceeded federally insured limits by approximately \$9,750,000.

Junior Achievement USA
Notes to Consolidated Financial Statements
June 30, 2025 and 2024

Investments and Investment Return, Net

The Organization measures securities, other than investments that qualify for the equity method of accounting, at fair value. Investment return includes dividend, interest, and other investment income; realized and unrealized gains and losses on investments carried at fair value; less external and direct internal investment expenses. Gains and losses on the sale of securities are recorded on the trade date and are determined using the specific identification method.

Investment return is reflected in the consolidated statements of activities with or without donor restrictions based upon the existence and nature of any donor or legally imposed restrictions.

The Organization maintains pooled investment accounts for its endowments. Investment income and realized and unrealized gains and losses from securities in the pooled investment accounts are allocated monthly to the individual endowments based on the relationship of the fair value of the interest of each endowment to the total fair value of the pooled investments accounts, as adjusted for additions to or deductions from those accounts.

Affiliates Accounts Receivable

Affiliate accounts receivable are stated at the amount of consideration from the area offices of which the Organization has an unconditional right to receive. The Organization's affiliate accounts receivable is comprised principally of sales of materials to area offices as well as area office program and support fees. All area offices pay program and support fees in 10 or 12 equal payments using verified audited revenue from the area office's prior year audited financial statements. The Organization reported accounts receivable, net, of \$524,969, \$681,939 and \$861,273 at June 30, 2025, June 30, 2024 and July 1, 2023, respectively.

Area offices having a balance outstanding of more than 60 days after the end of the month in which the receivable is recognized are considered past due.

The Organization provides an allowance for credit losses, which is based upon a review of outstanding receivables, historical collection information, and existing economic conditions adjusted for current conditions and reasonable and supportable forecasts. Management has established an allowance of \$20,000 and \$40,000 at June 30, 2025 and 2024, respectively. The allowance is determined by taking into consideration the unique relationship of dependence between area offices and the Organization to deliver the Junior Achievement programs. Area offices having balances over 90 days past due are reviewed by management to determine the appropriate allowance based on past payment history and adherence to their payback plan. An additional 5-10% of the remaining balance of accounts receivable from affiliates was added to these estimates to arrive at the allowance for doubtful accounts for both 2025 and 2024.

Management will charge-off receivables as uncollectible from area offices based on predetermined payback plan agreements that result in less than 100% collection of receivables.

Inventory

Inventory consists solely of educational textbooks and products. Inventory is stated at the lower of cost or net realizable value (cost determined on a first-in, first-out basis).

Fixed Assets

Fixed assets acquisitions over \$5,000 are recorded at cost, less accumulated depreciation and amortization. Depreciation is provided over the estimated useful lives of the assets on a straight-line basis. Buildings have an estimated life of 31.5 years, leasehold improvements have an estimated life of five to ten years and software, furniture and equipment have an estimated useful life of three to five years.

Junior Achievement USA
Notes to Consolidated Financial Statements
June 30, 2025 and 2024

Long-Lived Asset Impairment

The Organization evaluates the recoverability of the carrying value of long-lived assets whenever events or circumstances indicate the carrying amount may not be recoverable. If a long-lived asset is tested for recoverability and the undiscounted estimated future cash flows expected to result from the use and eventual disposition of the asset are less than the carrying amount of the asset, the asset cost is adjusted to fair value and an impairment loss is recognized as the amount by which the carrying amount of a long-lived asset exceeds its fair value. No asset impairment was recognized during the years ended June 30, 2025 and 2024.

Deferred Revenue

Deferred revenue consists primarily of grants and contributions received that contain conditions that have not yet been satisfied.

Net Assets

Net assets, revenues, gains, and losses are classified based on the existence or absence of donor restrictions.

Net assets without donor restrictions are available for use in general operations and not subject to donor restrictions.

The governing board has designated, from net assets without donor restrictions, net assets to support strategic initiatives for the JA network. Funding is established through operating surpluses that the Organization generates each year. Consistent with the Organization's strategic plan, board-designated funds have been established for provision of digital and blended learning platforms across the JA network, expansion of educational programs through partnership with other like-minded organizations, as well as investment in human capital.

Net assets with donor restrictions are subject to donor restrictions. Restrictions are either temporary in nature, such as those that will be met by certain programs and events specified by the donor, or for amounts to be maintained in perpetuity.

Contributions and Grants

Contributions and grants are provided to the Organization either with or without restrictions placed on the gift by the donor. Revenues and net assets are separately reported to reflect the nature of those gifts – with or without donor restrictions. The value recorded for each contribution is recognized as follows:

Nature of the Gift	Value Recognized
<i>Conditional gifts, with or without restriction</i> Gifts that depend on the Organization overcoming a donor-imposed barrier to be entitled to the funds	Not recognized until the gift becomes unconditional, i.e., the donor-imposed barrier is met
<i>Unconditional gifts, with or without restriction</i> Received at date of gift – cash and other assets	Fair value
Received at date of gift – property, equipment and long-lived assets	Estimated fair value
Expected to be collected within one year	Net realizable value
Collected in future years	Initially reported at fair value determined using the discounted present value of estimated future cash flows technique

In addition to the amount initially recognized, revenue for unconditional gifts to be collected in future years is also recognized each year as the present-value discount is amortized using the level-yield method.

Junior Achievement USA
Notes to Consolidated Financial Statements
June 30, 2025 and 2024

When a donor stipulated time restriction ends or purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the consolidated statements of activities as net assets released from restrictions. Absent explicit donor stipulations for the period of time that long-lived assets must be held, expirations of restrictions for gifts of land, buildings, equipment and other long-lived assets are reported when those assets are placed in service.

Gifts and investment income that are originally restricted by the donor and for which the restriction is met in the same time period are recorded as revenue with donor restrictions and then released from restriction.

Conditional contributions and investment income having donor stipulations which are satisfied in the period the gift is received and the investment income is earned are recorded as revenue without donor restrictions.

Contributed Nonfinancial Assets

Contributions of services are recognized as revenue at their estimated fair value only when the services received create or enhance nonfinancial assets or require specialized skills possessed by the individuals providing the service and the service would typically need to be purchased if not donated.

Program and Support Fees

Program and support fees are recognized as the Organization satisfies performance obligations under its contracts, which is ratably over the membership term. The Organization provides a variety of services to area offices, which are considered a single, bundled performance obligation. The Organization bills area offices monthly. All area offices pay program and support fees in multiple installments. Revenue is reported at the estimated transaction price or amount that reflects the consideration to which the Organization expects to be entitled in exchange for providing goods or services.

The Organization has determined that the nature, amount, timing and uncertainty of revenue and cash flows are affected by the following factor:

- Financial status of the area office

For the years ended June 30, 2025 and 2024, the Organization recognized revenue of \$24,000,352 and \$20,324,765, respectively, from services that transfer to the affiliates over time.

Materials Sales

Materials sales are recognized when control of the promised goods are transferred to area offices, in an amount that reflects the consideration that it expects to be entitled to in exchange for those goods. This results in sales being recognized upon shipment. Returns and discounts are immaterial to the Organization and there are no non-standard terms or conditions related to materials sales.

For the years ended June 30, 2025 and 2024, the Organization recognized revenue of \$1,400,921 and \$2,467,953, respectively, from goods that transfer to affiliates at a point in time.

Contract Revenue

The Organization's contract revenue stream is generated from a contract with a governmental agency. The Organization is paid a fixed amount for each milestone in accordance with a milestone and deliverable schedule. The contract is classified as an exchange contract. During 2025, the Organization recognized revenue of \$392,094.

Functional Allocation of Expenses

The costs of providing the various program and supporting services have been summarized on a functional basis in the consolidated statements of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited based on relative efforts expended on each activity. Program expenses include the following:

- *Field services*: Encompasses a range of direct support to 99 area offices of the Organization in their mission to provide high-quality economic education to students in the schools, cities and communities served.
- *Communications and marketing*: Heightens awareness and understanding of the Organization's purpose and mission to corporations, volunteers, educators and the general public at local and national levels.
- *Research and development*: Encompasses the development and updates of sequential economic education curriculum for every grade from kindergarten through 12th.
- *Human resources*: Encompasses the training and development of competent professionals necessary to deliver high-quality economic education programs through the use of business volunteers in the classrooms.

Income Taxes

The Organization is exempt from income taxes under Section 501 of the Internal Revenue Code and a similar provision of state law. However, the Organization is subject to federal income tax on any unrelated business taxable income.

Note 2. Liquidity and Availability

The Organization receives significant contributions each year from donors, which together with program and support fees, are available to meet annual cash needs for general expenditures. During the years ended June 30, 2025 and 2024, the Organization was able to meet its cash needs utilizing operating cash flows.

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The following table reflects the Organization's current financial assets as of June 30, 2025 and 2024, reduced by amounts that are not available to meet general expenditures within one year of the consolidated statements of financial position because of donor restrictions or internal board designations. Amounts not available include fund held for affiliates, donor-restricted funding subject to specified purposes and board-designated initiatives that are not considered in the annual operating budget. In the event the need arises to use the board-designated funds for liquidity purposes, the reserves could be drawn upon through board resolution.

	2025	2024
Financial Assets - Current		
Cash and cash equivalents	\$ 11,241,826	\$ 17,653,875
Investments	52,079,929	28,121,215
Receivables, current	<u>7,511,617</u>	<u>5,652,828</u>
	<u><u>70,833,372</u></u>	<u><u>51,427,918</u></u>
Donor, Legal or Other Restrictions and Designations		
Funds held for affiliates	7,926,429	3,855,346
Board-designated	11,676,885	15,357,509
Donor imposed restrictions	<u>30,467,797</u>	<u>13,446,407</u>
	<u><u>50,071,111</u></u>	<u><u>32,659,262</u></u>
Financial Assets Available to Meet Cash Needs for General Expenditures Within One Year	<u><u>\$ 20,762,261</u></u>	<u><u>\$ 18,768,656</u></u>

Note 3. Disclosures About Fair Value of Assets and Liabilities

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value measurements must maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value.

There is a hierarchy of three levels of inputs that may be used to measure fair value:

- Level 1** Quoted prices in active markets for identical assets or liabilities
- Level 2** Observable inputs other than Level 1 prices, such as quoted prices for similar assets or liabilities; quoted prices in markets that are not active; or other inputs that are observable or can be corroborated by observable market data for substantially the full term of the assets or liabilities
- Level 3** Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities

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Notes to Consolidated Financial Statements
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Recurring Measurements

The following tables present the fair value measurements of assets recognized in the accompanying consolidated statements of financial position measured at fair value on a recurring basis and the level within the hierarchy in which the fair value measurements fall at June 30, 2025 and 2024:

Fair Value Measurements Using					
	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)		
Fair Value					
June 30, 2025					
Equity securities					
Domestic mutual funds					
Small cap	\$ 2,800,522	\$ 2,800,522	\$	-	\$
Mid cap	6,310,521	6,310,521		-	-
Large cap	15,026,438	15,026,438		-	-
International mutual funds	1,195,785	1,195,785		-	-
Emerging markets	440,290	440,290		-	-
Fixed income					
Corporate obligations	20,141,771	-	20,141,771		-
U.S. treasury securities	590,999	-	590,999		-
Domestic mutual funds	<u>5,573,603</u>	<u>5,573,603</u>		-	-
Total	<u><u>\$ 52,079,929</u></u>	<u><u>\$ 31,347,159</u></u>	<u><u>\$ 20,732,770</u></u>	<u><u>\$</u></u>	<u><u>-</u></u>

Fair Value Measurements Using					
	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)		
Fair Value					
June 30, 2024					
Equity securities					
Domestic mutual funds					
Small cap	\$ 1,029,261	\$ 1,029,261	\$	-	\$
Mid cap	2,390,887	2,390,887		-	-
Large cap	3,558,222	3,558,222		-	-
International mutual funds	5,337,949	5,337,949		-	-
Fixed income					
Corporate obligations	2,827,410	-	2,827,410		-
U.S. treasury securities	3,540,070	-	3,540,070		-
Domestic mutual funds	<u>9,437,416</u>	<u>9,437,416</u>		-	-
Total	<u><u>\$ 28,121,215</u></u>	<u><u>\$ 21,753,735</u></u>	<u><u>\$ 6,367,480</u></u>	<u><u>\$</u></u>	<u><u>-</u></u>

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Following is a description of the valuation methodologies and inputs used for assets measured at fair value on a recurring basis and recognized in the accompanying consolidated statements of financial position, as well as the general classification of such assets and liabilities pursuant to the valuation hierarchy. There have been no significant changes in the valuation technique during the years ended June 30, 2025 and 2024. The Organization does not carry any securities classified within Level 3 of the hierarchy.

Equity Securities

The Organization is invested in money market mutual funds, domestic and international equity mutual funds, real asset mutual funds and alternative strategy mutual funds where quoted market prices for identical securities are available in an active market. As such, these investments are all classified within Level 1 of the valuation hierarchy.

Fixed Income Securities

The Organization's fixed income securities include domestic and international fixed income bond funds, where quoted market prices for identical securities are available in an active market. These investments are classified within Level 1 of the valuation hierarchy.

The Organization is also invested in corporate bonds and governmental obligations where quoted market prices are not available in an active market. Fair values are estimated by using pricing models, quoted prices of securities with similar characteristics or discounted cash flows. These investments are classified within Level 2 of the valuation hierarchy.

Note 4. Contributions Receivable

Contributions receivable consist of the following at June 30:

	2025		
	Without Donor Restrictions	With Donor Restrictions	Total
Due within one year	\$ 402,887	\$ 5,811,590	\$ 6,214,477
Due in one to five years	-	6,187,808	6,187,808
	402,887	11,999,398	12,402,285
Allowance for uncollectible contributions receivable	-	(110,000)	(110,000)
Unamortized discount	-	(938,887)	(938,887)
	\$ 402,887	\$ 10,950,511	\$ 11,353,398

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Notes to Consolidated Financial Statements
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	2024		
	Without Donor Restrictions	With Donor Restrictions	Total
Due within one year	\$ 280,811	\$ 3,695,613	\$ 3,976,424
Due in one to five years	-	1,581,879	1,581,879
	<hr/>	<hr/>	<hr/>
	280,811	5,277,492	5,558,303
Allowance for uncollectible contributions receivable	-	(10,000)	(10,000)
Unamortized discount	-	(263,915)	(263,915)
	<hr/>	<hr/>	<hr/>
	\$ 280,811	\$ 5,003,577	\$ 5,284,388

Discount rates ranged from 1.75%-5.00% for 2025 and 2024.

Note 5. Conditional Gifts

The Organization has received the following conditional promises to give at June 30, 2025 and 2024, that are not recognized in the consolidated financial statements:

	2025	2024
Conditional promise to give upon approval of satisfactory progress of the related project	<hr/> \$ 9,249,338	<hr/> \$ 8,102,158

Note 6. Fixed Assets, Net

Property and equipment consist of the following at June 30:

	2025	2024
Software	\$ 4,732,910	\$ 4,732,910
Furniture and equipment	269,021	258,785
Leasehold improvements	855,960	399,873
Work in progress	<hr/> 3,219,108	<hr/> 1,754,528
	<hr/> 9,076,999	<hr/> 7,146,096
Less accumulated depreciation and amortization	<hr/> 4,957,304	<hr/> 4,669,014
	<hr/> \$ 4,119,695	<hr/> \$ 2,477,082

Note 7. Leases

Accounting Policies

The Organization determines if an arrangement is a lease or contains a lease at inception. Leases result in the recognition of ROU assets and lease liabilities on the consolidated statements of financial position. ROU assets represent the right to use an underlying asset for the lease term, and lease liabilities represent the obligation to make lease payments arising from the lease, measured on a discounted basis. The Organization determines lease classification as operating or finance at the lease commencement date.

The Organization combines lease and nonlease components, such as common area and other maintenance costs, in calculating the ROU asset and lease liability for its office building.

At lease commencement, the lease liability is measured at the present value of the lease payments over the lease term. The ROU asset equals the lease liability adjusted for any initial direct costs, prepaid or deferred rent, and lease incentives. The Organization has made a policy election to use a risk-free rate (the rate of a zero-coupon U.S. Treasury instrument) for the initial and subsequent measurement of all lease liabilities. The risk-free rate is determined using a period comparable with the lease term.

The lease term may include options to extend or to terminate the lease that the Organization is reasonably certain to exercise. Lease expense is generally recognized on a straight-line basis over the lease term.

The Organization has elected not to record leases with an initial term of 12 months or less on the consolidated statements of financial position. Lease expense on such leases is recognized on a straight-line basis over the lease term.

Nature of Leases

The Organization has entered into the following lease arrangements:

Operating Leases

The Organization has two leases for office space, one that expires in 2038 and one that expires in 2032. The first lease contains a renewal option for five years. Both leases require lease payments which escalate fee schedule at 2.75%, annually. Termination of the leases is generally prohibited unless there is a violation under the lease agreement.

All Leases

The Organization has no related-party leases.

The Organization's lease agreements do not contain any material residual value guarantees or material restrictive covenants.

Junior Achievement USA
Notes to Consolidated Financial Statements
June 30, 2025 and 2024

Quantitative Disclosures

The lease cost and other required information for the years ended June 30, 2025 and 2024 are:

	2025	2024
Lease cost		
Operating lease cost	<u>\$ 305,844</u>	<u>\$ 330,493</u>
Other information		
Cash paid for amounts included in the measurement of lease liability		
Operating cash flows from operating lease	\$ 181,217	\$ 321,934
Right-of-use assets obtained in exchange for new operating lease liabilities	-	545,100
Weighted-average remaining lease term		
Operating lease	11.7 years	12.9 years
Weighted-average discount rate		
Operating lease	4.45%	4.42%

Future minimum lease payments and reconciliation to the consolidated statement of financial position at June 30, 2025 are as follows:

	Operating Lease
2026	\$ 327,135
2027	353,939
2028	356,577
2029	366,658
2030	377,024
Thereafter	<u>2,518,073</u>
Total future undiscounted lease payments	4,299,406
Less imputed interest	<u>(980,998)</u>
Lease liability	<u>\$ 3,318,408</u>

Note 8. Line of Credit

The Organization maintained a line of credit of \$2,000,000. During 2025 and 2024, there were no draws on the line of credit. Interest accrues at the prime rate, as published by the Wall Street Journal (which was 7.5% and 8.5% at June 30, 2025 and 2024, respectively), with a floor rate of 5.5%. The line is collateralized by substantially all assets of the Organization. The line has a maturity date of September 29, 2026.

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Notes to Consolidated Financial Statements
June 30, 2025 and 2024

Note 9. Net Assets

Board-Designated Net Assets

The Organization's Board of Directors has designated net assets for the following purposes:

	2025	2024
JA Foundation - Organizational Strategies	\$ 7,211,542	\$ 6,514,458
MacKenzie Scott	4,184,405	8,573,912
Colgate-Hook Memorial	272,984	261,185
Leadership Conference Scholarship Fund	<u>7,954</u>	<u>7,954</u>
	<u><u>\$ 11,676,885</u></u>	<u><u>\$ 15,357,509</u></u>

Net Assets with Donor Restrictions

Net assets with donor restrictions at June 30 are restricted for the following purposes or periods:

	2025	2024
Subject to expenditure for specified purpose		
Educational and other programs	<u>\$ 15,887,980</u>	<u>\$ 5,101,677</u>
Subject to the passage of time		
Contributions receivable, the proceeds from which have been restricted by donors for educational and other programs	<u>10,950,511</u>	<u>5,003,577</u>
Endowments		
Subject to appropriation and expenditure when a specified event occurs		
Restricted by donors for educational and other programs	29,306	41,153
Subject to endowment spending policy and appropriation as held in perpetuity		
Restricted by donors for educational and other programs	<u>3,600,000</u>	<u>3,300,000</u>
Total endowments	<u>3,629,306</u>	<u>3,341,153</u>
	<u><u>\$ 30,467,797</u></u>	<u><u>\$ 13,446,407</u></u>

Note 10. Endowment

The Organization's governing body is subject to the *State of Colorado Prudent Management of Institutional Funds Act* (UPMIFA). As a result, the Organization classifies amounts in its donor-restricted endowment funds as net assets with donor restrictions because those net assets are time restricted until the governing body appropriates such amounts for expenditures. Most of those net assets also are subject to purpose restrictions that must be met before being reclassified as net assets without donor restrictions.

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Notes to Consolidated Financial Statements
June 30, 2025 and 2024

Additionally, in accordance with UPMIFA, the Organization considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

1. Duration and preservation of the fund
2. Purposes of the Organization and the fund
3. General economic conditions
4. Possible effect of inflation and deflation
5. Expected total return from investment income and appreciation or depreciation of investments
6. Other resources of the Organization
7. Investment policies of the Organization

The Organization's endowment consists of one donor-restricted fund established for educational and other programs. As required by accounting principles generally accepted in the United States of America (GAAP), net assets associated with endowment funds, including board-designated endowment funds, are classified and reported based on the existence or absence of donor-imposed restrictions.

The composition of net assets by type of endowment fund at June 30, 2025 and 2024 were:

	2025		
	Without Donor Restrictions	With Donor Restrictions	Total
Donor-restricted endowment funds			
Original donor-restricted gift amount and amounts required to be maintained in perpetuity	\$ -	\$ 3,600,000	\$ 3,600,000
Accumulated investment return	<u>-</u>	<u>29,306</u>	<u>29,306</u>
	\$ -	\$ 3,629,306	\$ 3,629,306
 2024			
	Without Donor Restrictions	With Donor Restrictions	Total
Donor-restricted endowment funds			
Original donor-restricted gift amount and amounts required to be maintained in perpetuity	\$ -	\$ 3,300,000	\$ 3,300,000
Accumulated investment return	<u>-</u>	<u>41,153</u>	<u>41,153</u>
	\$ -	\$ 3,341,153	\$ 3,341,153

Junior Achievement USA
Notes to Consolidated Financial Statements
June 30, 2025 and 2024

Changes in endowment net assets for the years ended June 30, 2025 and 2024 were:

	2025		
	Without Donor Restrictions	With Donor Restrictions	Total
Endowment funds, beginning of year	\$ -	\$ 3,341,153	\$ 3,341,153
Investment return, net	- 341,325	341,325	341,325
Contributions and deposits	-	300,000	300,000
Appropriation for expenditure	- (353,172)	(353,172)	(353,172)
Endowment funds, end of year	<u>\$ -</u>	<u>\$ 3,629,306</u>	<u>\$ 3,629,306</u>

	2024		
	Without Donor Restrictions	With Donor Restrictions	Total
Endowment funds, beginning of year	\$ -	\$ 1,221,042	\$ 1,221,042
Investment return, net	- 203,057	203,057	203,057
Contributions and deposits	-	2,000,000	2,000,000
Appropriation for expenditure	- (82,946)	(82,946)	(82,946)
Endowment funds, end of year	<u>\$ -</u>	<u>\$ 3,341,153</u>	<u>\$ 3,341,153</u>

Investment and Spending Policies

The Organization has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs and other items supported by its endowment while seeking to maintain the purchasing power of the endowment. Endowment assets include those assets of donor-restricted endowment funds the Organization must hold in perpetuity or for donor-specified periods, as well as those of board-designated endowment funds. Under the Organization's policies, the Organization expects its endowment funds to provide an average rate of return of approximately 7% annually over time. Actual returns in any given year may vary from this amount.

To satisfy its long-term rate of return objectives, the Organization relies on a total return strategy in which investment returns are achieved through both current yield (investment income such as dividends and interest) and capital appreciation (both realized and unrealized). The Organization targets a diversified asset allocation that places a greater emphasis on equity-based investments to achieve its long-term return objectives within prudent risk constraints.

The Organization has a spending policy of appropriating for expenditure each year 3%-5% of its endowment fund's average fair value. In establishing this policy, the Organization considered the long-term expected return on its endowment. Accordingly, over the long term, the Organization expects the current spending policy to allow its endowment to grow at an average of 2% annually. This is consistent with the Organization's objective to maintain the purchasing power of endowment assets held in perpetuity or for a specified term, as well as to provide additional real growth through new gifts and investment return.

Junior Achievement USA
Notes to Consolidated Financial Statements
June 30, 2025 and 2024

Underwater Endowments

The governing body of the Organization has interpreted UPMIFA as not requiring the maintenance of purchasing power of the original gift amount contributed to an endowment fund, unless a donor stipulates the contrary. As a result of this interpretation, when reviewing its donor-restricted endowment funds, the Organization considers a fund to be underwater if the fair value of the fund is less than the sum of:

- a) the original value of initial and subsequent gift amounts donated to the fund and
- b) any accumulations to the fund that are required to be maintained in perpetuity in accordance with the direction of the applicable donor gift instrument.

The Organization has a policy that permits spending from underwater endowment funds depending on the degree to which the fund is underwater, unless otherwise precluded by donor stipulations or laws and regulations. The endowment was not underwater at June 30, 2025 or 2024.

Note 11. Health and Welfare Benefits Trust and Postretirement Benefits Plan

Health and Welfare Benefits Trust

The Organization has a self-funded medical, dental and other benefits plan covering full-time employees of the Organization and their beneficiaries and covered dependents. The plan is accounted for like a multi-employer plan. Premiums are paid into the Health and Welfare Plan for each participant by the participating employers. Employees of the Organization, JA Worldwide, Inc. and employees of Junior Achievement Areas in the United States can participate in the Health and Welfare Plan. All the assets and liabilities of the Health and Welfare Plan are held in the Junior Achievement USA Health and Welfare Benefits Trust (Benefits Trust). Accordingly, no balances or transactions of the Benefits Trust are recorded in the consolidated financial statements of the Organization.

The following represents summarized financial information pertaining to the Benefits Trust as of and for the years ended June 30, 2025 and 2024:

	2025	2024
Assets	\$ 9,754,672	\$ 7,907,107
Liabilities	<u>261,500</u>	<u>251,295</u>
Net assets	<u><u>\$ 9,493,172</u></u>	<u><u>\$ 7,655,812</u></u>
Additions to net assets	\$ 12,644,769	\$ 11,743,948
Deductions from net assets	<u>10,807,409</u>	<u>9,685,105</u>
Change in net assets	1,837,360	2,058,843
Net assets, beginning of year	<u>7,655,812</u>	<u>5,596,969</u>
Net assets, end of year	<u><u>\$ 9,493,172</u></u>	<u><u>\$ 7,655,812</u></u>

In addition to the summarized financial information presented above, the Benefits Trust also reports in the notes to the April 30, 2025 and 2024, audited financial statements, claims payable of \$283,952 and \$242,639, respectively, and claims incurred but not reported of \$600,042 and \$389,738, respectively. The obligation for claims incurred but not reported is not recorded in the Benefits Trust's statements of net assets available for benefits.

Junior Achievement USA
Notes to Consolidated Financial Statements
June 30, 2025 and 2024

Postretirement Benefits Plan

The Health and Welfare Plan also offers health care benefits to retired personnel of the participating employees. This creates an implicit rate subsidy, which is considered to be a postretirement benefit. Management of the Organization does not believe the implicit rate subsidy amount to be material to the Organization, especially since the plan is a multi-employer plan. Accordingly, no balances or transactions of the Postretirement Benefits Plan are recorded in the consolidated financial statements of the Organization.

Total Postretirement Plan Information

A June 30 measurement date is used for the Postretirement Plan. Significant balances, costs and assumptions are:

	2025	2024
Benefit obligation	\$ (3,900,602)	\$ (3,947,154)
Fair value of plan assets	<u>-</u>	<u>-</u>
Underfunded status	<u>\$ (3,900,602)</u>	<u>\$ (3,947,154)</u>
Accumulated benefit obligation	<u>\$ (3,900,602)</u>	<u>\$ (3,947,154)</u>

Weighted-average assumptions used to determine benefit obligations at June 30, 2025 and 2024:

	2025	2024
Discount rate	5.50%	5.50%
Rate of compensation increase	3.50%	4.00%

Weighted-average assumptions used to determine benefit costs at June 30, 2025 and 2024:

	2025	2024
Discount rate	5.50%	5.25%
Rate of compensation increase	4.00%	4.00%

The following benefit payments, which reflect expected future service, as appropriate, are expected to be paid as of June 30, 2025:

2026	\$ 288,169
2027	278,711
2028	275,696
2029	269,548
2030	285,734
2031 to 2035	1,532,795

The Organization's premium expense for the Health and Welfare Plan for the years ended June 30, 2025 and 2024 was \$1,231,795 and \$1,013,640, respectively.

Note 12. Profit-Sharing Plan

The Organization offers a 401(k) multiple employer profit-sharing plan covering substantially all employees. The Organization's contributions to the plan are determined annually by the Board of Directors. Contributions to the plan were \$549,824 and \$499,204 for the years ended June 30, 2025 and 2024, respectively.

Note 13. Related-Party Transactions

Activity with JA Worldwide, Inc.

The Organization and JA Worldwide, Inc. are related parties that are not financially interrelated organizations. Through a member fee agreement between JA Worldwide, Inc. and the Organization, JA Worldwide, Inc. assessed a member fee of 1% of prior fiscal year gross revenues of each of the local area offices for their use of logos and trademarks owned by JA Worldwide, Inc. The Organization remits this fee to JA Worldwide, Inc. from the program and support fees the Organization collects from each local area office. As a result, the Organization recorded an expense of \$1,728,618 and \$1,398,103 during 2025 and 2024, respectively, to JA Worldwide, Inc. The revenue and expense generated from these transactions are recorded in other income and management and general support service expense on the consolidated statements of activities.

Any uncollected and unpaid balances related to transactions with JA Worldwide, Inc. are shown in the affiliates accounts receivable or accounts payable – affiliate line items on the consolidated statements of financial position. For 2025 and 2024, the net unpaid balance was \$0 and \$139,810, respectively.

Activity with Board Members and Other Related Parties

Contributions of cash and pledges from related parties, including board members and corporations associated with board members was \$1,971,958 and \$873,473 during the years ended June 30, 2025 and 2024, respectively. Contributions receivable from related parties, including from board members and their employers, was \$1,884,413 and \$507,000 as of June 30, 2025 and 2024, respectively.

Activity with USA Area Offices

The Organization assists its area offices around the U.S. in establishing their own organizations to administer Junior Achievement programs. The Organization holds funds on behalf of certain of these members for their U.S. expenses. These are included in cash, investments and contributions receivable on the consolidated statements of financial position and total \$8,126,429 and \$3,855,346 at June 30, 2025 and 2024, respectively. During the years ended June 30, 2025 and 2024, the Organization passed through to the area offices \$17,065,662 and \$10,434,903, respectively, of funds resource providers directed to be transferred to them. Because the Organization functions as a conduit, these amounts have not been reflected on the consolidated statements of activities.

Substantially all of the Organization's accounts receivable as of June 30, 2025 and 2024 relate to sales of materials to area offices. These related-party sales and cost of sales amounted to \$1,400,921 and \$1,204,919, respectively, for 2025 and \$2,467,953 and \$2,660,239, respectively, for 2024.

The Organization also receives program and support fee income from area offices. These fees totaled \$24,000,352 and \$20,324,765 for the years ended June 30, 2025 and 2024, respectively. The Organization has accounts receivable, net of allowance, of \$524,969 and \$681,939 as of June 30, 2025 and 2024, respectively, from area offices.

Note 14. Significant Estimates and Concentrations

Generally accepted accounting principles require disclosure of certain significant estimates and current vulnerabilities due to certain concentrations. Those matters include the following:

Contribution Concentrations

Contribution revenue (including grants) of \$35,324,782 and \$16,889,247 in 2025 and 2024, respectively, comprised approximately 55% and 40%, respectively, of the Organization's total support and revenue. Two donors comprised approximately 65% of total contribution revenue in 2025, and one donor comprised approximately 40% of total contribution revenue in 2024.

Inventory Obsolescence

The Organization maintains educational textbooks and products which are held for resale. Each year the Organization estimates an allowance for obsolete inventory, which was \$186,525 and \$164,148 at June 30, 2025 and 2024, respectively. Actual inventory obsolescence may vary from the allowance accrued.

Investments Risks and Uncertainties

The Organization invests in various investment securities. Investment securities are exposed to various risks such as interest rate, market and credit risks. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the values of investment securities will occur in the near term and that such changes could materially affect the amounts reported in the accompanying consolidated statements of financial position.

Note 15. Subsequent Events

Subsequent events have been evaluated through October 27, 2025, which is the date the consolidated financial statements were available to be issued.

Supplementary Information

Junior Achievement USA

Schedule of Financial Position – Consolidating Information

June 30, 2025

	Junior Achievement USA	JA Foundation	3DE National, LLC	Eliminations	Total
ASSETS					
Current Assets					
Cash and cash equivalents	\$ 8,234,347	\$ 237,980	\$ 2,769,499	\$ -	\$ 11,241,826
Investments	41,511,100	10,568,829	-	-	52,079,929
Contributions receivable, net	5,704,477	300,000	100,000	-	6,104,477
Affiliates accounts receivable, net of allowance; \$20,000	803,209	-	395	(278,635)	524,969
Inventory, net	1,092,476	-	-	-	1,092,476
Prepaid expenses	947,537	-	146,424	-	1,093,961
Accounts receivable - other	861,525	20,646	-	-	882,171
Total Current Assets	59,154,671	11,127,455	3,016,318	(278,635)	73,019,809
Contributions Receivable, Net	5,248,921	-	-	-	5,248,921
Right-of-Use Assets - Operating Lease	2,154,701	-	485,627	-	2,640,328
Fixed Assets, Net	3,578,731	-	540,964	-	4,119,695
Total Assets	<u>\$ 70,137,024</u>	<u>\$ 11,127,455</u>	<u>\$ 4,042,909</u>	<u>\$ (278,635)</u>	<u>\$ 85,028,753</u>

Junior Achievement USA

Schedule of Financial Position – Consolidating Information

June 30, 2025

(Continued)

	Junior Achievement USA	JA Foundation	3DE National, LLC	Eliminations	Total
LIABILITIES AND NET ASSETS					
Current Liabilities					
Accounts payable - trade	\$ 3,776,122	\$ 7,972	\$ 178,858	\$ -	\$ 3,962,952
Accounts payable - affiliates	800,000	278,635	-	(278,635)	800,000
Accrued liabilities	-	-	342,768	-	342,768
Deferred revenue	1,162,797	-	920,000	-	2,082,797
Current portion of operating lease liability	240,777	-	86,358	-	327,135
Funds held for affiliates	7,926,429	-	-	-	7,926,429
Total Current Liabilities	13,906,125	286,607	1,527,984	(278,635)	15,442,081
Noncurrent Liabilities					
Operating lease liability	2,439,229	-	552,044	-	2,991,273
Total Liabilities	16,345,354	286,607	2,080,028	(278,635)	18,433,354
Net Assets					
Without donor restrictions					
Undesignated	23,912,836	-	537,881	-	24,450,717
Board-designated	4,465,343	7,211,542	-	-	11,676,885
With donor restrictions - purpose restrictions	28,378,179	7,211,542	537,881	-	36,127,602
	25,413,491	3,629,306	1,425,000	-	30,467,797
Total Net Assets	53,791,670	10,840,848	1,962,881	-	66,595,399
Total Liabilities and Net Assets	\$ 70,137,024	\$ 11,127,455	\$ 4,042,909	\$ (278,635)	\$ 85,028,753

Junior Achievement USA
Schedule of Financial Position – Consolidating Information
June 30, 2024

	Junior Achievement USA	3DE National, LLC	Eliminations	Total
ASSETS				
Current Assets				
Cash and cash equivalents	\$ 15,521,215	\$ 2,132,660	\$ -	\$ 17,653,875
Investments	28,121,215	-	-	28,121,215
Contributions receivable, net	3,906,424	60,000	-	3,966,424
Affiliates accounts receivable, net of allowance; \$40,000	633,564	58,500	(10,125)	681,939
Inventory, net	1,452,190	-	-	1,452,190
Prepaid expenses	624,007	151,505	-	775,512
Accounts receivable - other	1,004,465	-	-	1,004,465
Total Current Assets	51,263,080	2,402,665	(10,125)	53,655,620
Contributions Receivable, Net	1,317,964	-	-	1,317,964
Right-of-Use Assets - Operating Leases	2,276,445	545,100	-	2,821,545
Fixed Assets, Net	2,176,839	300,243	-	2,477,082
Total Assets	\$ 57,034,328	\$ 3,248,008	\$ (10,125)	\$ 60,272,211

Junior Achievement USA

Schedule of Financial Position – Consolidating Information

June 30, 2024

(Continued)

	Junior Achievement USA	3DE National, LLC	Eliminations	Total
LIABILITIES AND NET ASSETS				
Current Liabilities				
Accounts payable - trade	\$ 2,876,993	\$ 149,232	\$ (10,125)	\$ 3,016,100
Accounts payable - affiliates	139,810	-	-	139,810
Accrued liabilities	348,592	458,562	-	807,154
Deferred revenue	770,120	-	-	770,120
Current portion of operating lease liability	226,336	41,921	-	268,257
Funds held for affiliates	3,580,346	275,000	-	3,855,346
Total Current Liabilities	7,942,197	924,715	(10,125)	8,856,787
Noncurrent Liabilities				
Operating lease liability	2,565,798	503,179	-	3,068,977
Total Liabilities	10,507,995	1,427,894	(10,125)	11,925,764
Net Assets				
Without donor restrictions				
Undesignated	19,222,417	320,114	-	19,542,531
Board-designated	15,357,509	-	-	15,357,509
	34,579,926	320,114	-	34,900,040
With donor restrictions - purpose restrictions	11,946,407	1,500,000	-	13,446,407
Total Net Assets	46,526,333	1,820,114	-	48,346,447
Total Liabilities and Net Assets	\$ 57,034,328	\$ 3,248,008	\$ (10,125)	\$ 60,272,211

Junior Achievement USA
Schedule of Revenues, Expenses and Changes in Net Assets – Consolidating Information
Year Ended June 30, 2025

	Junior Achievement USA						JA Foundation						3DE National, LLC																	
	Undesignated		Board-Designated		Total Without Donor Restrictions		With Donor Restrictions		Total		Undesignated		Board-Designated		Total Without Donor Restrictions		With Donor Restrictions		Total		Without Donor Restrictions		With Donor Restrictions		Total		Eliminations		Total	
Support and Revenue																														
Contributions and grants -																														
financial assets	\$ 916,510	\$ 13,000	\$ 929,510	\$ 27,485,848	\$ 28,415,358	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 300,000	\$ 320,000	\$ -	\$ 5,110,424	\$ 1,479,000	\$ 6,589,424	\$ -	\$ -	\$ 35,324,782												
Materials sales	1,400,921	-	1,400,921	-	1,400,921																						1,400,921			
Program and support fees	16,268,764	-	16,268,764	-	16,268,764																						24,000,352			
Investment return, net	2,811,296	596,315	3,407,611	213,288	3,620,899	-	-	370,365	370,365	139,343	509,708	-	-	7,731,588	-	-	-	-	-	-	-	-	-	-	-	4,130,607				
Other income	744,953	-	744,953	52,891	797,844	-	-	-	-	16,850	16,850	-	-	-	-	-	-	-	-	-	-	-	-	-	-	814,694				
Contract revenue	392,094	-	392,094	-	392,094	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	392,094				
Board-designated transfers	3,287,216	(3,287,216)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Net assets released from restrictions - purpose restrictions for educational and other programs	10,804,360	-	10,804,360	(10,804,360)	-	-	307,470	-	307,470	(307,470)	-	-	1,554,000	(1,554,000)	-	-	-	-	-	-	-	-	-	-	-	-				
Total Support and Revenue	30,626,114	(2,677,901)	33,948,213	16,947,667	50,895,880	307,470	390,365	697,835	148,723	846,558	14,396,012	(75,000)	14,321,012	-	-	66,063,450														
Expenses																														
Program services																														
Field services	14,189,209	846,259	15,035,468	-	15,035,468	307,470	7,905	315,375	-	315,375	12,171,115	-	-	12,171,115	-	-	27,521,958													
Communications and marketing	2,483,599	195,532	2,679,131	-	2,679,131	-	-	-	-	-	-	-	-	-	-	-	2,679,131													
Research and development	7,321,205	165,600	7,486,805	-	7,486,805	-	-	-	-	-	-	-	1,197,823	-	-	1,197,823	-	-	8,684,628											
Human resources	1,561,838	78,529	1,640,367	-	1,640,367	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,640,367					
Total program services	25,555,851	1,285,920	26,841,771	-	26,841,771	307,470	7,905	315,375	-	315,375	13,368,938	-	-	13,368,938	-	-	40,526,084													
Support services																														
Management and general	3,325,696	-	3,325,696	-	3,325,696	-	-	-	-	-	-	-	636,327	-	-	636,327	-	-	3,962,023											
Fundraising	3,054,148	99,263	3,153,411	-	3,153,411	-	-	-	-	-	-	-	172,980	-	-	172,980	-	-	3,326,391											
Total support services	6,379,844	99,263	6,479,107	-	6,479,107	-	-	-	-	-	-	-	809,307	-	-	809,307	-	-	7,288,414											
Total Expenses	31,935,695	1,385,183	33,320,878	-	33,320,878	307,470	7,905	315,375	-	315,375	14,178,245	-	14,178,245	-	14,178,245	-	47,814,498													
Change in Net Assets	4,690,419	(4,063,084)	627,335	16,947,667	17,575,002	-	382,460	382,460	148,723	531,183	217,767	(75,000)	142,767	-	18,248,952															
Net Assets Transfer	-	(6,829,082)	(6,829,082)	(3,480,583)	(10,309,665)	-	6,829,082	6,829,082	3,480,583	10,309,665	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Net Assets, Beginning of Year	19,222,417	15,357,509	34,579,926	11,946,407	46,526,333	-	-	-	-	-	-	-	320,114	1,500,000	1,820,114	-	48,346,447													
Net Assets, End of Year	\$ 23,912,836	\$ 4,465,343	\$ 28,378,179	\$ 25,413,491	\$ 53,791,670	\$ -	\$ 7,211,542	\$ 7,211,542	\$ 3,629,306	\$ 10,840,848	\$ 537,881	\$ 1,425,000	\$ 1,962,881	\$ -	\$ 66,595,399															

Junior Achievement USA
Schedule of Revenues, Expenses and Changes in Net Assets – Consolidating Information
Year Ended June 30, 2024

	Junior Achievement USA						3DE National, LLC				
			Total		Total	Without Donor Restrictions		With Donor Restrictions		Total	Eliminations
	Undesignated	Board-Designated	Without Donor Restrictions	With Donor Restrictions		Without Donor Restrictions	With Donor Restrictions	Without Donor Restrictions	With Donor Restrictions		
Support and Revenue											
Contributions and grants - financial assets	\$ 1,941,516	\$ 5,000	\$ 1,946,516	\$ 6,467,360	\$ 8,413,876	\$ 7,275,371	\$ 1,200,000	\$ 8,475,371	\$ -	\$ 16,889,247	
Materials sales	2,467,953	-	2,467,953	-	2,467,953	-	-	-	-	2,467,953	
Program and support fees	15,038,777	-	15,038,777	-	15,038,777	5,285,988	-	-	5,285,988	-	20,324,765
Investment return, net	1,806,603	998,300	2,804,903	220,299	3,025,202	-	-	-	-	-	3,025,202
Other income	484,755	-	484,755	24,728	509,483	-	-	-	-	(45,504)	463,979
Net assets released from restrictions - purpose restrictions for educational and other programs	8,148,027	-	8,148,027	(8,148,027)	-	1,751,000	(1,751,000)	-	-	-	-
Total Support and Revenue	29,887,631	1,003,300	30,890,931	(1,435,640)	29,455,291	14,312,359	(551,000)	13,761,359	(45,504)	43,171,146	
Expenses											
Program services											
Field services	13,690,750	618,068	14,308,818	-	14,308,818	12,745,379	-	12,745,379	-	27,054,197	
Communications and marketing	2,147,359	42,785	2,190,144	-	2,190,144	-	-	-	-	2,190,144	
Research and development	6,626,927	140,834	6,767,761	-	6,767,761	710,989	-	710,989	-	7,478,750	
Human resources	1,349,394	141,805	1,491,199	-	1,491,199	-	-	-	-	-	1,491,199
Total program services	23,814,430	943,492	24,757,922	-	24,757,922	13,456,368	-	13,456,368	-	38,214,290	
Support services											
Management and general	2,926,490	42,614	2,969,104	-	2,969,104	512,867	-	512,867	-	3,481,971	
Fundraising	2,664,063	116,310	2,780,373	-	2,780,373	264,307	-	264,307	-	3,044,680	
Total support services	5,590,553	158,924	5,749,477	-	5,749,477	777,174	-	777,174	-	6,526,651	
Total Expenses	29,404,983	1,102,416	30,507,399	-	30,507,399	14,233,542	-	14,233,542	-	44,740,941	
Change in Net Assets	482,648	(99,116)	383,532	(1,435,640)	(1,052,108)	78,817	(551,000)	(472,183)	(45,504)	(1,569,795)	
Net Assets, Beginning of Year	18,739,769	15,456,625	34,196,394	13,382,047	47,578,441	241,297	2,051,000	2,292,297	45,504	49,916,242	
Net Assets, End of Year	\$ 19,222,417	\$ 15,357,509	\$ 34,579,926	\$ 11,946,407	\$ 46,526,333	\$ 320,114	\$ 1,500,000	\$ 1,820,114	\$ -	\$ 48,346,447	