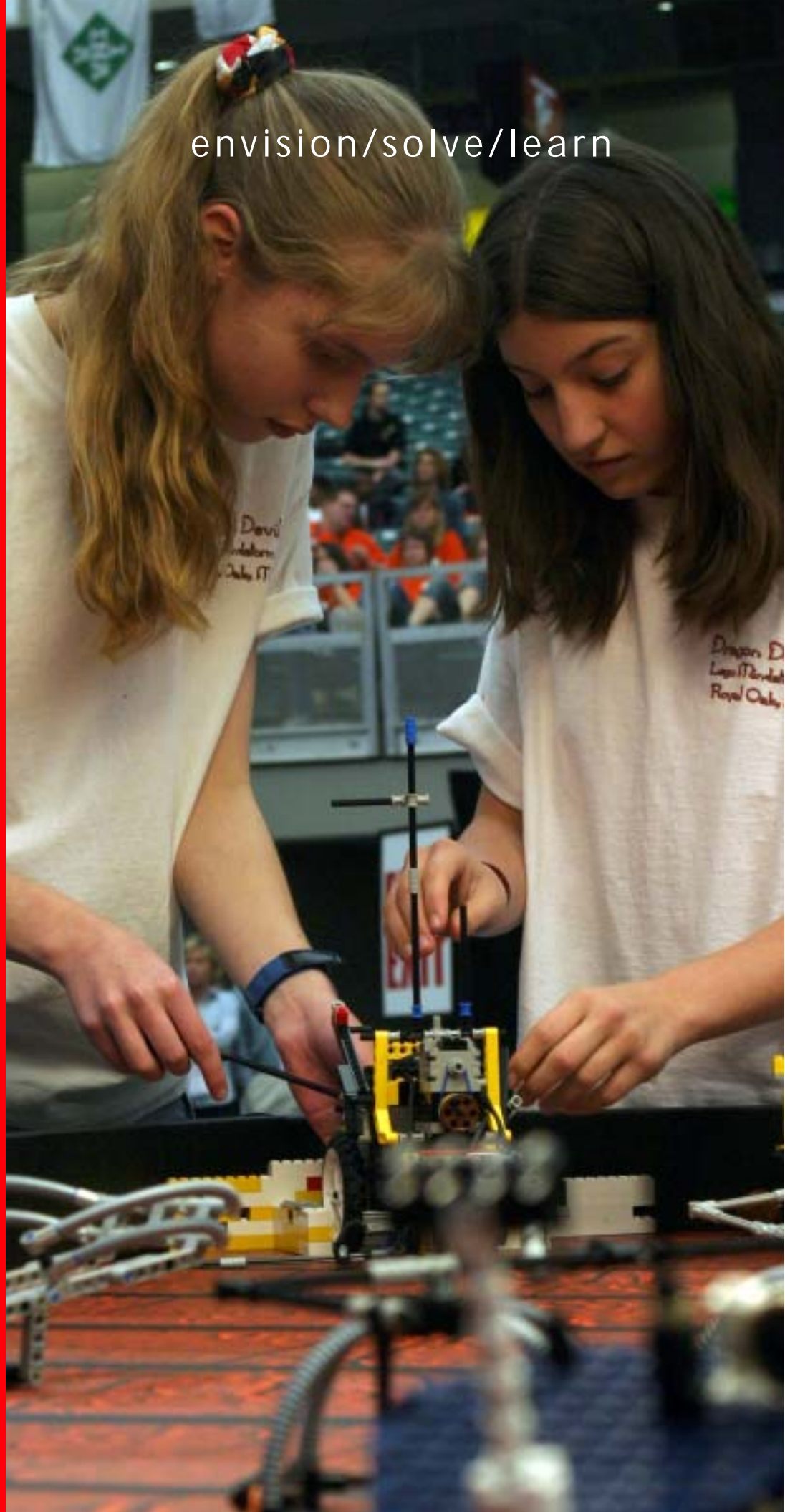


create/engineer/inspire



envision/solve/learn



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FOUNDER'S MESSAGE

15 years ago, we saw a problem. Not enough young people recognized the opportunity, power, and joy of a lifetime of solving problems through science, technology, and engineering. So, we invented FIRST.

Today, through the work and dedication of mentors, teachers, parents, schools, companies, and volunteers, FIRST has achieved extraordinary results. This year over 65,000 students participated in FIRST programs. Those students emerged with new perspectives on their potential and the rewards of a life in science and technology. They also gained access to a career path that provides higher-education scholarship opportunities as well as employment opportunities with the world's leading technology companies.

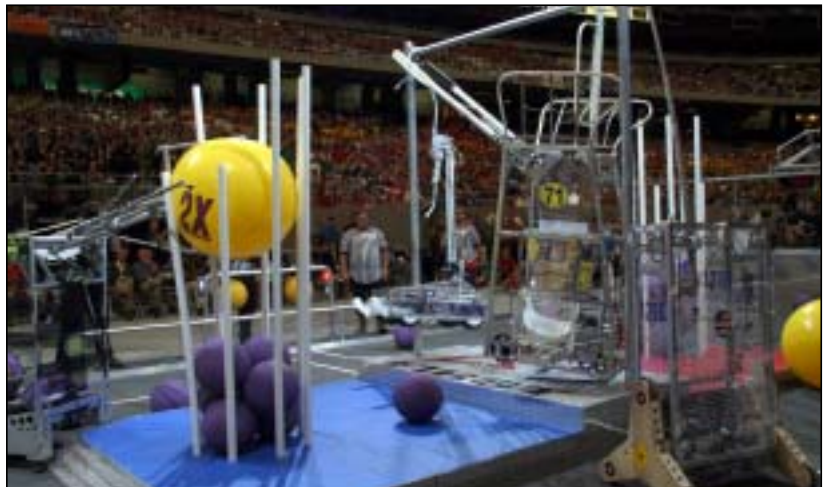
FIRST has begun to reshape both the perception and reality of the science and technology experience for young people. With FIRST, that experience is one of excitement, intensity, competition, and fun, all leading to deeper learning and understanding. In the 15 years since we began, it is clear our invention has begun to make a difference.

FIRST celebrates achievement in science, engineering, and technology. So, we can't let 2004 pass without noting the wonderful achievement of NASA and its mission to Mars. During the early part of the year, one could look at any TV, newspaper, or web site and see the celebration of NASA's exploration of Mars. People everywhere were waiting to see the next photo the Rover would reveal. The world discovered just how much one can learn through a robot. It was an inspiring time for anyone supporting the FIRST mission.

2004 was a year to mark progress made and to measure distance ahead. I am deeply grateful for our results to date, and would like to offer my sincere thanks and congratulations to the entire FIRST community for your energy, effort, and example.

Dean Kamen, FIRST Founder

President, DEKA Research & Development Corporation



challenge/react/thrive





CHAIRMAN'S LETTER

While we're proud of FIRST's growth, we are more proud of *how* FIRST is growing. As hundreds of new teams are created and thousands more students participate each year, we strive to preserve the quality—and qualities—of the FIRST experience. For example, under our new Executive Director Paul Shay, we continue building on the work of former director David Brown to enhance the professional organization without tarnishing the spirit of FIRST. We're improving how we share experiences and knowledge across the organization. We're also strengthening support for our incredible volunteer base. And we are engaged in exciting discussions with RadioShack with the objective of forging an alliance that will make FIRST accessible to many more young people.

To achieve our mission of changing the culture into one that celebrates achievement in science and technology, our participants must reflect the breadth of our culture. And they do. About a quarter are girls, and a quarter are minorities. More importantly, we continue to attract all kinds of thinkers, not just those predisposed to math and science. This is critical because we see the lights go on for kids who never before had a lens to view their own intelligence and potential. Year after year it's the diverse teams—those comprised of multiple intelligences—that excel in competition.

FIRST not only gives diverse students direction in their lives and exposure to the excitement of science and technology—FIRST has changed schools, and has influenced whole communities.

What all of this makes clear is that FIRST is about more than robots. It's about helping kids realize that science is cool—50% say they want to pursue a career in science or engineering. FIRST is about creating opportunity — 2004 participants were eligible for \$4.9 million in scholarships. In short, FIRST is about shaping the future. And it's working.

We look forward to 2005,

*John Abele, FIRST Chairman
Founder Chairman, Boston Scientific Corporation*

FIRST ROBOTICS COMPETITION

The FIRST Robotics Competition (FRC) combines the excitement of sport with science and technology to create a unique varsity sport for the mind. FRC helps high school students discover how rewarding the lives of scientists and engineers can be.



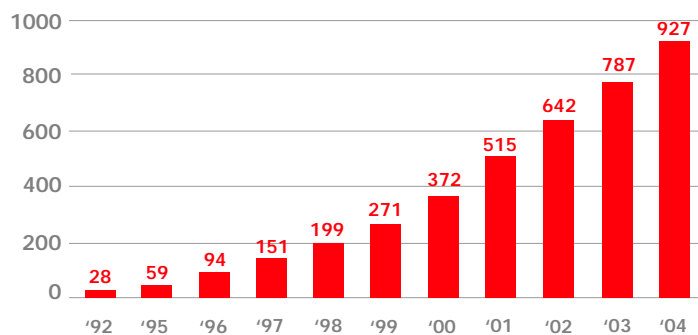
Fueled by the tradition of excitement, energy, and intensity from all involved, the FIRST Robotics Competition continues its impressive growth. The 2004 challenge, “FIRST Frenzy: Raising the Bar,” delivered on the promise of its name. More than 20,000 students on over 900 teams competed in 26 regional events, culminating in our biggest-ever championship event at the Georgia Dome in Atlanta.

The 2004 season produced more than overflowing excitement. It produced what we at FIRST call co-opetition as teams worked together in the spirit of gracious professionalism. More importantly, the hands-on learning alongside professional mentors, the real-world engineering and project management experience, and the teamwork helped students grasp the value of “raising the bar” on their own goals and aspirations.

Those aspirations are rewarded for many. In 2004, the FIRST scholarship program grew to over \$4.9 million. These scholarships help students pursue their passion for science, technology, engineering, and math at some of the finest colleges and universities.

As a volunteer-driven organization, our success is a direct result of individuals who make an extraordinary commitment to organizing, recruiting, and fundraising. In the coming year, we will continue building our support of the parents, teachers, engineers, and other professionals whose volunteer effort makes the FIRST vision a reality.

FIRST ROBOTICS COMPETITION
TEAM GROWTH



imagine/invent/engineer



“...the most memorable and important part of my life in high school... being on the team proved to me the importance of teamwork in a very real and concrete way... the team provides an opportunity to apply the knowledge learned in school from many subject areas.” - Ian McKenzie, Woburn Robotics Team alumnus, now at University of Waterloo (Canada) in Systems Design Engineering

FIRST LEGO® LEAGUE

Guided by adult mentors and their own imaginations, FIRST LEGO League (FLL) students solve real-world engineering challenges, develop important life skills, and learn to make positive contributions to society. FLL is a result of an exciting alliance between FIRST and The LEGO Company.



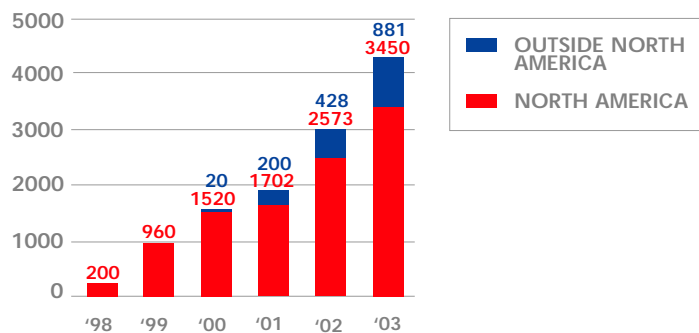
FIRST LEGO League (FLL) continued its out-of-this-world success in 2003 with the Mission Mars challenge. Over 42,000 students from 14 countries participated, with 34,000 students on 3,450 teams taking part in 46 tournaments in North America alone. In 2004, over 55,000 students will participate worldwide.

Each annual challenge is designed to help kids comprehend the link between science and solving real-world problems. Mission Mars posed problems similar to those faced by NASA engineers exploring Mars. For 2004, the No Limits challenge asks teams to consider life with physical disabilities and to use technology and creativity to improve the lives of those who struggle with activities of daily living that many people take for granted.

Dedicated volunteers are the backbone of FLL. To continue strengthening our volunteer network in 2004, we initiated additional partnerships with professional organizations, government agencies, and corporations. These partnerships produce team mentors and event volunteers as well as guest speakers and educators.

Nothing introduces middle school students to the excitement and rewards of science, technology, engineering, and math like FIRST LEGO League. In 2004, FIRST asked Brandeis University to assess the impact of the program. The study found that FLL largely succeeds in providing an engaging and effective learning experience. Also, 94% of coaches report an increase in students' understanding of how science and technology can be used to solve problems. And 88% of children report wanting to learn more about science and technology.

FIRST LEGO LEAGUE
TEAM GROWTH





design/build/grow

“FLL taught me patience and that I could learn more than I ever thought I could. Oh yeah, and it was fun all at the same time.” - *Andre Bauman, FLL Participant*

SPONSORS

In addition to the formal sponsors, suppliers and contributors acknowledged on these pages, FIRST extends its sincere appreciation to the tens of thousands of volunteers who generously devote their time and expertise, and the thousands of sponsors of FIRST Robotics Competition year-round events and of FIRST LEGO League teams and events. FIRST could not achieve the powerful impact it does without this tremendous support.

FIRST thanks all of our supporters and makes every effort to ensure complete and accurate listings. If we've made an error, please accept our sincere apology, and please help us correct it by letting us know at 1-800-871-8326.

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Newfoundland/Labrador Official

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 FRC Team 435

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 NREC
 NSBE - Houston Space Chapter
 NSBE/Howard University
 NSF-DUE
 NTMA
 Numerics Engineering
 NVESD Fort Belvoir VA
 NW Tri-County IU#5
 NWTC
 Nypro Inc.
 Nypro Puerto Rico
 O P G Lambton Generating Station
 O'Connor MacLeod Hanna
 O'Fallon Township Youth Committee
 Oceaneering International, Inc.
 Oceaneering Space Systems
 OEC Engineering
 Office Works
 Ofoto
 Ohio State University
 Oklahoma State University—
 College of Engineering
 Old Santee Canal Park
 Olin College
 Omron Canada, Inc.
 On The Side Screen Printing
 Ontario Power Generation
 OPG - Pickering Nuclear
 Optech Inc.
 Optimist International
 Oracle
 Orlando Science Center
 OSU-OKC
 Outback Manufacturing
 Outlaw Motorsports
 Oxford Automotive
 OZ Automation
 P S P Steel
 P&H
 Pac Machine Co., Inc.
 Pacific Bell
 Pagano's
 Pal's Electric Shop
 Palisade National Bank
 Palm Desert High School Foundation
 Panasonic
 Panda Management
 Panzer Aluminum Products, Inc.
 Papa John's Pizza - E.146th x Willis
 Avenue
 Papa Johns
 Pape Dawson Engineers
 Parker & DeStefano, PC
 Parker Hannifin
 Parker Pneutronics
 Parkersburg Tool Company
 Patents and More, Inc.
 Patrick Henry Community College
 Patuxent Partnership
 Peake Research
 PEC Solutions
 PECO - Exelon
 PEER Consortium
 Pelco
 Penny Lumber
 Pentair Water Treatment
 PepsiCo, Inc.
 Perkins Foundation
 Pete Weber Performance Products
 Peterbilt
 Pfizer, Inc.
 PG&E Generating
 PGM of New England, LLC
 PHARMASAVE #745 - McArthur
 Plaza Pharmacy Limited
 Phelps Dodge Corp..
 Phelps Engineering Company Inc.
 Phi Delta Kappa Carnation NE
 Chapter
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 Photronics, Inc.
 Pluspace
 PIAB Vacuum Products
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 Pilot Point Ace Hardware & Supply
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 Pittsburgh Institute of Aeronautics
 Pittsburgh Public Schools
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 PKT Development, Inc.
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 Plascore
 Plasti-Coat, Inc.
 Plastic Craft Products Corp.
 Plastic Engineering and
 Technical Services
 Plastics Ingenuity
 Platt Tech Parent Faculty
 Organization
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 PNI Corp.
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 Polytechnic Institute
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 Power Resources International, Inc.
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 Randy Corporation
 Randolph VT Rotary
 Random Welds by Design LLC
 Ranken Technical College
 Ransom Everglades
 Parents Association
 Rapid Refrigeration
 Raritan Introduction of
 Minorities to Engineering
 Raymond Foundation
 Raytheon Company
 Raytheon Integrated Defense Systems
 Raytheon - St. Petersburg
 RCATT
 RCBLPE

Real Protection Fire
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 RHT Enterprise
 Rhymes Heating and Cooling
 Richmond County Savings Foundation
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 Rinker Materials
 River City Robots
 Riverhead Building Supply of Hampton Bays
 Riverside Drives
 RJN Tool & Automation
 RML Tool & Die Inc.
 Roberetson Heating Supply
 Robert Bosch Corp.
 Robert MacKichan
 RoboDesign International Inc.
 Robotics Club, Cornell
 Robotics Team of Central Ohio
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 Rock Valley College
 Rockwell Automation
 Rockwell Collins
 Rockwell Collins - Kaiser Electroprecision
 Rohm and Haas
 Rohm and Haas Electronic Materials
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 Romax Corp.
 RONA
 Ronco Machine
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 Runnymede Alumni Association
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 Ryan Machinery
 Ryobi
 S. Johnson & Sons
 S & S Dynamics
 S & H Car Care
 Saan
 SAIC
 Salem Community College
 Salomon Smith Barney
 Samuel - More than Metal
 San Diego County Board of Supervisors
 San Diego Super Computer Center
 San Francisco City College
 San Jacinto Methodist Hospital
 Sand Hill Challenge
 Sandersville Railroad
 Sandersville Technical College
 Sandia National Labs
 Santa Clara University
 Santa Fe Community College Robotics Club
 Santee Cooper
 Saratoga Systems
 Sarnoff Corporation
 Savannah Tech
 SAVvy Engineering
 Sayville Ford
 SBC
 Schick-Wilkinson Sword
 Schlumberger
 School Board of Alachua County
 School of the Museum of Fine Arts, Boston (SMFA)
 Schrader & Co., Inc. Precision Sheet Metal & Machining
 Sci Tech
 Science and Technology Group
 Scientific-Atlanta
 Scotia Bank
 Sea Shell Restaurant
 Seaford Machine Works
 SeaTow Services International
 Seattle Robotics Society
 SEC Design, Inc.
 Sector Electronics
 Selee/Porvair, Inc.
 Seneca College
 Sensei Enterprises
 Serono USA Inc.
 Shaffer's Welding Shop
 Shaw's Supermarkets
 Sheet Metal Contractors, Inc.
 Sheet Metal Workers Union Local 19
 Sheet Metal Workers Union Local 28
 Shell International Exploration
 Shipley, Inc.
 SHIRT ART, Inc.
 Shorewood Packaging
 Showbest Fixture Corp.
 Shuert Industries
 SI Bank & Trust Foundation
 SIAC
 Siemens
 Siemens Airfield Solutions
 Siemens Automotive
 Siemens Automotive VDO
 Siemens Dematic
 Siemens-Westinghouse
 Siemon Company
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 Signage Unlimited
 Simone Associates
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 Sinclair Community College
 Sir Sandford Fleming College
 Sivad, Inc.
 SLAC
 SMC Pneumatics (Canada) Ltd.
 SME
 SME Milwaukee Chapter 4
 Smithtown Rotary Club
 SMLS Parents' and Friends' Association
 So'Moda, Inc.
 Society for Biomolecular Screening
 Society of Manufacturing Engineers #52
 Society of Mexican American Engineers & Scientists
 Solid Vision
 SolidEdge
 Solutia
 Sonic Drive-in of Pilot Point
 Sonic-ABC Productions
 SONY Corp.
 South Anchorage Rotary
 South Bay Electric
 South Dakota State University
 Southeast Career Center
 Southern Alberta Institute of Technology
 Southern Piedmont Tech Prep Consortium
 Danville Community College
 Southern Polytechnic State University
 Southern Tooling and Machine Works
 Southern University
 Southold IGA
 Southold PTA
 Southwestern Illinois College
 Southwestern Riverside County Manufacturer's Council
 Southwire
 Sovereign Bank
 Space and Naval Warfare Systems Center San Diego
 SPE
 Specialty's Our Name
 SPECO Tile & Marble, Inc.
 Speedworld FX
 Spen-Tech Machine Engineering Corp.
 Speonk Lumber
 Spin Pro
 Spinweb
 Sprint
 SRI International
 SSD Plastics
 St. Clair College
 St. Joseph's Hospital
 St. Louis Junior Academy of Science "Science Center"
 St. Mary's County Public Schools
 St. Mary's Credit Union
 St. Phillips College
 Southwest Campus
 Sta-Rite Inc.
 Stafford County Industrial Development Authority
 Stalco Construction Corporation
 Standard Aero
 Stanford University
 Starbot, Inc.
 Starbucks
 Stark State College
 State Electrical & Motor Service
 Steamfitters Workers Union Local 638
 Steel Fab
 Steelcase
 Sterling Glen Assisted Living
 Steve Johnson & Sons, Inc.
 Stolhand Heat & Air
 Stop & Shop
 Storage Tek
 Stork's Bakery
 Storm Whistles
 Street Custom Homes (J&M Street, Inc.)
 Students of Columbia University and the Great Bob
 Stuyvesant High School Parents Association
 Sun Microsystems Foundation
 Suncor
 Sunnen Products Co.
 SurePower
 Sutherland Family Limited Partnership
 SVE
 Swales Aerospace
 Sylvan Learning Center
 Symbol Technology
 Synapse Strategic Product Development
 Synergex
 Synergy America
 Synexus Design Group Inc.
 Syracuse Research Corporation
 T.D.S.B.
 Tallahassee Welding and Machine Shop
 Tanaka Foundation
 Tankcraft
 Tap Plastics
 Taylor Products
 TCI Aluminum North
 TD Waterhouse
 TEAK Forces
 Team 818 - GENESIS '02: General Motors - General Assembly Engineering
 TEC Weld Automation, Inc.
 Techni-Products
 Technological Services Company
 Technology Advocates of San Antonio
 TechnoTrade
 Telesat
 Temple
 Teradyne
 Teranet
 Terra Tech
 TESCO Test and Evaluation Support
 Tesma International
 Tesso Technologies
 Texas Instruments
 The Education Cooperative (TEC)
 The R & D Group, Inc.
 Thiele Kaolin Company
 Thompson Maple Products, Inc.
 ThorLabs
 TI Automotive
 Tibs Company
 TIC-The Industrial Company
 Timken Products
 Timmons Group
 Title V
 TNP Instruments
 ToadNet, Inc.
 Tokico USA
 Tommy Gate Company
 Tonnard Mfg. Corp.
 Tony Galgano and Mickey Shields (BBB)
 Tool Angel
 Toronto District School Board
 Tower Fasteners Co., Inc.
 Town & Country Group
 Town of Goderich
 Town of Lab City
 Town Wabush
 Toyota Motor Sales USA, Inc.
 Toyota Technical Center, USA, Inc.
 Trans-Matic
 Trent University
 Tri-Star Plastics
 Tri-State Tours
 TriCed
 Trident Technical College
 Trident United Way
 Trigasskiss
 Trio Hardware
 Triumph Financial Services
 Troco, L.L.C.
 TrueBro
 TRW Automotive Electronics
 TSMC (IC Foundry Leader)
 Tubular Techniques
 Tuell Tool Company Inc.
 Tulane University Engineering
 Turley
 Turner Broadcasting System, Inc.
 Turner Construction
 Twenty-First Century Grant
 Two Friends Performance
 TXI Texas Industries
 U.S. Coast Guard Academy
 U.S. Coast Guard Academy Alumni Association

U.S. Coast Guard Foundation
 UALR
 UAW
 UAW Local 686
 UCLA
 ULC Robotics
 UM-Flint
 UMass Lowell
 UNH
 Unilever
 United Airlines
 United Auto Workers
 United Bakery Equipment Company
 United Commercial Bank
 United Defense LP
 United Illuminating
 United Lens Corp.
 United Space Alliance
 United Technologies Corp.
 United Water
 Unity Care Group
 Universal Display Corp.
 Universal Propulsion Company
 Universal Studios Florida
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 Universidad Federal de Santa
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 University of Florida
 University of Hartford
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 and Earth Science and Technology
 University of Maryland/Dept. of
 Mechanical Engineering
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 University of Missouri - Rolla Robotics
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 University of Pittsburgh School
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 University of Richmond
 University of South Florida
 University of Tennessee
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 University of Tulsa
 University of Vermont
 University of Washington
 University of Waterloo
 University of Windsor Faculty
 of Engineering
 University of Windsor Faculty
 of Science
 University of Wisconsin - Platteville
 Unlimited Manufacturing Services, Inc.
 UNLV
 UPS-Worcester
 Urschel Labs
 US ARMY
 US Army Corp. of Engineers
 US Army Engineer Research and
 Development Center
 US Army Operational Test Command
 US Army TARDEC
 US Coast Guard Air Station Miami
 US Filter
 US Naval Academy
 USAF

USC
 USC MESA
 USCG
 USF Holland Motor Freight
 USM Physic's Dept
 UTC/Carrier
 UTC/Fuel Cells
 UTC/Hamilton Sundstrand
 UTC/Hamilton Sundstrand
 Space Land & Sea
 UTC/Otis Elevator
 UTC/Otis Service Center
 UTC/Pratt & Whitney
 UTC/Pratt & Whitney/
 The Manufacturers Roundtable
 UTC/Sikorsky Aircraft
 UTC/United Technologies
 Research Center (UTRC)
 Valley Apparel
 Valley Rotary
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 Vought Aircraft Industries
 VPTC
 W.L. Gore & Associates
 W.M. Keck Observatory
 W&W Trucking & Tractor Inc.
 WA Sherman
 Wabash Technologies
 Wabush Mines
 Wade Edwards Foundation
 Wal-Mart
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 Walker Foundation
 Walt Disney Imagineering
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 and Engineering
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 Warren Industries, Inc.
 Washington Gas
 Washington County Public Schools
 Washington One Stop
 Homecenter
 WaterJet Cutting of Indiana
 Watermark Promotional Products
 Watertown Rotary
 Watts Premier
 Waukesha County Technical College
 Wayne County Community College
 District Eastern Campus
 Wayside Market
 Webb Automotive Design
 Weber Electric
 Webster Bank
 Wellman, Inc.
 Wells Fargo Bank
 Wendland Performance
 Wescast Industries
 West Coast Cabinets
 West Coast Netting Inc.
 West End Machine &
 Welding, Inc.
 West Robotics Organization -
 the Next Generation

West Star Aviation
 West Virginia University
 Westar
 Westchester Community College
 Westhampton Glass Inc.
 Westhampton True Value Hardware
 Westinghouse Savannah
 River Company
 Whitestone Capitol, LLC
 WICS
 Wiegmann Associates
 Wilber Billingslea Foundation
 William F. Goodling Advanced
 Skills Center-HIT
 Wilson Tool & Engineering
 Windermere Information
 Technology Systems
 Wire to Water, Inc.
 WIRE-Net
 Witte Company
 Wittmann Robot & Automation
 Systems, Inc.
 WolfCoach
 Wolfeburrow Rotary
 Woodard & Curran
 Worcester Scale
 Working in Support of Education
 Worthington Educational
 Foundation
 WPI
 Wright Patterson Air Force Base
 WVHTC Consortium
 Xerox
 Yale University
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 Yvette and Larry Gralla
 Zanella
 Zaxsoft Enterprises
 Zebco
 Zealand Lumber Company
 Zephyr Engineering
 Zimco, Inc.





research/create/achieve

“If you create an environment in which the right stuff is celebrated, incredible things can happen.”
- Woodie Flowers, Pappalardo Professor of Mechanical Engineering, Massachusetts Institute of Technology and FIRST National Advisor

FINANCIALS

The following abbreviated financial statements have been prepared on the accrual basis of accounting. Ernst and Young LLP (E&Y) audits the organization's financial statements annually; copies of FIRST's audited financial statements and accompanying notes are available via the FIRST website at www.usfirst.org under "About FIRST."

For the fiscal year ended June 30, 2004, there were no audit findings and FIRST received an unqualified opinion from its auditors. Additionally, the Office of Management and Budget's (OMB) Circular A-133 audit of the organization's federal grant programs had no findings or questioned costs. Thus, FIRST continues to be qualified as a "low-risk" auditee. Certain amounts in 2003 have been reclassified to conform to the 2004 presentation and to provide additional detail such as the Federal Grants Receivable.

Statements of Financial Position	June 30	
	2004	2003
Assets		
Cash and equivalents	\$3,380,640	\$3,368,061
Investments	591,610	478,109
Accounts receivable (net of allowance for doubtful accounts of \$18,314 in 2004 and \$16,000 in 2003)	134,749	719,060
Federal Grants Receivable	1,699,100	29,000
Property, plant and equipment:	6,010,967	5,646,097
Less accumulated depreciation	1,857,093	1,594,239
Net PP&E	4,153,874	4,051,858
Prepaid expenses and other assets	140,672	65,060
Total assets	\$10,100,645	\$8,711,148
Liabilities and net assets		
Accounts payable and accrued expenses	\$297,381	\$327,623
Deferred revenue and other credits	50,225	105,654
Refundable advances	2,701,000	2,841,200
Total liabilities	3,048,606	3,274,477
Net assets:		
Unrestricted	5,044,766	4,804,227
Temporarily restricted	2,007,273	632,444
	7,052,039	5,436,671
Total liabilities and net assets	\$10,100,645	\$8,711,148

Statements of Activities	June 30	
	2004	2003
Revenues and other support:		
Program Registration fees	\$ 7,676,348	\$ 6,647,393
Contributions	5,226,492	5,189,328
Rental income	552,699	511,348
Event Package revenue - Championship (see note)	133,293	2,158,768
Other income	304,725	222,184
Net assets released from restrictions	525,692	561,956
Total revenues and other support	14,419,249	15,290,977
Operating expenses:		
FIRST Robotics Competition	10,837,289	10,281,715
FIRST LEGO League	708,199	619,644
FIRST Place	68,308	50,908
Event Package expenses – Championship (see note)	133,293	2,169,637
Management and general	1,989,827	1,748,649
Operation of building	320,755	305,608
Depreciation	261,239	280,686
Total operating expenses	14,318,910	15,456,847
Operating (loss) gain	100,339	(165,870)
Non-operating gains:		
Refundable advances - amortization	140,200	100,800
(Deficiency) excess of revenues over expenses and (decrease) increase in unrestricted net assets	240,539	(65,070)

Note: In fiscal 2003, FIRST needed to process all of the FIRST Teams' event packages for the Championship that included lodging, meals, entertainment, and transportation. In 2004, FIRST only had to process a small portion of event packages as is reflected above.



inspire/guide/transform

"There will never be a shortage of opportunities for people who know how to solve problems."
- Dean Kamen, *FIRST* Founder

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FIRST gratefully acknowledges the contributions of those Board members whose service has concluded: David W. Brown (who also served as FIRST Executive Director) and Glenn Gienko.

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Michael Robbins
Director of Operations

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Manchester, NH 03101
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Fax: (603) 666-3907

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