

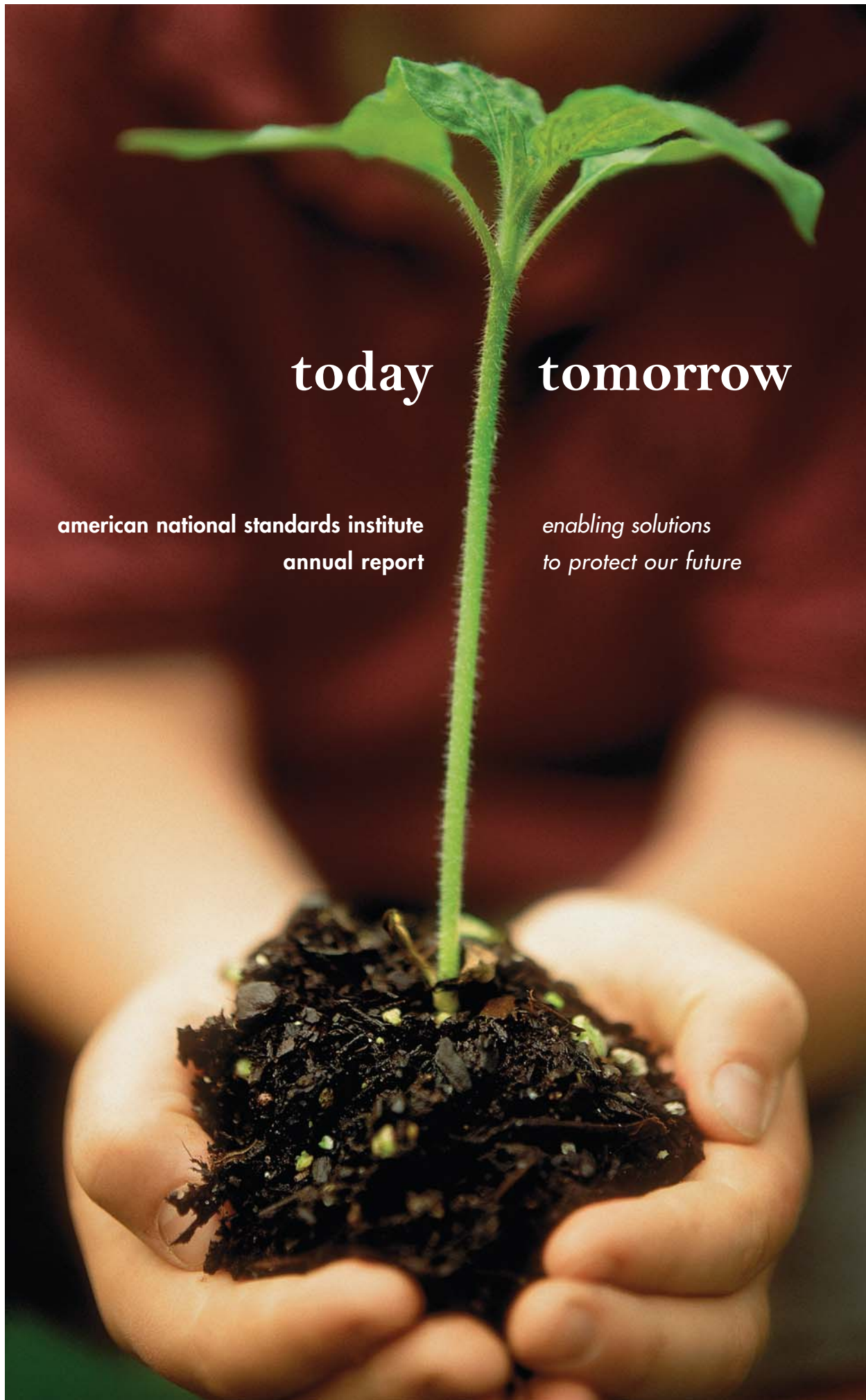
2006-2007

today

tomorrow

american national standards institute  
annual report

*enabling solutions  
to protect our future*





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today | tomorrow  
*enabling solutions to protect our future*

In 1918, representatives of U.S. industry and government came together to plant the seeds of cooperation for standards and conformity assessment activities in this nation. Over the next nine decades, the organization they founded has taken root and grown – branching out to address an ever-increasing range of national and global priorities.



## letter from the chairman

**Robert W. Noth**  
Chairman of the Board



One of the main responsibilities of an ANSI chairman is to assist in strategically positioning the Institute for long term success. Sometimes attention needs to be given to domestic issues, such as ANSI's interface with the government. Increasingly, the scope is more broad.

During the past several months, I've been focusing my attention on the international aspects of ANSI. The Institute and its members have a long history of success in leading and influencing key standards and conformity assessment initiatives that have a global impact. But new issues continue to arise every day that require our attention: from energy management to consumer safety, and from biotechnologies to the education of our workforce.

The marketplace is global. Even those organizations that operate exclusively in the U.S. rely on foreign suppliers and have foreign competitors. It is the responsibility of the standards and conformity assessment community to design, implement, and support systems and programs that will meet the needs of stakeholders worldwide, not just in the U.S. All of our future business and policy negotiations are dependent upon a system that allows products, services, and people to cross borders. Such products and services need to be compliant with globally accepted standards to be suitable for use in multiple industries and applications.

The *United States Standards Strategy*—with ANSI as its staunch advocate—supports the concept of "One Standard – One Test – Accepted Everywhere." ANSI carries this message forward to the many regional and international standards and conformity assessment organizations where it represents U.S. interests. But global standard-setting and conformity assessment activities happen in a wide spectrum of forums—many without ANSI's direct involvement, so we all need to take responsibility for spreading the word.

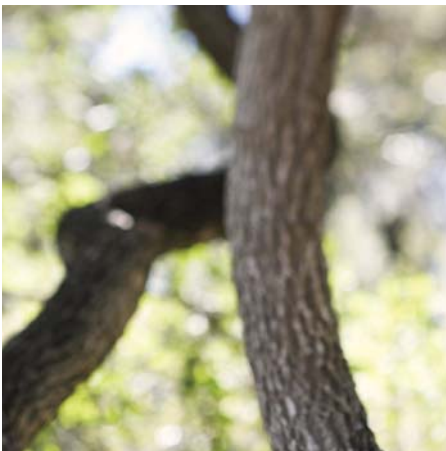
Through a Board-sponsored outreach effort, ANSI has also made it a priority to work with a broader range of standard-setting organizations—including consortia and other fora. Everyone is moving quickly to create solutions to market needs. But moving too fast can lead to unnecessary overlap, duplication, and disruptive controversy. Communication and coordination become essential elements. In this regard, I'm proud to report that ANSI's third annual Open Forum for Standards Developers was attended by more consortia representatives than ever before and the utility of the ANSI Panels is being recognized by an expanding number of organizations and agencies.

ANSI will continue to identify opportunities where we can support the standards and conformity assessment activities that are needed in this country and around the world. We must make intelligent choices . . . recognizing where and when we can add value. ANSI staff is working to meet the diverse needs of our current membership and demonstrate to organizations and markets that don't know us where ANSI can help satisfy their needs. Our responses and actions will continue to be purposeful and driven by the demands and expectations of those whom we are here to serve—domestically and globally.

I thank you for your continued support and partnership and I look forward to working with you as ANSI turns its attention to tomorrow's concerns today.

A handwritten signature in black ink, reading "Robert W. Noth".

*enabling solutions to protect our future*





**S. Joe Bhatia**

President and Chief Executive Officer

## report from the president and ceo

The American National Standards Institute is experiencing an incredible rate of growth and diversification. We are building upon a foundation of past accomplishments to address an ever-expanding array of national and global priorities.

Our success is made possible through the active engagement of ANSI's membership. For the first time in several years, we have retained 100% of our largest members and, already in 2007, have welcomed more than one hundred new organizations to the Federation. To meet your needs, we are investing heavily in our technological infrastructure, developing powerful web tools like the "My ANSI" account management system and an improved version of the ANSI eStandards Store.

But perhaps the most exciting growth we have seen over the past year has been in areas that are new to the Institute. We are working with a broad range of groups—and in some cases, industries—to identify innovative ways to address emerging issues and keep pace with evolving technologies. Along the way, we continue to expand our reach and spread our messages to representatives of government and corporate America.

ANSI was approached by the Department of State, for example, to assist in creating a biofuels standards roadmap that would support the commoditization of biofuels. This set the course for the launch of a new biofuels coordination standards panel and aligns with our ongoing work to support the development of alternative energy resources and energy management systems.

The Institute is addressing issues of prime importance to industry. An ANSI conference on emerging global chemical requirements resulted in the launch of a Manufacturers Network on Chemical Regulation that is assisting with compliance activities and fostering cooperation.

This summer, we became actively engaged in the facilitation of a new public-private partnership to address consumer product safety. Protecting consumers is of paramount importance to ANSI; our involvement underscores the critical need for strong, coordinated programs that will keep unsafe goods off store shelves.

ANSI recently announced an expansion of our conformity assessment activities, adding new accreditation programs that better protect the public from under-qualified workers and safeguard senior citizens from misleading titles and unethical business practices in the financial services sector. We also recently added laboratory accreditation to our conformity assessment portfolio via the ANSI-ASQ National Accreditation Board's acquisition of ACLASS.

The diversity of these initiatives demonstrates ANSI's dedication to enabling solutions to protect our future. We are proud of these areas of new growth, and always remain cognizant of our deep-rooted public service mission. As an Institute, we are focused on a state of continuous improvement. We will constantly examine our offerings, identify what is working, capture those successes, build upon them, and make them better.

Together, we have become a stronger, more robust organization. I look forward to continued growth and to working with each of you – today and tomorrow.

## actions on top priorities

As coordinator of the U.S. voluntary consensus standards and conformity assessment system, ANSI is called upon to support a broad range of stakeholder needs. A brief summary of actions taken on top priorities during the past year is shown below:

### revenue growth and diversification

ANSI is strengthening its financial integrity by diversifying its revenue streams and maximizing its potential for growth by leveraging new partnerships, associations, and other joint ventures. In the long term, ANSI is working to position itself as a one stop resource for standards, conformity assessment, and related information. To that end, the Institute has invested in our technological infrastructure, relaunching the ANSI electronic Standards Store (eSS) with new collections and improved usability.

From standards on energy management to an accreditation program for demand-based education and training certificates, issues from the headlines provide opportunities for the Institute to take a leadership role in enabling solutions in sectors where ANSI had not previously been engaged.

### proactively address national, regional, and global priorities

ANSI works to engage all stakeholders through workshops, conferences, and other fora. For example, emerging chemical controls and regulations are having a strong impact on many of ANSI's members, particularly in the manufacturing sector. The Institute convened a conference to address these issues and subsequently announced with the National Association of Manufacturers the formation of a new Manufacturers Network on Chemical Regulation.

ANSI's support of the Toy Industry Association and its Toy Safety Coordination Initiative was the first step in a new effort to facilitate enhanced public-private partnerships to address consumer product safety concerns. An aspect of these efforts is keeping policy makers apprised of key standardization and compliance issues.

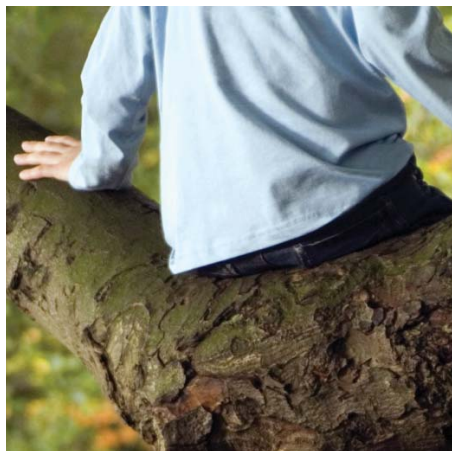
### enhanced presence in Washington

In the wake of this summer's recalls, the Institute was invited to present testimony to the Interagency Working Group on Import Safety and the Senate Appropriations Committee, Subcommittee on Financial Services and General Government.

ANSI was also recently selected by the U.S. Trade Development Agency to carry out a standards training program for Vietnamese stakeholders, providing them with an understanding of this country's market-driven approach to standards and conformance. In addition to the Institute's work with the Department of Energy, ANSI was approached by the Department of State to assist in creating a biofuels standards

#### ANSI-Accredited Standards Developers (SDOs) and American National Standards (ANS)

Total Accredited SDOs	208
Total Approved ANS	9,529





roadmap to support the commoditization of biofuels, an activity that set the course for the launch of ANSI's fifth standards panel.

**standards panels**

From field to end use, the Biofuels Standards Coordination Panel is a cross-sector coordinating body that is working to promote the compatibility of voluntary consensus standards and conformity assessment programs.

ANSI's Homeland Security Standards Panel issued a workshop report aimed at bolstering national preparedness in the event of a natural disaster, and has now turned its attention to transit security.

The Nanotechnology Standards Panel and the ANSI-Accredited U.S. TAG to ISO TC 229 are working to facilitate the development of standards supporting nomenclature, materials properties, and testing, measurement, and characterization procedures.

The ANSI-BBB Identity Theft Prevention and Identity Management Standards Panel is on track to deliver its final set of recommendations in January of 2008.

The Healthcare Information Technology Standards Panel delivered its first set of formal recommendations on interoperability specifications and immediately began work on implementation testing. A new set of deliverables for the American Health Information Community is currently under development.

**balancing international participation**

ANSI is an active member of the International Accreditation Forum and offers leadership as the nation's official member body to the International Organization for Standardization and, through the U.S. National Committee, the International Electrotechnical Commission. ANSI's engagement in the international arena spans a broad range of subject areas, including second-hand goods, ocean energy devices, intelligent transportation systems, and energy management. In partnership with ABNT, the national body of Brazil, the Institute has also recommended new work on liquid biofuels.

**outreach to broader constituencies**

ANSI continues to reach out to new stakeholder groups, embracing the activities of non-traditional standards developers such as consortia and other fora. The Board's Ad Hoc Advisory Group on Expanded Outreach is spearheading the effort to engage groups that are currently underrepresented within the Institute and identify new areas for collaboration.

**ANSI Participation in the International Organization for Standardization**

Participating "P" Memberships	563
Technical Advisory Groups	199
U.S.-Administered TC Secretariats	30
U.S.-Administered SC Secretariats	89
U.S. Held Chairmanships	96



**ANSI Participation in the International Electrotechnical Commission**

Participating "P" Memberships	154
Technical Advisory Groups	152
U.S.-Administered TC Secretariats	12
U.S.-Administered SC Secretariats	11
U.S. Held Chairmanships	22



## actions on top priorities (continued)

### ANSI-Accredited Certification Programs

Product Certification Programs	42
Personnel Certification Programs	19

### ANAB-Accredited Systems Certifiers

Quality Management	76
Environmental Management	45

### ACLASS-Accredited Laboratories

Testing Labs	71
Calibration Labs	172

### Membership\*

Total Members	842
New in 2007	108
Company Members	477
Government Members	29
Organizational Members	296
Educational Members	21
International Members	19

\*as of September 2007

### Education and Training: University Outreach Program

Participating students	736
New in 2007	347
Participating schools	33
New in 2007	16
Participating professors	36
Standards provided	252

### enhance conformity assessment portfolio

In the past year, the Institute has developed several new accreditation programs that protect the public from misleading practices and unqualified workers. Most recently, the Commonwealth of Massachusetts recognized ANSI as an accreditation organization under new regulations that protect senior citizens from unethical business practices in the financial services sector.

The ANSI-ASQ National Accreditation Board's recent acquisition of Assured Calibration and Laboratory Accreditation Select Services (ACLASS) adds laboratory accreditation to the Institute's conformity assessment portfolio. A second edition of the *National Conformity Assessment Principles* document was published this year to promote an understanding of competent conformity assessment practices.

### promote the united states trade agenda

ANSI is providing leadership in advancing the U.S. trade agenda to enhance the global competitiveness of American businesses. ANSI president and CEO S. Joe Bhatia has been elected vice chair of ITAC 16, the Industry Trade Advisory Committee focused on standards and technical trade barriers. The Institute is also working with the U.S. Chamber of Commerce and the Council of Americas to encourage regulators in NAFTA countries to facilitate cross-border trade by relying more heavily on private-sector standards.

In addition, ANSI organized a U.S. – China Symposium that brought more than sixty representatives from U.S. industry and government to Beijing. The Institute has also expanded its online resource, [www.StandardsPortal.org](http://www.StandardsPortal.org), to include more comprehensive market access information for the U.S. and China.

### membership growth

Membership growth continues to increase as ANSI delivers effective and compelling responses to member needs. A new tiered dues structure for organizational members creates a more equitable and affordable system for small and mid-size organizations, and the launch of the "My ANSI" account management system provides all members with greater flexibility and control over their accounts.

### education and training

ANSI is building appreciation for standardization in the corner offices of America, on Capitol Hill, and in colleges and universities across the nation. The growing University Outreach Program and this year's relaunch of [www.StandardsLearn.org](http://www.StandardsLearn.org) speed the development and delivery of courses and reference materials to meet the education needs of the current and emerging workforce.





financial overview



## description of organization

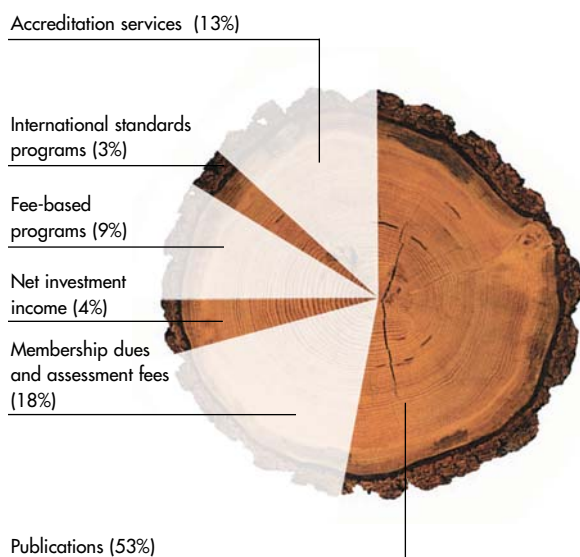
The American National Standards Institute (ANSI) is a 501(c)3, not-for-profit organization.

### In fulfilling its mission, ANSI:

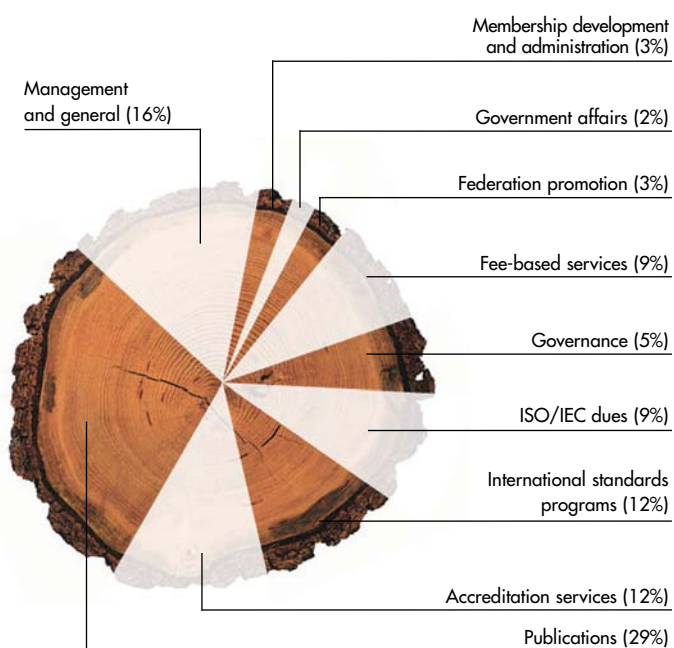
- Serves as the policy forum for the U.S. standards and conformity assessment communities and is recognized by both the public and private sectors as such.
- Approves standards as American National Standards (ANS) and safeguards the integrity and value of the ANS designation by requiring openness, balance, due process, consensus, and transparency to all directly and materially affected interests in the private and public sectors.
- Is the official U.S. representative to non-treaty, regional and international standards and conformity assessment organizations and, as such, facilitates access by U.S. interests to those organizations and promotes U.S. interests abroad.
- Coordinates the efforts of companies and consumers to make products and systems safe, efficient, and globally relevant.
- Provides a means for assessing the need for new standards activities and conformity assessment programs and promotes the resolution of identified needs.
- Accredits standards developers, U.S. Technical Advisory Groups (TAGs) to ISO, and conformity assessment programs.
- Serves as an interface with U.S. and other governments on standards and conformity assessment issues.
- Provides a central resource, using the most modern means available, for timely, relevant, and easily accessible information and education on standards, conformity assessment programs, and related activities in the U.S. and abroad.

### SUPPORT AND REVENUE (\$24.6M)

For more information, see the Statement of Activities shown on page 12.



### EXPENSES (\$23.9M)





## financial position

year ended December 31, 2006

	TOTAL			
	Unrestricted	Temporarily Restricted	2006	Summarized Information 2005
<b>Assets</b>				
Cash and cash equivalents	\$ 4,556,248	\$ 1,645	\$ 4,457,893	\$ 4,158,563
Receivables:				
Publications and royalties	1,573,396		1,573,396	1,309,169
Dues (net of allowance for doubtful accounts of \$342,000 and \$242,000 for 2006 and 2005)	5,019,658		5,019,658	4,820,893
Investments — marketable securities	5,733,940	278,550	6,012,490	5,585,529
Investment in ANAB	1,069,605		1,069,605	1,050,866
Prepaid expenses and other assets	991,914		991,914	191,809
Property and equipment, net	1,595,133		1,595,133	1,601,959
<b>Total assets</b>	<b>\$ 20,539,894</b>	<b>\$ 280,195</b>	<b>\$ 20,820,089</b>	<b>\$ 18,718,788</b>
<b>Liabilities</b>				
Accounts payable and accrued expenses	\$ 3,230,271		\$ 3,230,271	\$ 2,286,695
Deferred dues and fee income	5,910,770		5,910,770	5,431,509
Deferred rent	569,977		569,977	594,413
<b>Total liabilities</b>	<b>\$ 9,711,018</b>		<b>\$ 9,711,018</b>	<b>\$ 8,312,617</b>
<b>Net assets</b>				
Unrestricted net assets:				
Operating fund	\$ 4,517,087	\$	\$ 4,517,087	\$ 3,740,239
Board-designated permanent reserve	5,600,832		5,600,832	5,600,832
Specific-purpose funds	710,957		710,957	846,405
Temporarily restricted net assets		280,195	280,195	218,695
<b>Total net assets</b>	<b>\$ 10,828,876</b>	<b>\$ 280,195</b>	<b>\$ 11,109,071</b>	<b>\$ 10,406,171</b>
<b>Total liabilities and net assets</b>	<b>\$ 20,539,894</b>	<b>\$ 280,195</b>	<b>\$ 20,820,089</b>	<b>\$ 18,718,788</b>

## statement of activities

year ended December 31, 2006

	Unrestricted	Temporarily Restricted	TOTAL			
			2006	%	Summarized Information 2005	%
<b>Support and revenue</b>						
Membership dues and assessment fees	\$ 4,422,608	\$	\$ 4,422,608	18%	\$ 4,145,187	20%
Publications	13,010,258		13,010,258	53%	10,657,828	51%
Accreditation services	3,225,976		3,225,976	13%	3,966,595	19%
International standards programs	819,541		819,541	3%	764,313	4%
Fee-based programs	2,276,956		2,276,956	9%	1,070,471	5%
Net investment income	830,990	61,500	892,490	4%	289,767	1%
<b>Total support and revenue</b>	<b>\$ 24,586,329</b>	<b>\$ 61,500</b>	<b>\$ 24,647,829</b>	<b>100%</b>	<b>\$ 20,894,161</b>	<b>100%</b>
<b>Expenses</b>						
Program expenses:						
Publications	\$ 6,870,184		\$ 6,870,184	29%	\$ 5,160,155	26%
Accreditation services	2,985,775		2,985,775	12%	2,415,125	12%
International standards programs	2,956,234		2,956,234	12%	2,705,385	14%
ISO/IEC dues	2,108,180		2,108,180	9%	2,091,877	11%
Governance	1,326,547		1,326,547	5%	1,241,763	5%
Fee-based services	2,063,865		2,063,865	9%	1,103,072	6%
Federation promotion	728,638		728,638	3%	504,468	3%
Government affairs	439,248		439,248	2%	468,136	2%
<b>Total program expenses</b>	<b>19,478,671</b>		<b>19,478,671</b>		<b>15,689,981</b>	
Management and general:						
Membership development and administration	673,586		673,586	3%	636,524	3%
Other management and general	3,792,672		3,792,672	16%	3,489,713	18%
<b>Total management and general</b>	<b>4,466,258</b>		<b>4,466,258</b>		<b>4,126,237</b>	
<b>Total expenses</b>	<b>\$ 23,944,929</b>		<b>\$ 23,994,929</b>	<b>100%</b>	<b>\$ 19,816,218</b>	<b>100%</b>
<b>Increase in net assets</b>	<b>\$ 641,400</b>	<b>\$ 61,500</b>	<b>\$ 702,900</b>		<b>\$ 1,077,943</b>	
Net assets, beginning of year	10,187,476	218,695	10,406,171		9,328,228	
<b>Net assets, end of year</b>	<b>\$ 10,828,876</b>	<b>\$ 280,195</b>	<b>\$ 11,109,071</b>		<b>\$ 10,406,171</b>	



### basis of financial statement presentation

The American National Standards Institute, Incorporated (the "Institute"), is a not-for-profit service organization, founded in 1918. It is the coordinating organization for the United States' national standards system. The Institute does not develop standards. It provides the means for determining the need for standards and ensures that organizations competent to fill these needs undertake the standards development work. The programs of the Institute are carried out by the Board of Directors. The Institute is exempt from federal income taxes under Section 501(c)(3) of the U.S. Internal Revenue Code, and from state and local taxes under comparable laws.

### accrual basis of accounting

The financial statements of the Institute have been prepared using the accrual basis of accounting and conform to accounting principles generally accepted in the United States of America, as applicable to not-for-profit entities.

### use of estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amount of assets, liabilities, revenues and expenses, as well as the disclosure of contingent assets and liabilities. Actual results could differ from those estimates.

### cash and cash equivalents

The Institute considers all highly liquid investments with original maturities of less than three months to be cash equivalents, except for such amounts held in the Institute's investment portfolio, which are considered to be held for long-term purposes. The carrying amount approximates the fair value because of the short maturity of these investments. Sometimes deposits have been pledged as collateral for a letter of credit and for foreign exchange transactions.

### investments

Investments in equity securities with readily determinable fair values and all debt securities are recorded at fair values, with realized and unrealized gains and losses included in the accompanying statements of activities. Net investment income is recorded as unrestricted and restricted, in accordance with donor intent.

### property and equipment

Property and equipment are stated at their costs at the dates of acquisition. Leasehold improvements are also capitalized, whereas costs of repairs and maintenance are expensed as incurred.

Depreciation of furniture and equipment is provided using the straight-line method, over the estimated useful lives of the respective assets, ranging from three to ten years. Likewise, depreciation of leased assets is computed using the straight-line method over the life of the assets. Leasehold improvements are amortized over the lesser of the estimated useful life of the specific asset or the term of the applicable lease.

### revenue recognition

Revenue from publication sales is recognized when the customer purchases an electronic copy of the publication through the Institute's e-commerce website or when the order was fulfilled by third party resellers. Membership dues and fee-based programs are credited to income over the period to which they apply. Recognition of revenue from membership dues and fee-based programs relating to a future year is deferred until that year.

### deferred rent liability

Rent expense is recognized using the straight-line method over the terms of the lease. The difference between rent expense incurred and the amount paid, which is attributable to scheduled rent increases, is reported as a deferred rent liability in the statements of financial position.

### net assets

The net assets of the Institute and changes therein are classified and reported as follows:

*Unrestricted net assets* represent those resources that have no donor restrictions as to their use. In 1969, the Board of Directors designated a *permanent reserve fund* for the establishment of new standards programs and to fund future operating deficits. The *permanent reserve* is funded by the operating fund and invested subject to approval by the Board's finance committee. In 1973, the Board of Directors established a special-purpose, *international fund* to assist the Institute in its international standardization and related activities. Expenditures from the income of the fund must be authorized by the board of trustees of the international fund.

Temporarily restricted net assets consist of resources, the use of which has been restricted by donors to specific purposes. Net assets released from restrictions represent the satisfaction of the restricted purposes specified by the donor.

The Peralta Charitable Remainder Unitrust was established in 1993. Upon the death of the Unitrust beneficiaries, the principal and income of the trust will be distributed to the Institute to be used for educational purposes.

## board of directors\*



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**Mr. Robert W. Noth**  
Manager,  
Engineering Standards,  
Deere & Company



### vice chair

**Mr. Arthur E. Cote, PE**  
National Fire  
Protection Association



### vice chair

**Dr. Mary C. McKiel**  
EPA Standards Executive,  
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Protection Agency



### vice chair

**Mr. James T. Pauley**  
Vice President, Industry  
and Government Relations,  
Square D Co./Schneider  
Electric, N. American Division



### vice chair

**Mr. Stephen P. Oksala**  
Vice President, Standards,  
Society of Cable  
Telecommunications Engineers



### immediate past chairman

**Dr. George W. Arnold**  
Deputy Director, Technology  
Services, National Institute  
of Standards and Technology

\* as of October 1, 2007

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Associate Commissioner  
for Science, U.S. Food and  
Drug Administration

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Telecommunications Industry  
Association

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Whirlpool Corporation

**Mr. Colin B. Church**  
Voluntary Standards and  
International Activities  
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**Ms. Linda F. Golodner**  
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**Ms. Judith Gorman**  
Managing Director, Standards  
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**Ms. Laura E. Hitchcock**  
Corporate Project Manager,  
External Standards Management,  
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**Mr. Daryl R. Hunt**  
Director, Standards Strategy,  
Eastman Kodak Company

**Mr. Kevan P. Lawlor**  
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**Ms. June Ling**  
Associate Executive Director,  
Codes and Standards,  
ASME International

**Ms. Amy A. Marasco**  
General Manager, Standards  
Strategy, Microsoft Corporation

**Mr. James E. Matthews III**  
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and Standards Policy,  
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**Mr. Donald Mays**  
Product Safety and Consumer  
Sciences, Consumers Union /  
Consumer Reports

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Nina I. McClelland, LLC

**Mr. Alexander McMillan**  
Director, Global Standards  
and Trade, Rockwell Automation

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Office of Science and Technology  
Policy, Executive Office of the  
President of the United States

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President and CEO,  
Alliance for Telecommunications  
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Commission on Graduates  
of Foreign Nursing Schools

**Dr. R. David Pittle**  
Consumer Representative

**Mr. William Primosch**  
Senior Director, International  
Business Policy, National  
Association of Manufacturers

**Mr. Gregory E. Saunders**  
Director, Defense  
Standardization Program  
Office, U.S. Department  
of Defense

**Ms. Mary H. Saunders**  
Chief, Standards Services  
Division, National Institute of  
Standards and Technology

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Senior Vice President and  
Public Safety Officer,  
Underwriters Laboratories Inc.

**Mr. Ronald F. Silletti**  
Corporate Program Director  
of Standards, Intellectual  
Property and Licensing,  
IBM Corporation

**Ms. Sharon K. Stanford**  
Director, Standards  
Administration, American  
Dental Association

**Ms. Joan E. Sterling**  
Director, Government  
Relations, Intertek Testing  
Services ETL/SEMKO Division

**Mr. Michael Taubitz**  
Global Regulatory Liaison,  
General Motors Corp.

**Mr. James A. Thomas**  
President, ASTM International

**Ms. Kathleen A. Thuner**  
National Association of  
Consumer Agency  
Administrators

**Mr. Andrew Updegrove**  
Partner, Gesmer Updegrove LLP



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President and Chief Executive Officer

### **Ms. Frances E. Schrotter**

Senior Vice President and  
Chief Operating Officer

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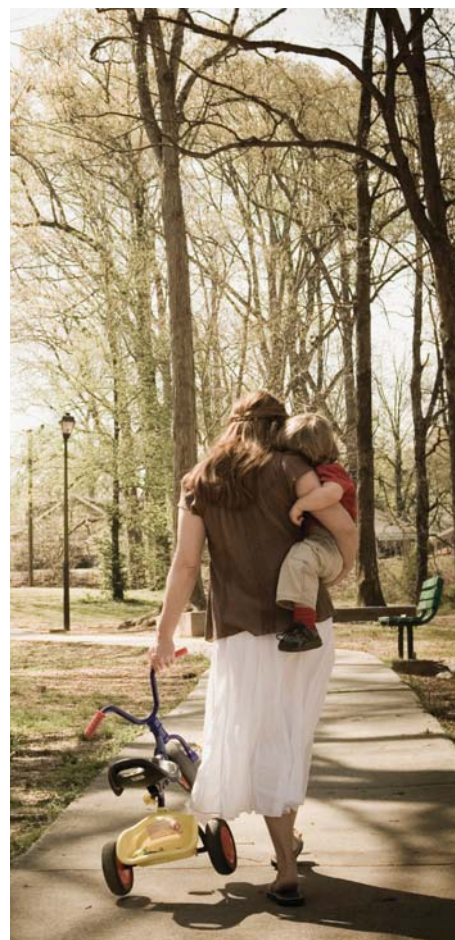
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