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Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.

▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

OMB No. 1545-0047

2020

Open to Public Inspection

A For the 2020 calendar year, or tax year beginning 01-01-2020 , and ending 12-31-2020

B Check if applicable:
- ☐ Address change
- ☐ Name change
- ☐ Initial return
- ☐ Final return/terminated
- ☐ Amended return
- ☐ Application pending

C Name of organization
Chamber of Commerce of the USA

Doing business as

Number and street (or P.O. box if mail is not delivered to street address) Room/suite
1615 H Street NW

City or town, state or province, country, and ZIP or foreign postal code
Washington, DC 200622000

D Employer identification number
53-0045720

E Telephone number
(202) 463-5590

G Gross receipts $ 229,710,724

F Name and address of principal officer:
Stefan Freiberg
1615 H Street NW
Washington, DC 200622000

H(a) Is this a group return for subordinates? ☐Yes ☑No
H(b) Are all subordinates included? ☐Yes ☐No
If "No," attach a list. (see instructions)
H(c) Group exemption number ▶

I Tax-exempt status: ☐ 501(c)(3) ☑ 501(c) (6) ◀ (insert no.) ☐ 4947(a)(1) or ☐ 527

J **Website:** ▶ www.uschamber.com

K Form of organization: ☑ Corporation ☐ Trust ☐ Association ☐ Other ▶

L Year of formation: 1915

M State of legal domicile: DC

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities:
To advance human progress through an economic, (Please see Schedule O for the continuation)political, and social system based on individual freedom, incentive, opportunity and responsibility. The Chamber of Commerce of the USA improves lives by advancing American business. We advocate for policies that help businesses create jobs and grow our economy.

2 Check this box ▶ ☐

3	Number of voting members of the governing body (Part VI, line 1a)	3	112
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	111
5	Total number of individuals employed in calendar year 2020 (Part V, line 2a)	5	436
6	Total number of volunteers (estimate if necessary)	6	120
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	335,785
b	Net unrelated business taxable income from Form 990-T, line 39	7b	0

			Prior Year	Current Year
Revenue	8	Contributions and grants (Part VIII, line 1h)	155,880,178	218,102,250
	9	Program service revenue (Part VIII, line 2g)	6,231,799	4,735,243
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	8	3,516
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	11,068,800	6,865,296
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	173,180,785	229,706,305
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	0	0
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0	0
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	90,103,971	95,945,207
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	550,000	550,000
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶0		
	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	80,555,893	72,525,502
	18	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	171,209,864	169,020,709
	19	Revenue less expenses. Subtract line 18 from line 12	1,970,921	60,685,596

			Beginning of Current Year	End of Year
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	70,428,409	108,336,026
	21	Total liabilities (Part X, line 26)	94,382,881	76,061,590
	22	Net assets or fund balances. Subtract line 21 from line 20	-23,954,472	32,274,436

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

▶ Signature of officer 2021-11-09 Date

▶ Stefan Freiberg CFO
Type or print name and title

Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date	Check ☐ if self-employed	PTIN P00395735
	Firm's name ▶ Ernst and Young US LLP			Firm's EIN ▶ 34-6565596	
	Firm's address ▶ 111 Monument Circle Ste 4000 Indianapolis, IN 46204			Phone no. (317) 681-7000	

May the IRS discuss this return with the preparer shown above? (see instructions) . . . . ☑ **Yes** ☐ **No**

For Paperwork Reduction Act Notice, see the separate instructions. Cat. No. 11282Y Form **990** (2020)

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Part III **Statement of Program Service Accomplishments**

Check if Schedule O contains a response or note to any line in this Part III . . . . ☑

1 Briefly describe the organization's mission:

The Chamber of Commerce of the USA serves its members and the nation's business community by analyzing national economic and social issues and by helping legislators and national leaders to shape policies and proposals to foster the development of American business. We advocate, connect, inform, and fight for business growth and America's success. We provide our members timely policy analysis and legal advice, connect them with leaders in business and government, and equip them with tools and resources to grow and succeed. We are their ally and champion on Capitol Hill, in the courts, in the state houses, and in markets around the world.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? . . . . ☐ **Yes** ☑ **No**

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? . . . . ☐ **Yes** ☑ **No**

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses $ including grants of $) (Revenue $)

Foreign and domestic policy experts, lobbyists, and communicators advance the issues that matter to our members by working with partners in business and government, influencing public policymaking, and participating in the public debate.

4b (Code:) (Expenses $ including grants of $) (Revenue $)

We foster relationships with international partners to enhance competitiveness in the global marketplace and strengthen the global economy. We advocate for open markets, a level playing field for American businesses, and strong, enforceable trade agreements.

4c (Code:) (Expenses $ including grants of $) (Revenue $)

We work with state and local chambers and business associations in Washington and across the country to represent the breadth and diversity of American business. Together, we build awareness of business priorities and generate grassroots advocacy to influence public policy.

4d Other program services (Describe in Schedule O.)
(Expenses $ including grants of $) (Revenue $)

4e **Total program service expenses** ▶

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Part IV **Checklist of Required Schedules**

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? *If "Yes," complete Schedule A*	1		No
2	Is the organization required to complete *Schedule B, Schedule of Contributors* (see instructions)?	2	Yes	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? *If "Yes," complete Schedule C, Part I*	3	Yes	
4	**Section 501(c)(3) organizations.** Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? *If "Yes," complete Schedule C, Part II*	4		
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? *If "Yes," complete Schedule C, Part III*	5	Yes	
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? *If "Yes," complete Schedule D,* Part I	6		No
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? *If "Yes," complete Schedule D, Part II*	7		No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? *If "Yes," complete Schedule D,* Part III	8		No
9	Did the organization report an amount in Part X, line 21 for escrow or custodial account liability; serve as a custodian			

			Yes	No
	for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? *If "Yes," complete Schedule D, Part IV*	9		No
10	Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi endowments? *If "Yes," complete Schedule D, Part V*	10		No
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.			
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? *If "Yes," complete Schedule D,* Part VI.	11a	Yes	
b	Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VII*	11b		No
c	Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VIII*	11c		No
d	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part IX*	11d		No
e	Did the organization report an amount for other liabilities in Part X, line 25? *If "Yes," complete Schedule D, Part X*	11e	Yes	
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? *If "Yes," complete Schedule D, Part X*	11f	Yes	
12a	Did the organization obtain separate, independent audited financial statements for the tax year? *If "Yes," complete Schedule D, Parts XI and XII*	12a		No
b	Was the organization included in consolidated, independent audited financial statements for the tax year? *If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional*	12b	Yes	
13	Is the organization a school described in section 170(b)(1)(A)(ii)? *If "Yes," complete Schedule E*	13		No
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a	Yes	
b	Did the organization have aggregate revenues or expenses of more than $10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at $100,000 or more? *If "Yes," complete Schedule F, Parts I and IV*	14b	Yes	
15	Did the organization report on Part IX, column (A), line 3, more than $5,000 of grants or other assistance to or for any foreign organization? *If "Yes," complete Schedule F, Parts II and IV*	15		No
16	Did the organization report on Part IX, column (A), line 3, more than $5,000 of aggregate grants or other assistance to or for foreign individuals? *If "Yes," complete Schedule F, Parts III and IV*	16		No
17	Did the organization report a total of more than $15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? *If "Yes," complete Schedule G, Part I*(see instructions)	17	Yes	
18	Did the organization report more than $15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? *If "Yes," complete Schedule G, Part II*	18		No
19	Did the organization report more than $15,000 of gross income from gaming activities on Part VIII, line 9a? *If "Yes," complete Schedule G, Part III*	19		No
20a	Did the organization operate one or more hospital facilities? *If "Yes," complete Schedule H*	20a		No
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		
21	Did the organization report more than $5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? *If "Yes," complete Schedule I, Parts I and II*	21		No

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Part IV **Checklist of Required Schedules** *(continued)*

			Yes	No
22	Did the organization report more than $5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? *If "Yes," complete Schedule I, Parts I and III*	22		No
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? *If "Yes," complete Schedule J*	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? *If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a*	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	**Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.** Did the organization engage in an excess benefit transaction with a disqualified person during the year? *If "Yes," complete Schedule L,* Part I	25a		
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? *If "Yes," complete Schedule L,* Part I	25b		
26	Did the organization report any amount on Part X, line 5 or 22 for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? *If "Yes," complete Schedule L, Part II*	26		No
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? *If "Yes," complete Schedule L,*Part III	27		No

28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):			
a	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? *If "Yes," complete Schedule L, Part IV*	28a	Yes	
b	A family member of any individual described in line 28a? *If "Yes," complete Schedule L, Part IV*	28b		No
c	A 35% controlled entity of one or more individuals and/or organizations described in lines 28a or 28b? *If "Yes," complete Schedule L, Part IV*	28c		No
29	Did the organization receive more than $25,000 in non-cash contributions? *If "Yes," complete Schedule M*	29		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M*	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I*	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? *If "Yes," complete Schedule N, Part II*	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? *If "Yes," complete Schedule R, Part I*	33	Yes	
34	Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1*	34	Yes	
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	Yes	
b	If 'Yes' to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? *If "Yes," complete Schedule R, Part V, line 2*	35b	Yes	
36	**Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? *If "Yes," complete Schedule R, Part V, line 2*	36		
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? *If "Yes," complete Schedule R, Part VI*	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? **Note.** All Form 990 filers are required to complete Schedule O.	38	Yes	

Part V **Statements Regarding Other IRS Filings and Tax Compliance**

Check if Schedule O contains a response or note to any line in this Part V ☑

					Yes	**No**
1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable	1a	330			
b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	1b	0			
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?			1c	Yes	

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Part V **Statements Regarding Other IRS Filings and Tax Compliance** *(continued)*

2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	436			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? **Note.** If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)			2b	Yes	
3a	Did the organization have unrelated business gross income of $1,000 or more during the year?			3a	Yes	
b	If "Yes," has it filed a Form 990-T for this year?*If "No" to line 3b, provide an explanation in Schedule O*			3b	Yes	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?			4a	Yes	
b	If "Yes," enter the name of the foreign country: ▶IN See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).					
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?			5a		No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?			5b		No
c	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?			5c		
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?			6a	Yes	
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?			6b	Yes	
7	**Organizations that may receive deductible contributions under section 170(c).**					
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?			7a		
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?			7b		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?			7c		
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d				
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?			7e		
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?			7f		

				Yes	No
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		7g		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		7h		
8	**Sponsoring organizations maintaining donor advised funds.** Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		8		
9	**Sponsoring organizations maintaining donor advised funds.**				
a	Did the sponsoring organization make any taxable distributions under section 4966?		9a		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		9b		
10	**Section 501(c)(7) organizations.** Enter:				
a	Initiation fees and capital contributions included on Part VIII, line 12	10a			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b			
11	**Section 501(c)(12) organizations.** Enter:				
a	Gross income from members or shareholders	11a			
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b			
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?		12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year.	12b			
13	**Section 501(c)(29) qualified nonprofit health insurance issuers.**				
a	Is the organization licensed to issue qualified health plans in more than one state? **Note.** See the instructions for additional information the organization must report on Schedule O.		13a		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b			
c	Enter the amount of reserves on hand	13c			
14a	Did the organization receive any payments for indoor tanning services during the tax year?		14a		No
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation in Schedule O*		14b		
15	Is the organization subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 4720, Schedule N.		15	Yes	
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.		16		No

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Part VI **Governance, Management, and Disclosure** *For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.*
Check if Schedule O contains a response or note to any line in this Part VI ☑

Section A. Governing Body and Management

					Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year	1a	112			
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.					
b	Enter the number of voting members included in line 1a, above, who are independent	1b	111			
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?			2	Yes	
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?			3		No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?			4	Yes	
5	Did the organization become aware during the year of a significant diversion of the organization's assets?			5		No
6	Did the organization have members or stockholders?			6		No
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?			7a		No
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?			7b		No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:					
a	The governing body?			8a	Yes	
b	Each committee with authority to act on behalf of the governing body?			8b	Yes	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses in Schedule O*			9		No

Section B. Policies (*This Section B requests information about policies not required by the Internal Revenue Code.*)

			Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	10a		No
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b		

11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	**11a**		No
b	Describe in Schedule O the process, if any, used by the organization to review this Form 990.			
12a	Did the organization have a written conflict of interest policy? *If "No," go to line 13*	**12a**	Yes	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	**12b**	Yes	
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? *If "Yes," describe in Schedule O how this was done*	**12c**	Yes	
13	Did the organization have a written whistleblower policy?	**13**	Yes	
14	Did the organization have a written document retention and destruction policy?	**14**	Yes	
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a	The organization's CEO, Executive Director, or top management official	**15a**	Yes	
b	Other officers or key employees of the organization	**15b**	Yes	
	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).			
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	**16a**		No
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	**16b**		

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed▶

18 Section 6104 requires an organization to make its Form 1023 (or 1024-A if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

☐ Own website ☐ Another's website ☑ Upon request ☐ Other (explain in Schedule O)

19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records:
▶Stefan Freiberg 1615 H Street NW Washington, DC 200622000 (202) 463-5590

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Part VII **Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Check if Schedule O contains a response or note to any line in this Part VII ☐

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than $100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

See instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee): Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
(1) Thomas J Donohue CEO/Director	40.00 1.00	X		X				7,104,122	0	10,167
(2) Andy Abboud Director	1.00	X						0	0	0
(3) Robert O Agbede Director	1.00	X						0	0	0

(4) Lisa Larroque Alexander Director Beg 11/20	1.00	X							0	0	0
(5) Mark Allen Director	1.00	X							0	0	0
(6) Lee R Anderson Sr Director	1.00	X							0	0	0
(7) Dennis Arriola Director	1.00	X							0	0	0
(8) Richard H Bagger Director	1.00	X							0	0	0
(9) Arnold Baker thru 1120 Director	1.00	X							0	0	0
(10) Gene Barr Director	1.00	X							0	0	0
(11) Hector V Barreto thru 1220 Director	1.00	X							0	0	0
(12) Kathy G Beckett Director	1.00	X							0	0	0
(13) John F Biagas Director	1.00	X							0	0	0
(14) Rich Bielen Beg 320 Director	1.00	X							0	0	0
(15) Jan Jones Blackhurst Director	1.00	X							0	0	0
(16) Jim Brady Director	1.00	X							0	0	0
(17) Kelly Brough Director	1.00	X							0	0	0

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Part VII **Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** *(continued)*

(A) Name and title	**(B)** Average hours per week (list any hours for related organizations below dotted line)	**(C)** Position (do not check more than one box, unless person is both an officer and a director/trustee) Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	**(D)** Reportable compensation from the organization (W-2/1099-MISC)	**(E)** Reportable compensation from related organizations (W-2/1099-MISC)	**(F)** Estimated amount of other compensation from the organization and related organizations
(18) Michelle H Browdy Director	1.00	X						0	0	0
(19) David G Brown Beg 320 Director	1.00	X						0	0	0
(20) Zawadi Bryant Beg 320 Director	1.00	X						0	0	0
(21) James M Carroll Director	1.00	X						0	0	0
(22) Doug Cifu Director	1.00	X						0	0	0
(23) Chris Clark Director	1.00	X						0	0	0
(24) Rui Coelho Beg 620	1.00	X						0	0	0

Director										
(25) Ken W Cole Director	1.00	X						0	0	0
(26) Joseph W Craft III Director	1.00	X						0	0	0
(27) Bruce Culpepper Director	1.00	X						0	0	0
(28) Mitch Delk Director	1.00	X						0	0	0
(29) Brackett B Denniston III Director	1.00	X						0	0	0
(30) Maura W Donahue Director	1.00	X						0	0	0
(31) Michael L Ducker Director	1.00	X						0	0	0
(32) Shawn Fagan Director	1.00	X						0	0	0
(33) Terri Fariello Director	1.00	X						0	0	0
(34) Robert D Fatovic thru 320 Director	1.00	X						0	0	0
(35) Sean Finn Director	1.00	X						0	0	0
(36) Michael Flannigan Director	1.00	X						0	0	0
(37) Lisa Flavin Director	1.00	X						0	0	0
(38) Wayne A I Frederick MD Director	1.00	X						0	0	0
(39) Lance M Fritz Director	1.00	X						0	0	0
(40) Robert Funck Director	1.00	X						0	0	0
(41) John E Gallina Director	1.00	X						0	0	0
(42) HP Goldfield Director	1.00	X						0	0	0
(43) Bruce Grewcock Director	1.00	X						0	0	0
(44) Glenn Hamer Director	1.00	X						0	0	0
(45) Eric Hammes Director	1.00	X						0	0	0
(46) Eric Hansotia Beg 620 Director	1.00	X						0	0	0
(47) John E Harmon Sr IOM Director Beg 11/20	1.00	X						0	0	0
(48) John L Hopkins Director	1.00	X						0	0	0
(49) Hon David Jacobson Director	1.00	X						0	0	0
(50) Elliot J Jaffee Director	1.00	X						0	0	0
(51) Stephen Johnson Director	1.00	X						0	0	0
(52) Denise Johnson Beg 320 Director	1.00	X						0	0	0
(53) JJ Johnson Director	1.00	X						0	0	0
(54) Paula Johnson Director	1.00	X						0	0	0
(55) Robert Jones Director	1.00	X						0	0	0
(56) Natalie Kaddas Beg 320 Director	1.00	X						0	0	0

Director										
(57) Fred Kaiser .... Director	1.00	X						0	0	0
(58) Raymond F Kerins Jr .... Director	1.00	X						0	0	0
(59) Larry Kidd .... Director	1.00	X						0	0	0
(60) Steve Kirby .... Director	1.00	X						0	0	0
(61) Paul Klaassen .... Director	1.00	X						0	0	0
(62) Edward Knight Beg 320 .... Director	1.00	X						0	0	0
(63) Jessie J Knight Jr .... Director	1.00	X						0	0	0
(64) Karen Knutson Beg 1120 .... Director	1.00	X						0	0	0
(65) Cristen Kogl Beg 1120 .... Director	1.00	X						0	0	0
(66) Bob Kramer .... Director	1.00	X						0	0	0
(67) Laura Lane .... Director	1.00	X						0	0	0
(68) Chris Leahy Beg 320 .... Director	1.00	X						0	0	0
(69) Greg Lebedev .... Director	1.00	X						0	0	0
(70) Peter Levesque Beg 1120 .... Director	1.00	X						0	0	0
(71) William G Little .... Director	1.00	X						0	0	0
(72) Christopher B Lofgren PhD .... Chair/Director	1.00	X						0	0	0
(73) Tamara L Lundgren .... Director	1.00	X						0	0	0
(74) Andrew D Lundquist .... Director	1.00	X						0	0	0
(75) Sharon Marcil Beg 620 .... Director	1.00	X						0	0	0
(76) Phillip R May .... Director	1.00	X						0	0	0
(77) Ed McCoy .... Director	1.00	X						0	0	0
(78) James W Mendenhall .... Director	1.00	X						0	0	0
(79) Sherry Menor-McNamara .... Director	1.00	X						0	0	0
(80) Rance C Miles .... Director	1.00	X						0	0	0
(81) George Nichols III .... Director	1.00	X						0	0	0
(82) C Howard Ward Nye .... Director	1.00	X						0	0	0
(83) Brian O'Hara .... Director	1.00	X						0	0	0
(84) Karen M Olson Beenken .... Director	1.00	X						0	0	0
(85) Mark S Ordan .... Vice Chair/Director	1.00	X						0	0	0
(86) Louie Pastor .... Director	1.00	X						0	0	0
(87) H Ross Perot Jr Beg 620 .... Director	1.00	X						0	0	0
(88) Mark Rourke .... Director	1.00	X						0	0	0

(89) Matthew K Rose thru 120 Director	1.00	X						0	0	0
(90) John Ruan III Director	1.00	X						0	0	0
(91) Edward B Rust Jr Director	1.00	X						0	0	0
(92) Susan Sachatello thru 120 Director	1.00	X						0	0	0
(93) James Schenck Director	1.00	X						0	0	0
(94) Tracy G Schmidt Director	1.00	X						0	0	0
(95) Gerald L Shaheen Treasurer/Director	1.00	X						0	0	0
(96) Matt Shay Director	1.00	X						0	0	0
(97) Eric Silagy Director	1.00	X						0	0	0
(98) Raj Singh Director	1.00	X						0	0	0
(99) Christel Slaughter PhD Director	1.00	X						0	0	0
(100) Charles R Stamp Jr Director thru 1/20	1.00	X						0	0	0
(101) John Stephens Director	1.00	X						0	0	0
(102) Frank Sullivan Director	1.00	X						0	0	0
(103) David Thorne Director	1.00	X						0	0	0
(104) Ralph de la Torre Director	1.00	X						0	0	0
(105) Maxine Turner Director	1.00	X						0	0	0
(106) Joseph B Ucuzoglu thru 1120 Director	1.00	X						0	0	0
(107) Steve Van Andel Director	1.00	X						0	0	0
(108) Frank L VanderSloot Director	1.00	X						0	0	0
(109) Ray Wagner Director	1.00	X						0	0	0
(110) Todd Walker Director	1.00	X						0	0	0
(111) Edward Wanandi thru 620 Director	1.00	X						0	0	0
(112) Gretchen Watkins Beg 1120 Director	1.00	X						0	0	0
(113) Mark E Watson III Director	1.00	X						0	0	0
(114) Amy Wilson Director	1.00	X						0	0	0
(115) Mark Wilson Director	1.00	X						0	0	0
(116) Thomas J Wilson Director	1.00	X						0	0	0
(117) Heather Wingate Director	1.00	X						0	0	0
(118) Christopher C Womack Director	1.00	X						0	0	0
(119) Allen Wright thru 820 Director	1.00	X						0	0	0
(120) Elanna S Yalow PhD MBA Director	1.00	X						0	0	0

(121) Michael A Zarcone Director	1.00	X						0	0	0
(122) Suzanne P Clark President	38.00 2.00			X				4,166,128	0	134,123
(123) John Wood SVP, Gnl Cnsl/CLO & Secry	20.00 5.00			X				1,161,763	0	45,696
(124) Stan M Harrell SVP & CFO	40.00 1.00			X				725,665	0	273,049
(125) Agnes Warfield-Blanc EVP, Dev and Fund	40.00				X			3,515,307	0	60,332
(126) Myron Brilliant EVP & Head Intl	40.00 1.00				X			1,910,714	0	343,323
(127) Justin Waller CMO & SVP, Ops	40.00 1.00				X			1,267,968	0	39,773
(128) Neil Bradley EVP & Chief Policy Officer	40.00				X			1,163,510	0	56,220
(129) Harold Kim President of ILR	40.00				X			206,478	0	9,555
(130) David T Hirschmann Pres/CEO, CCMC/GIPC/C_Tec	40.00					X		1,721,727	0	337,686
(131) Michelle Russo Chief Comms Officer	40.00					X		962,007	0	58,115
(132) Martin Durbin Pres, GEI & SVP Policy	40.00					X		788,837	0	45,598
(133) Robert Schroder SVP Intl Affairs	40.00					X		708,068	0	59,233
(134) Thomas Quaadman EVP, CCMC, Sr Advisor to SVP	40.00					X		699,912	0	63,369

1b Sub-Total . . . . ▶			
c Total from continuation sheets to Part VII, Section A . . . . ▶			
d Total (add lines 1b and 1c) . . . . ▶	26,102,206	0	1,536,239

2 Total number of individuals (including but not limited to those listed above) who received more than $100,000 of reportable compensation from the organization ▶ 228

			Yes	No
3	Did the organization list any **former** officer, director or trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual*	**3**		No
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than $150,000? *If "Yes," complete Schedule J for such individual*	**4**	Yes	
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization?*If "Yes," complete Schedule J for such person*	**5**		No

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than $100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	**(B)** Description of services	**(C)** Compensation
Revolution Agency 1020 Princess Street Alexandria, VA 22314	Advertising services	1,253,211
Accenture LLP 161 N Clark St Chicago, IL 60601	IT consulting services	996,569
Lockton Companies LLC PO Box 3207 Boston, MA 02241	Insurance services	823,188
Mayer Brown 1999 K St NW Washington, DC 20006	Legal and policy analysis services	801,728
Carol Hallett 1615 H St NW Washington, DC 20006	Mgmt advice, fundraising	550,000

2 Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 of compensation from the organization ▶ 63

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Part VIII **Statement of Revenue**

Check if Schedule O contains a response or note to any line in this Part VIII . . . . ☐

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
Contributions, Gifts, Grants and Other Similar Amounts	:derated campaigns . .	1a				
	:embership dues . .	1b 4,727,259				
	:ındraising events . .	1c				
	:lated organizations	1d 14,007,431				
	:vernment grants (contributions)	1e				
	:ıl other contributions, gifts, grants, and similar amounts not included above	1f 199,367,560				
	g Noncash contributions included in lines 1a - 1f:$	1g				
	h **Total.** Add lines 1a-1f . . . . ▶		218,102,250			
Program Service Revenue		Business Code				
	2a Sponsorships/royalties	900099	3,444,116	3,444,116		
	b Accreditation fees	541900	653,237	653,237		
	c Sales promotion effort	900099	235,030		235,030	
	d Publication sales	511190	195,040	195,040		
	e Meetings	900099	107,065	107,065		
	f All other program service revenue.		100,755		100,755	
	g **Total.** Add lines 2a–2f. . . . . ▶		4,735,243			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts) . . . . . . ▶		3,516			3,516
	4 Income from investment of tax-exempt bond proceeds ▶					
	5 Royalties . . . . ▶					
		(i) Real / (ii) Personal				
	6a Gross rents	6a: 170,006 / 4,419				
	b Less: rental expenses	6b: 0 / 4,419				
	c Rental income or (loss)	6c: 170,006 / 0				
	d Net rental income or (loss) . . . . ▶		170,006			170,006
		(i) Securities / (ii) Other				
	7a Gross amount from sales of assets other than inventory	7a				
	b Less: cost or other basis and sales expenses	7b				
	c Gain or (loss)	7c				
	d Net gain or (loss) . . . . ▶					
	8a Gross income from fundraising events (not including $ ____ of contributions reported on line 1c). See Part IV, line 18	8a				
	b Less: direct expenses	8b				
	c Net income or (loss) from fundraising events . . ▶					
	9a Gross income from gaming activities. See Part IV, line 19 . . .	9a				

			(A)	(B)	(C)	(D)
b Less: direct expenses . . .	9b					
c Net income or (loss) from gaming activities . . ▶						
10a Gross sales of inventory, less returns and allowances . .	10a					
b Less: cost of goods sold . .	10b					
c Net income or (loss) from sales of inventory . . ▶						
Miscellaneous Revenue	Business Code					
11a Affiliate admin charge	561000		6,628,908	6,628,908		
b Miscellaneous revenue	900099		66,382	66,382		
c						
d All other revenue						
e Total. Add lines 11a–11d . . . . ▶			6,695,290			
12 Total revenue. See instructions . . . . . . ▶			229,706,305	11,094,748	335,785	173,522

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Part IX **Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX . . . . ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	**(A)** Total expenses	**(B)** Program service expenses	**(C)** Management and general expenses	**(D)** Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16.				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	20,974,162			
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	61,235,556			
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	8,654,075			
9 Other employee benefits				
10 Payroll taxes	5,081,414			
11 Fees for services (non-employees):				
a Management	1,694,502			
b Legal	867,401			
c Accounting	672,694			
d Lobbying	6,923,035			
e Professional fundraising services. See Part IV, line 17	550,000			
f Investment management fees	113			
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	9,991,311			
12 Advertising and promotion	15,377,517			
13 Office expenses	3,577,494			
14 Information technology	6,850,414			
15 Royalties . .				
16 Occupancy	8,037,348			
17 Travel	1,553,930			
18 Payments of travel or entertainment expenses for any federal, state, or local public officials .				
19 Conferences, conventions, and meetings	2,093,169			
20 Interest	1,148,612			
21 Payments to affiliates				

22	Depreciation, depletion, and amortization	1,467,561			
23	Insurance				
24	Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a	Contr to other orgs	7,098,759			
b	Taxes	2,794,136			
c	Bad debt expense	1,563,501			
d	Investment write off	814,005			
e	All other expenses				
25	**Total functional expenses.** Add lines 1 through 24e	169,020,709			
26	**Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ▶ ☐ if following SOP 98-2 (ASC 958-720).				

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Part X **Balance Sheet**

Check if Schedule O contains a response or note to any line in this Part IX ☐

				(A) Beginning of year		(B) End of year
Assets	1	Cash–non-interest-bearing		11,982,718	1	26,175,154
	2	Savings and temporary cash investments		1,209	2	
	3	Pledges and grants receivable, net		48,324,961	3	59,733,249
	4	Accounts receivable, net		172,248	4	497,591
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)			6	
	7	Notes and loans receivable, net			7	
	8	Inventories for sale or use			8	
	9	Prepaid expenses and deferred charges		2,535,150	9	2,014,863
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 53,564,148			
	b	Less: accumulated depreciation	10b 36,655,298	7,412,123	10c	16,908,850
	11	Investments—publicly traded securities			11	3,006,319
	12	Investments—other securities. See Part IV, line 11			12	
	13	Investments—program-related. See Part IV, line 11			13	
	14	Intangible assets			14	
	15	Other assets. See Part IV, line 11			15	
	16	**Total assets.** Add lines 1 through 15 (must equal line 33)		70,428,409	16	108,336,026
Liabilities	17	Accounts payable and accrued expenses		30,244,802	17	28,339,677
	18	Grants payable			18	
	19	Deferred revenue		1,085,417	19	212,500
	20	Tax-exempt bond liabilities			20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D			21	
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			22	
	23	Secured mortgages and notes payable to unrelated third parties			23	
	24	Unsecured notes and loans payable to unrelated third parties			24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17 - 24). Complete Part X of Schedule D		63,052,662	25	47,509,413
	26	**Total liabilities.** Add lines 17 through 25		94,382,881	26	76,061,590
nd Balances		**Organizations that follow FASB ASC 958, check here ▶ ☑ and complete lines 27, 28, 32, and 33.**				
	27	Net assets without donor restrictions		-107,714,472	27	-95,844,564
	28	Net assets with donor restrictions		83,760,000	28	128,119,000
		Organizations that do not follow FASB ASC 958, check here ▶ ☐ and				

Net Assets or Fund Balances

Organizations that do not follow FASB ASC 958, check here ▶ ☐ and complete lines 29 through 33.

29	Capital stock or trust principal, or current funds		29	
30	Paid-in or capital surplus, or land, building or equipment fund		30	
31	Retained earnings, endowment, accumulated income, or other funds		31	
32	Total net assets or fund balances	-23,954,472	32	32,274,436
33	Total liabilities and net assets/fund balances	70,428,409	33	108,336,026

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Part XI **Reconcilliation of Net Assets**

Check if Schedule O contains a response or note to any line in this Part XI ☑

1	Total revenue (must equal Part VIII, column (A), line 12)	1	229,706,305
2	Total expenses (must equal Part IX, column (A), line 25)	2	169,020,709
3	Revenue less expenses. Subtract line 2 from line 1	3	60,685,596
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	-23,954,472
5	Net unrealized gains (losses) on investments	5	2,916
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	-4,459,604
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	32,274,436

Part XII **Financial Statements and Reporting**

Check if Schedule O contains a response or note to any line in this Part XII ☐

			Yes	No
1	Accounting method used to prepare the Form 990: ☐ Cash ☑ Accrual ☐ Other If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a		No
	If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
b	Were the organization's financial statements audited by an independent accountant?	2b	Yes	
	If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: ☐ Separate basis ☑ Consolidated basis ☐ Both consolidated and separate basis			
c	If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	2c	Yes	
	If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.			
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?	3a		No
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.	3b		

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Additional Data

Return to Form

Software ID:

Software Version:

Form 990, Special Condition Description:

Special Condition Description

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Schedule B
(Form 990, 990-EZ, or 990-PF)
Department of the Treasury
Internal Revenue Service

Schedule of Contributors

▶ Attach to Form 990, 990-EZ, or 990-PF.
▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2020

Name of the organization	Employer identification number
Chamber of Commerce of the USA	53-0045720

Organization type (check one):

Filers of:	**Section:**
Form 990 or 990-EZ	☐ 501(c)( ) (enter number) organization
	☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation
	☐ 527 political organization
Form 990-PF	☐ 501(c)(3) exempt private foundation
	☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation
	☐ 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule.**
Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

☐ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling $5,000 or more (in money or other property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

☐ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** $5,000 or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h, or (ii) Form 990-EZ, line 1. Complete Parts I and II.

☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than $1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I, II, and III.

☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than $1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling $5,000 or more during the year . . . . ▶ $ ____________

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer “No” on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

For Paperwork Reduction Act Notice, see the Instructions for Form 990, 990-EZ, or 990-PF. Cat. No. 30613X **Schedule B (Form 990, 990-EZ, or 990-PF) (2020)**

Page 2

Schedule B (Form 990, 990-EZ, or 990-PF) (2020) Page **2**

Name of organization	Employer identification number
Chamber of Commerce of the USA	53-0045720

Part I
Contributors **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	**(b)** Name, address, and ZIP + 4	**(c)** Total contributions	**(d)** Type of contribution
			☐ Person

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
RESTRICTED	,	$ RESTRICTED	Payroll Noncash (Complete Part II for noncash contributions.)

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-		$	Person Payroll Noncash (Complete Part II for noncash contributions.)

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-		$	Person Payroll Noncash (Complete Part II for noncash contributions.)

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-		$	Person Payroll Noncash (Complete Part II for noncash contributions.)

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-		$	Person Payroll Noncash (Complete Part II for noncash contributions.)

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-		$	Person Payroll Noncash (Complete Part II for noncash contributions.)

Schedule B (Form 990, 990-EZ, or 990-PF) (2020)

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Schedule B (Form 990, 990-EZ, or 990-PF) (2020) Page **3**

Name of organization	**Employer identification number**
Chamber of Commerce of the USA	53-0045720

Part II **Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
-		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
-		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
-		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
-		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
-		$	

Schedule B (Form 990, 990-EZ, or 990-PF) (2020)

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Schedule B (Form 990, 990-EZ, or 990-PF) (2020) Page **4**

Name of organization	Employer identification number
Chamber of Commerce of the USA	53-0045720

Part III ***Exclusively*** **religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than $1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of *exclusively* religious, charitable, etc., contributions of $1,000 or less for the year. (Enter this information once. See instructions.)** ▶ **$**

Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
-			
	(e) Transfer of gift		
	Transferee's name, address, and ZIP 4	Relationship of transferor to transferee	

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
-			
	(e) Transfer of gift		
	Transferee's name, address, and ZIP 4	Relationship of transferor to transferee	

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
-			
	(e) Transfer of gift		
	Transferee's name, address, and ZIP 4	Relationship of transferor to transferee	

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
-			
	(e) Transfer of gift		
	Transferee's name, address, and ZIP 4	Relationship of transferor to transferee	

Schedule B (Form 990, 990-EZ, or 990-PF) (2020)

Additional Data

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SCHEDULE C
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527

▶Complete if the organization is described below. ▶Attach to Form 990 or Form 990-EZ.
▶Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2020

Open to Public Inspection

If the organization answered "Yes" on Form 990, Part IV, Line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then
- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

If the organization answered "Yes" on Form 990, Part IV, Line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then
- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

If the organization answered "Yes" on Form 990, Part IV, Line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then
- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Name of the organization	Employer identification number
Chamber of Commerce of the USA	53-0045720

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

1 Provide a description of the organization's direct and indirect political campaign activities in Part IV (see instructions for definition of "political campaign activities")

2 Political campaign activity expenditures (see instructions) ▶ $ 15,503,818

3 Volunteer hours for political campaign activities (see instructions)

Part I-B Complete if the organization is exempt under section 501(c)(3).

1 Enter the amount of any excise tax incurred by the organization under section 4955 ▶ $

2 Enter the amount of any excise tax incurred by organization managers under section 4955 ▶ $

3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? ☐ Yes ☐ No

4a Was a correction made? ☐ Yes ☐ No

b If "Yes," describe in Part IV.

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ▶ $ 11,885,818

2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ▶ $ 3,618,000

3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b ▶ $ 15,503,818

4 Did the filing organization file **Form 1120-POL** for this year? ☑ Yes ☐ No

5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

(a) Name	**(b)** Address	**(c)** EIN	**(d)** Amount paid from filing organization's funds. If none, enter -0-.	**(e)** Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-.
(1) Republican State Leadership Committee	1201 F Street NW Washington, DC 20004	05-0532524	1,404,000	
(2) Republican Attorney General Association	1747 Pennsylvania Ave NW Washington, DC 20006	46-4501717	500,000	
(3) Standing with Conservatives	228 S Washington St Alexandria, VA 22314	85-1622337	100,000	
4				
5				
6				

For Paperwork Reduction Act Notice, see the instructions for Form 990 or 990-EZ. Cat. No. 50084S **Schedule C (Form 990 or 990-EZ) 2020**

Page 2

Schedule C (Form 990 or 990-EZ) 2020 Page **2**

Part II-A Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

A Check ▶ ☐ if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).

B Check ▶ ☐ if the filing organization checked box A and "limited control" provisions apply.

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)	**(a)** Filing organization's totals	**(b)** Affiliated group totals
1a Total lobbying expenditures to influence public opinion (grass roots lobbying)		

1a Total lobbying expenditures to influence public opinion (grass roots lobbying) ....
b Total lobbying expenditures to influence a legislative body (direct lobbying) ....
c Total lobbying expenditures (add lines 1a and 1b) ....
d Other exempt purpose expenditures ....
e Total exempt purpose expenditures (add lines 1c and 1d) ....
f Lobbying nontaxable amount. Enter the amount from the following table in both columns.

If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:
Not over $500,000	20% of the amount on line 1e.
Over $500,000 but not over $1,000,000	$100,000 plus 15% of the excess over $500,000.
Over $1,000,000 but not over $1,500,000	$175,000 plus 10% of the excess over $1,000,000.
Over $1,500,000 but not over $17,000,000	$225,000 plus 5% of the excess over $1,500,000.
Over $17,000,000	$1,000,000.

g Grassroots nontaxable amount (enter 25% of line 1f) ....
h Subtract line 1g from line 1a. If zero or less, enter -0-. ....
i Subtract line 1f from line 1c. If zero or less, enter -0-. ....
j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year? .... ☐ Yes ☐ No

4-Year Averaging Period Under Section 501(h)
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period

	Calendar year (or fiscal year beginning in)	**(a)** 2017	**(b)** 2018	**(c)** 2019	**(d)** 2020	**(e)** Total
2a	Lobbying nontaxable amount					
b	Lobbying ceiling amount (150% of line 2a, column(e))					
c	Total lobbying expenditures					
d	Grassroots nontaxable amount					
e	Grassroots ceiling amount (150% of line 2d, column (e))					
f	Grassroots lobbying expenditures					

Schedule C (Form 990 or 990-EZ) 2020

Page 3

Schedule C (Form 990 or 990-EZ) 2020 Page **3**

Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

For each "Yes" response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.

		(a) Yes	(a) No	(b) Amount
1	During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			
a	Volunteers?			
b	Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?			
c	Media advertisements?			
d	Mailings to members, legislators, or the public?			
e	Publications, or published or broadcast statements?			
f	Grants to other organizations for lobbying purposes?			
g	Direct contact with legislators, their staffs, government officials, or a legislative body?			
h	Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?			
i	Other activities?			
j	Total. Add lines 1c through 1i			
2a	Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?			
b	If "Yes," enter the amount of any tax incurred under section 4912			
c	If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d	If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

			Yes	No
1	Were substantially all (90% or more) dues received nondeductible by members?	1		No
2	Did the organization make only in-house lobbying expenditures of $2,000 or less?	2		No

2	Did the organization make only in-house lobbying expenditures of $2,000 or less?	2		No
3	Did the organization agree to carry over lobbying and political expenditures from the prior year?	3	Yes	

Part III-B **Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No" OR (b) Part III-A, line 3, is answered "Yes."**

1	Dues, assessments and similar amounts from members	1	178,782,674
2	Section 162(e) nondeductible lobbying and political expenditures **(do not include amounts of political expenses for which the section 527(f) tax was paid).**		
a	Current year	2a	69,998,799
b	Carryover from last year	2b	-34,897,139
c	Total	2c	35,101,660
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues .	3	57,799,695
4	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	4	
5	Taxable amount of lobbying and political expenditures (see instructions)	5	-22,698,035

Part IV **Supplemental Information**

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (see instructions), and Part II-B, line 1. Also, complete this part for any additional information.

Return Reference	Explanation
Part I-A and Part I-C	The Chamber of Commerce of the USA engaged in public education activities in support of its mission, which includes advancing the interests of business. In pursuit of these goals, the Chamber spends funds directly, or works with other organizations with similar missions.

Schedule C (Form 990 or 990EZ) 2020

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SCHEDULE D (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

▶ Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
▶ Attach to Form 990.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047
2020
Open to Public Inspection

Name of the organization
Chamber of Commerce of the USA

Employer identification number
53-0045720

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.
Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

		(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year		
2	Aggregate value of contributions to (during year)		
3	Aggregate value of grants from (during year)		
4	Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☐ Yes ☐ No

Part II Conservation Easements.
Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).
☐ Preservation of land for public use (e.g., recreation or education)
☐ Preservation of an historically important land area
☐ Protection of natural habitat
☐ Preservation of a certified historic structure
☐ Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

			Held at the End of the Year
a	Total number of conservation easements	2a	
b	Total acreage restricted by conservation easements	2b	
c	Number of conservation easements on a certified historic structure included in (a)	2c	
d	Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register	2d	

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶

4 Number of states where property subject to conservation easement is located ▶

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ $

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.
Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1 ▶ $

(ii) Assets included in Form 990, Part X ▶ $

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

a Revenue included on Form 990, Part VIII, line 1 ▶ $

b Assets included in Form 990, Part X ▶ $

For Paperwork Reduction Act Notice, see the Instructions for Form 990. Cat. No. 52283D **Schedule D (Form 990) 2020**

Page 2

Schedule D (Form 990) 2020 Page **2**

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets *(continued)*

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

a ☐ Public exhibition d ☐ Loan or exchange programs

☐ Public exhibition ☐ Loan or exchange programs

b ☐ Scholarly research e ☐ Other

c ☐ Preservation for future generations

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?. . . ☐ Yes ☐ No

Part IV Escrow and Custodial Arrangements.
Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

			Amount
c	Beginning balance	1c	
d	Additions during the year	1d	
e	Distributions during the year	1e	
f	Ending balance	1f	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? . . . ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII . . . . ☐

Part V Endowment Funds.
Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	**(b)** Prior year	**(c)** Two years back	**(d)** Three years back	**(e)** Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

a Board designated or quasi-endowment ▶

b Permanent endowment ▶

c Term endowment ▶

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

			Yes	No
	(i) Unrelated organizations	3a(i)		
	(ii) Related organizations	3a(ii)		
b	If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R?	3b		

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.
Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	**(a)** Cost or other basis (investment)	**(b)** Cost or other basis (other)	**(c)** Accumulated depreciation	**(d)** Book value
1a Land	801,756			801,756
b Buildings	43,708,196		27,601,102	16,107,094
c Leasehold improvements	904,921		904,921	0
d Equipment	4,900,533		4,900,533	0
e Other	3,248,742		3,248,742	0
Total. Add lines 1a through 1e. *(Column (d) must equal Form 990, Part X, column (B), line 10(c).)* ▶				16,908,850

Schedule D (Form 990) 2020

Part VII Investments - Other Securities.
Complete if the organization answered "Yes" on Form 990, Part IV, line 11b.See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	**(b)** Book value	**(c)** Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other		
(B)		
(C)		
(D)		

(E)		
(F)		
(G)		
(H)		
(I)		
Total. *(Column (b) must equal Form 990, Part X, col. (B) line 12.)* ▶		

Part VIII **Investments - Program Related.**
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	**(b)** Book value	**(c)** Method of valuation: Cost or end-of-year market value
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
(10)		
Total. *(Column (b) must equal Form 990, Part X, col.(B) line 13.)* ▶		

Part IX **Other Assets.**
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	**(b)** Book value
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
(10)	
Total. *(Column (b) must equal Form 990, Part X, col.(B) line 15.)* . . . . ▶	

Part X **Other Liabilities.**
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11e or 11f.See Form 990, Part X, line 25.

1. **(a)** Description of liability	**(b)** Book value
(1) Federal income taxes	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, col.(B) line 25.)* ▶	47,509,413

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII ☑

Schedule D (Form 990) 2020

Part XI **Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.**
Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements			1	
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:				
a	Net unrealized gains (losses) on investments	2a			
b	Donated services and use of facilities	2b			
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIII.)	2d			
e	Add lines **2a** through **2d**			2e	
3	Subtract line **2e** from line **1**			3	
4	Amounts included on Form 990, Part VIII, line 12, but not on line **1**:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII.)	4b			
c	Add lines **4a** and **4b**			4c	
5	Total revenue. Add lines **3** and **4c.** (This must equal Form 990, Part I, line 12.)			5	

Part XII **Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.**
Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements			1	
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:				
a	Donated services and use of facilities	2a			
b	Prior year adjustments	2b			
c	Other losses	2c			
d	Other (Describe in Part XIII.)	2d			
e	Add lines **2a** through **2d**			2e	
3	Subtract line **2e** from line **1**			3	
4	Amounts included on Form 990, Part IX, line 25, but not on line **1:**				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII.)	4b			
c	Add lines **4a** and **4b**			4c	
5	Total expenses. Add lines **3** and **4c.** (This must equal Form 990, Part I, line 18.)			5	

Part XIII **Supplemental Information**

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Return Reference	Explanation
Part X, Line 2:	ASC 740 footnote from 2020 audit: Management's analysis of uncertain tax positions as required under Financial Accounting Standards Board Accounting Standards Codification Topic (ASC) 740, Income Taxes, determined that the Chamber and its affiliates had no uncertain tax positions, and as such, no liability has been recorded as of December 31, 2020 or 2019. Management does not anticipate any material changes in this position in the next 12 months. Management believes the Chamber and its affiliates are no longer subject to income tax examinations for years prior to 2017.

Schedule D (Form 990) 2020

Additional Data

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SCHEDULE F (Form 990)

Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 14b, 15, or 16.
▶ Attach to Form 990.
▶ Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047
2020
Open to Public Inspection

Name of the organization
Chamber of Commerce of the USA

Employer identification number
53-0045720

Part I **General Information on Activities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

1 **For grantmakers.** Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? . . . ☐ Yes ☐ No

2 **For grantmakers.** Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

3 Activites per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in the region	(d) Activities conducted in region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in the region	(f) Total expenditures for and investments in the region
South Asia	0	11	Program services.	Policy analysis in South Asia	183,632
South Asia	0	1	Fundraising and program services.	Membership benefits.	1,112,442
Europe	0	0	Seminars and speaking engagements.	Business advocacy in Europe.	239,558
East Asia and the Pacific	0	0	Seminars and speaking engagements.	Business advocacy in East Asia.	21,041
Middle East and North Africa	0	0	Seminars and speaking engagements.	Business advocacy in the Middle East.	50,113
South Asia	0	0	Seminars and speaking engagements.	Business advocacy in South Asia.	79,801
South America	0	0	Seminars and speaking engagements.	Business advocacy in South America.	22,532
North America	0	0	Seminars and speaking engagements.	Business advocacy in North America.	26,228
Sub Saharan Africa	0	0	Seminars and speaking engagements.	Business advocacy in Sub Saharan Africa.	3,954
East Asia and the Pacific	0	13	Program services.	Policy analysis in East Asia.	157,218
Europe	0	17	Program services.	Policy analysis in Europe.	531,411
South America	0	7	Program services.	Policy analysis in South America.	76,216
Central America and the Caribbean -	0	0	Seminars and speaking engagements.	Business advocacy in Central America and Carribean.	5,948
North America	0	8	Program services.	Policy analysis in North America.	85,634
3a Sub-total	0	12			1,735,347
b Total from continuation sheets to Part I . . .	0	45			860,381
c Totals (add lines 3a and 3b)	0	57			2,595,728

For Paperwork Reduction Act Notice, see the Instructions for Form 990. Cat. No. 50082W **Schedule F (Form 990) 2020**

Page 2

Schedule F (Form 990) 2020 Page **2**

Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 15, for any recipient who received more than $5,000. Part II can be duplicated if additional space is needed.

1 (a) Name of organization	(b) IRS code section	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash	(g) Amount of noncash	(h) Description of noncash	(i) Method of valuation

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SCHEDULE G
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information Regarding Fundraising or Gaming Activities

Complete if the organization answered "Yes" on Form 990, Part IV, lines 17, 18, or 19, or if the organization entered more than $15,000 on Form 990-EZ, line 6a.
▶Attach to Form 990 or Form 990-EZ.
▶Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047
2020
Open to Public Inspection

Name of the organization
Chamber of Commerce of the USA

Employer identification number
53-0045720

Part I **Fundraising Activities.** Complete if the organization answered "Yes" on Form 990, Part IV, line 17. Form 990-EZ filers are not required to complete this part.

1 Indicate whether the organization raised funds through any of the following activities. Check all that apply.

a ☑ Mail solicitations
b ☑ Internet and email solicitations
c ☑ Phone solicitations
d ☑ In-person solicitations
e ☐ Solicitation of non-government grants
f ☐ Solicitation of government grants
g ☐ Special fundraising events

2a Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services? ☑ **Yes** ☐ **No**

b If "Yes," list the 10 highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least $5,000 by the organization.

(i) Name and address of individual or entity (fundraiser)	**(ii)** Activity	**(iii)** Did fundraiser have custody or control of contributions? Yes	No	**(iv)** Gross receipts from activity	**(v)** Amount paid to (or retained by) fundraiser listed in col. **(i)**	**(vi)** Amount paid to (or retained by) organization
Carol Hallett 1615 H ST NW Washington, DC 20062	General fundraising		No	4,647,627	550,000	4,097,627
Total . . . . ▶				4,647,627	550,000	4,097,627

3 List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.

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Page 2

Schedule G (Form 990 or 990-EZ) 2020 Page **2**

Part II **Fundraising Events.** Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than $15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than $5,000.

		(a) Event #1 (event type)	**(b)** Event #2 (event type)	**(c)** Other events (total number)	**(d)** Total events (add col. **(a)** through col. **(c)**)

Revenue					
	1 Gross receipts				
	2 Less: Contributions				
	3 Gross income (line 1 minus line 2)				
Direct Expenses	4 Cash prizes				
	5 Noncash prizes				
	6 Rent/facility costs				
	7 Food and beverages				
	8 Entertainment				
	9 Other direct expenses				
	10 Direct expense summary. Add lines 4 through 9 in column (d) ▶				
	11 Net income summary. Subtract line 10 from line 3, column (d) ▶				

Part III **Gaming.** Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than $15,000 on Form 990-EZ, line 6a.

		(a) Bingo	**(b)** Pull tabs/Instant bingo/progressive bingo	**(c)** Other gaming	**(d)** Total gaming (add col. **(a)** through col.**(c)**)
Revenue	1 Gross revenue				
Direct Expenses	2 Cash prizes				
	3 Noncash prizes				
	4 Rent/facility costs				
	5 Other direct expenses				
	6 Volunteer labor	☐ **Yes** ______ % ☐ **No**	☐ **Yes** ______ % ☐ **No**	☐ **Yes** ______ % ☐ **No**	
	7 Direct expense summary. Add lines 2 through 5 in column (d) ▶				
	8 Net gaming income summary. Subtract line 7 from line 1, column (d) ▶				

9 Enter the state(s) in which the organization conducts gaming activities: ______

a Is the organization licensed to conduct gaming activities in each of these states? ☐ **Yes** ☐ **No**

b If "No," explain: ______

10a Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year? ☐ **Yes** ☐ **No**

b If "Yes," explain: ______

Schedule G (Form 990 or 990-EZ) 2020

Page 3

11 Does the organization conduct gaming activities with nonmembers? ☐ **Yes** ☐ **No**

12 Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming? ☐ **Yes** ☐ **No**

13 Indicate the percentage of gaming activity conducted in:

a The organization's facility **13a** %

b An outside facility **13b** %

14 Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name ▶ ______

Address ▶ --

15a Does the organization have a contract with a third party from whom the organization receives gaming revenue? . . . . ☐ **Yes** ☐ **No**

b If "Yes," enter the amount of gaming revenue received by the organization ▶ $ ____________ and the amount of gaming revenue retained by the third party ▶ $ ____________.

c If "Yes," enter name and address of the third party:

Name ▶ --

Address ▶ --

16 Gaming manager information:

Name ▶ --

Gaming manager compensation ▶ $______________________________

Description of services provided ▶ --

☐ Director/officer ☐ Employee ☐ Independent contractor

17 Mandatory distributions:

a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? . . . . ☐ Yes ☐ No

b Enter the amount of distributions required under state law distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ $

Part IV **Supplemental Information.** Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.

Return Reference	Explanation

Schedule G (Form 990 or 990-EZ) 2020

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Schedule J (Form 990)

Department of the Treasury Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees
▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
▶ Attach to Form 990.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2020

Open to Public Inspection

Name of the organization: Chamber of Commerce of the USA

Employer identification number: 53-0045720

Part I Questions Regarding Compensation

			Yes	No
1a	Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items. ☑ First-class or charter travel ☑ Travel for companions ☐ Tax idemnification and gross-up payments ☐ Discretionary spending account ☐ Housing allowance or residence for personal use ☐ Payments for business use of personal residence ☑ Health or social club dues or initiation fees ☑ Personal services (e.g., maid, chauffeur, chef)			
b	If any of the boxes on Line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain	**1b**	Yes	
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked on Line 1a?	**2**	Yes	
3	Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III. ☑ Compensation committee ☑ Independent compensation consultant ☑ Form 990 of other organizations ☑ Written employment contract ☑ Compensation survey or study ☑ Approval by the board or compensation committee			
4	During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:			
a	Receive a severance payment or change-of-control payment?	**4a**		No
b	Participate in, or receive payment from, a supplemental nonqualified retirement plan?	**4b**		No
c	Participate in, or receive payment from, an equity-based compensation arrangement? . . . . If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.	**4c**		No
	Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.			
5	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:			
a	The organization?	**5a**		
b	Any related organization? . . . . If "Yes," on line 5a or 5b, describe in Part III.	**5b**		
6	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:			
a	The organization?	**6a**		
b	Any related organization? . . . . If "Yes," on line 6a or 6b, describe in Part III.	**6b**		
7	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described in lines 5 and 6? If "Yes," describe in Part III	**7**		
8	Were any amounts reported on Form 990, Part VII, paid or accured pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III	**8**		
9	If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?	**9**		

For Paperwork Reduction Act Notice, see the Instructions for Form 990. Cat. No. 50053T **Schedule J (Form 990) 2020**

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Schedule J (Form 990) 2020 Page **2**

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.

Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that are not listed on Form 990, Part VII.

Note. The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		**(B)** Breakdown of W-2 and/or 1099-MISC compensation **(i)** Base compensation	**(ii)** Bonus & incentive compensation	**(iii)** Other reportable compensation	**(C)** Retirement and other deferred compensation	**(D)** Nontaxable benefits	**(E)** Total of columns (B)(i)-(D)	**(F)** Compensation in column (B) reported as deferred on prior Form 990
1 Thomas J Donohue CEO/Director	(i)	1,088,020	5,950,000	66,102	600	9,567	7,114,289	0
	(ii)	0	0	0	0	0	0	0
2 Suzanne P Clark President	(i)	863,509	3,300,000	2,619	99,825	34,298	4,300,251	0
	(ii)	0	0	0	0	0	0	0
3 Agnes Warfield-Blanc EVP, Dev and Fund	(i)	735,307	2,780,000	0	29,925	30,407	3,575,639	0
	(ii)	0	0	0	0	0	0	0
4 Myron Brilliant EVP & Head Intl	(i)	610,714	1,300,000	0	313,000	30,323	2,254,037	0
	(ii)	0	0	0	0	0	0	0
5 David T Hirschmann Pres/CEO, CCMC/GIPC/C_Tec	(i)	621,727	1,100,000	0	334,200	3,486	2,059,413	0
	(ii)	0	0	0	0	0	0	0
6 Justin Waller CMO & SVP, Ops	(i)	542,968	725,000	0	29,925	9,848	1,307,741	0
	(ii)	0	0	0	0	0	0	0
7 Neil Bradley EVP & Chief Policy Officer	(i)	613,510	550,000	0	29,002	27,218	1,219,730	0
	(ii)	0	0	0	0	0	0	0
8 John Wood SVP, Gnl Cnsl/CLO & Secry	(i)	561,763	600,000	0	18,525	27,171	1,207,459	0
	(ii)							

	(ii)	0	0	0	0	0	0	0
9 Michelle Russo Chief Comms Officer	(i)	612,007	350,000	0	29,925	28,190	1,020,122	0
	(ii)	0	0	0	0	0	0	0
10 Stan M Harrell SVP & CFO	(i)	515,665	210,000	0	261,300	11,749	998,714	0
	(ii)	0	0	0	0	0	0	0
11 Martin Durbin Pres, GEI & SVP Policy	(i)	558,837	230,000	0	16,160	29,438	834,435	0
	(ii)	0	0	0	0	0	0	0
12 Robert Schroder SVP Intl Affairs	(i)	403,068	305,000	0	29,925	29,308	767,301	0
	(ii)	0	0	0	0	0	0	0
13 Thomas Quaadman EVP, CCMC, Sr Advisor to SVP	(i)	474,912	225,000	0	29,925	33,444	763,281	0
	(ii)	0	0	0	0	0	0	0
14 Harold Kim President of ILR	(i)	206,478	0	0	0	9,555	216,033	0
	(ii)	0	0	0	0	0	0	0

Schedule J (Form 990) 2020

Page 3

Schedule J (Form 990) 2020 Page **3**

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

Return Reference	Explanation
Part I, Line 1a	Charter air travel is provided to one of the executives listed; a portion of which is treated as taxable compensation. Two of the executives listed in Part VII of the core form utilized travel for companions at least once, a portion of which is treated as taxable compensation. Social club dues are available to five of the executives listed in Part VII of the core form for business use only. Chauffeur services are available to two of the executives listed in Part VII of the core form; a portion of which is treated as taxable compensation.
Part I, Line 3	The Chamber of Commerce of the USA relied on its Compensation and Succession Committee that used the methods described in the Schedule O section for Part VI Question 15a to establish the top management official's compensation.

Schedule J (Form 990) 2020

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Schedule L
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Transactions with Interested Persons

▶ Complete if the organization answered "Yes" on Form 990, Part IV, lines 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V, line 38a or 40b.
▶ Attach to Form 990 or Form 990-EZ.
▶Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047
2020
Open to Public Inspection

Name of the organization
Chamber of Commerce of the USA

Employer identification number
53-0045720

Part I **Excess Benefit Transactions** (section 501(c)(3), section 501(c)(4), and section 501(c)(29) organizations only).
Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b.

1 (a) Name of disqualified person	(b) Relationship between disqualified person and organization	(c) Description of transaction	(d) Corrected? Yes	No

2 Enter the amount of tax incurred by the organization managers or disqualified persons during the year under section 4958. . . . . ▶ $

3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization . . . . ▶ $

Part II **Loans to and/or From Interested Persons.**
Complete if the organization answered "Yes" on Form 990-EZ, Part V, line 38a, or Form 990, Part IV, line 26; or if the organization reported an amount on Form 990, Part X, line 5, 6, or 22

(a) Name of interested person	(b) Relationship with organization	(c) Purpose of loan	(d) Loan to or from the organization? To	From	(e) Original principal amount	(f) Balance due	(g) In default? Yes	No	(h) Approved by board or committee? Yes	No	(i) Written agreement? Yes	No
Total . . . . ▶ $												

Part III **Grants or Assistance Benefiting Interested Persons.**
Complete if the organization answered "Yes" on Form 990, Part IV, line 27.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of assistance	(d) Type of assistance	(e) Purpose of assistance

Page 2

Part IV **Business Transactions Involving Interested Persons.**
Complete if the organization answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of transaction	(d) Description of transaction	(e) Sharing of organization's revenues? Yes	No
(1) Schedule B number 11	Substantial contributor	996,569	See Part V IT consulting services		No
(2) Schedule B number 40	Substantial contributor	345,492	See Part V Public policy consulting		No
(3) Schedule B number 43	Substantial contributor	183,134	See Part V Public relations and comms svcs		No
(4) Schedule B number 417	Substantial contributor	425,423	See Part V Accounting and mgmt svcis		No
(5) Schedule B number 562	Substantial contributor	118,825	See Part V Legal services		No
(6) Schedule B number 564	Substantial contributor	295,698	See Part V Policy Legal services		No
(7) Schedule B number 645	Substantial contributor	131,316	See Part V Policy Legal services		No
(8) Schedule B number 708	Substantial contributor	753,388	See Part V Policy Legal services		No
(9) Schedule B number 710	Substantial contributor	370,000	See Part V Legal services		No

(10) Schedule B number 754	Substantial contributor	320,755	See Part V Legal services		No
(11) Schedule B number 994	Substantial contributor	190,359	See Part V Public policy consulting		No
(12) Schedule B number 997	Substantial contributor	410,063	See Part V Public policy consulting		No
(13) Schedule B number 1003	Substantial contributor	321,555	See Part V Public policy consulting		No
(14) Schedule B number 1099	Substantial contributor	823,188	See Part V Insurance Services		No
(15) Schedule B number 1219	Substantial contributor	322,133	See Part V Policy & Legal services		No

Part V **Supplemental Information**

Provide additional information for responses to questions on Schedule L (see instructions).

Return Reference	Explanation

Schedule L (Form 990 or 990-EZ) 2020

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SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.
▶ Attach to Form 990 or 990-EZ.
▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047
2020
Open to Public Inspection

Name of the organization
Chamber of Commerce of the USA

Employer identification number
53-0045720

Return Reference	Explanation
Form 990, Part IV Question 12	Auditing of financial statements The Chamber of Commerce of the USA is the parent organization in the audited consolidated financial statements of the Chamber of Commerce of the USA. Schedule R lists additional related organizations included in these consolidated financial statements.
Form 990 Part V Item 1a	Number reported on 1096 Chamber of Commerce of the USA is part of a consolidated treasury function with affiliated organzations. The Chamber of Commerce of the USA handles these consolidated payments. The number in box 1a relates to the 1099s that the Chamber of Commerce of the USA would have issued without participating in a consolidated treasury function.
Form 990 Part V Item 2a	Number reported on W-3 Chamber of Commerce of the USA is part of a consolidated payroll function wtih affiliated organizations. The Chamber of Commerce of the USA handles these consolidated payments. The number in box 2a relates to the W-2s that the Chamber of Commerce of the USA would have issued without participating in a consolidated payroll function.
Form 990, Part VI, Section A, line 2	Suzanne Clark and Greg Lebedev have a family relationship.
Form 990, Part VI, Section A, line 4	Below are brief summaries of the material amendments to the Chamber's bylaws. Art. I, Sec. 1: Clarifies that membership under subsection (d) includes all forms of business entities and other privately-owned entities. Art. II, Sec. 2: Removes the requirement that all members are eligible for membership on all Chamber standing and special committees. Art. II, Secs. 4 and 5: Removes the requirement that the Board have exclusive authority to approve applicants for membership, and allows Chamber management, in addition to the Board, to set dues amounts. Art. III, Secs. 1 and 2: Deletes reference to the Chair of the Executive Committee consistent with the change in Art. III, Sec. 9 combining that position with the Chair of the Board, and also removes the positions of Regional Vice Chair as officers. Art. III, Sec. 6: Requires that the CEO be appointed by the Chair of the Board with the approval of the Executive Committee. Removes as eligible for the CEO search committee other Directors as approved by the Executive Committee so as to limit the search committee only to members of the Compensation and Succession Committee. Requires that the Executive Committee set the term of the CEO. Art. III, Sec. 9: States that the Chair of the Board shall also serve as the Chair of the Executive Committee and allows the Chair of the Board to preside over meetings of other administrative committees in the absence of the chairs of those other committees. Also limits the term of Chair of the Board to two one-year terms. Art. III, Sec. 10: Adds to the duties of the Vice Chair of the Board supporting the Regional Vice Chairs. Also limits the term of Vice Chair of the Board to two one-year terms. Art. III, Sec. 13: Deletes the position of Chair of the Executive Committee consistent with the change in Art. III, Sec. 9 combining that position with the Chair of the Board. Art. IV, Secs. 1 and 2: Replaces the Senior Council with a Leadership Council comprising Board members representing the diverse stakeholders of the Chamber, including former Chairs of the Board and Regional Vice Chairs. Requires that the chair and members of the Leadership Council be nominated by the Nominating and Governance Committee and elected by the Executive Committee. Clarifies that the role of the Leadership Council is to advise the Board officers and Chamber executive leadership and does not have a governance role. Art. V, Sec. 1: Clarifies that the CEO of the Chamber is a standing member of the Board of Directors and deletes reference to the Chair of the Executive Committee consistent with the change in Art. III, Sec. 9 combining that position with the Chair of the Board. Art. VI, Sec. 1: Removes the requirements that: i) at least 25 members of the Board be elected each year, ii) two-thirds of the Board approve a change in the number of directors, and iii) at least one member be elected from each election district. Also requires that Directors represent the diversity of Chamber membership. Art. VI, Sec. 4: Removes from the term limit of Directors the exception for time serving on the Leadership Council. Art. VI, Sec. 5: Creates the roles of Regional Vice Chairs, which are elected annually by the Board from among the Directors, because that role was removed from the section regarding Officers. Removes the requirement that two-thirds of the Board approve changes in election districts and conforms the election districts to the Chamber's Regional Vice Chair regions. Art. VII, Sec. 2: Deletes reference to the Chair of the Executive Committee consistent with the change in Art. III, Sec. 9 combining that position with the Chair of the Board. Art. VIII, Sec. 1: Defines the standing committees of the Board of Directors as the Executive Committee, the Nominating and Governance Committee, the Audit Committee, and the Compensation and Succession Committee, and permits the Chair of the Board, with the approval of the full Board, to appoint other special committees. Removes reference to the appointment and duties of the Executive Committee, which are provided in Art. VIII, Sec. 2. Requires that all committees have charters approved by the Board. Limits the terms of service on the standing committees to six one-year terms, except that service on standing committees by virtue of being the Chair of the Board, Vice Chair of the Board, immediate past Chair of the Board, or a chair of a standing committee does not count against the six one-year term limit. Art. VIII, Sec. 2: Limits the Executive Committee to approximately 15 members of the Board. Establishes the required members of the Executive Committee as: the Chair of the Board, the CEO, the Vice Chair of the Board, the immediate past Chair of the Board, the Treasurer, and the chairs of the standing committees. Allows the Chair of the Board, with approval of the Board, to appoint to the Committee other members of the Board representing key constituencies or as deemed appropriate. Deletes the requirement that the immediate past Chair of the Board serve as chair of the Executive Committee consistent with the change in Art. III, Sec. 9 combining that position with the Chair of the Board. Adds to the duties of the Executive Committee matters relating to the mission and purpose of the Chamber. Art. VIII, Sec. 3: Adds the requirement that the Nominating and Governance Committee nominate its own chair and members, and that the Executive Committee elects the chair and members. Art. VIII, Sec. 5 (former Sec. 6): Changes the process for appointment of the chair and members of the Audit Committee to nomination by the Nominating and Governance Committee and election by the Executive Committee. Art. VIII, Sec. 6 (former Sec. 7): Limits the Compensation and Succession Committee to no more than six members. Establishes the required members of the Committee as the Chair of the Board, Vice Chair of the Board, immediate past Chair of the Board, and other members of the Board that bring expertise to the Committee. Changes the process for appointment of the chair and members of the Committee to nomination by the Nominating and Governance Committee and election by the Executive Committee. Clarifies that the Committee has sole authority to review the performance and determine the compensation of the CEO.
Form 990, Part VI, Section B, line 11b	In accordance with the Audit Committee charter, the draft Form 990 was provided in advance to the Audit Committee members, and reviewed individually with each member prior to filing. The Audit Committee performs this function pursuant to a delegation from the Board of Directors. The board receives the most recently completed tax return at the next regularly scheduled meeting. The 990 is reviewed by an independent accounting firm.

Form 990, Part VI, Section B, line 12c	We annually notify staff of the Standards of Conduct and Ethics policy, which includes a requirement that any transaction or relationship that is reasonably expected to give rise to an actual or apparent conflict of interest be brought to the attention of a supervisor, a senior manager in the Talent Solutions department or the Office of the General Counsel. In addition, we issue an annual written questionnaire to all members of the board of directors asking for information on potential conflicts of interest, which is gathered by the Chief Financial Officer. All reports of potential conflicts will be evaluated by the Chief Legal Officer and General Counsel, who serves as the Chamber of Commerce of the USA's Ethics Officer, in consultation with other senior management and staff, as appropriate. Any conflicts of interest involving board members or staff are resolved in accordance with the Chamber of Commerce of the USA's conflicts of interest policies.
Form 990, Part VI, Section B, line 15	Part VI Question 15a The process for determining the total compensation of the CEO is as follows. The CEO has a written employment agreement with the Chamber of Commerce of the USA. Total compensation is reviewed annually by an independent compensation consultant. The consultant prepares a compensation study primarily utilizing, as available, Forms 990 and surveys of comparable organizations with similar positions. Based on this information, total compensation is determined by the Chamber of Commerce of the USA's Compensation and Succession Committee on an annual basis. Part VI Question 15b The process for determining total compensation for the officers, key employees, and highly compensated employees is as follows: For the individuals listed in Part VII, total compensation is reviewed by an independent compensation consultant. The consultant prepares a compensation study primarily utilizing, as available, Forms 990 and surveys of comparable organizations with similar positions. Based on this information, total compensation for individuals reporting to the CEO is determined and approved by the CEO and the Chamber of Commerce of the USA's Compensation and Succession Committee. Total compensation for individuals reporting to the President is determined and approved by the President, the SVP for Operations and Chief Marketing Officer, the Vice President, Talent Solutions and the Chamber of Commerce of the USA's Compensation and Succession Committee. Finally, compensation for other individuals is determined utilizing market data, and approved by their supervisor and the Vice President, Talent Solutions.
Form 990, Part VI, Section C, line 19	The Form 990 is made available to any member of the public who requests a copy. Any requestor is forwarded to the Administrative Director of Finance of the Chamber of Commerce of the USA, who will forward a copy of the document to the requestor. The organization's governing documents, conflict of interest policy, and financial statements are not made available to the public.
Form 990, Part XI, line 9:	Minimum Pension Reserve Liability Adjustment -3479248. Minimum Post Retirement Reserve Liability Adjustment -1074049. USIBC Global Private Ltd Results (Seperate foreign corporation) 93693.

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SCHEDULE R (Form 990)

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
▶ Attach to Form 990.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047
2020
Open to Public Inspection

Name of the organization
Chamber of Commerce of the USA

Employer identification number
53-0045720

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
(1) ChamberBiz 1615 H ST NW Washington, DC 20062 54-1960202	Small business web portal (inactive)	DC	0	0	Chamber of Commerce of the USA
(2) CC1 LLC 1615 H ST NW Washington, DC 20062 81-3401471	To enhance bilateral trade between India and USA	DE	4,489,568	0	Chamber of Commerce of the USA
(3) CC2 LLC 1615 H ST NW Washington, DC 20062 81-3413687	Holding company for Indian Company	DE	-300	1,537	Chamber of Commerce of the USA
(4) Article III Films LLC 1615 H ST NW Washington, DC 20062 26-3139751	Film Production	DE	0	0	Chamber of Commerce of the USA

Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity? Yes	No
(1)US Chamber of Commerce Foundation 1615 H St NW Washington, DC 20062 46-1561597	Promotes understanding of public affairs issues affecting business	DE	501(c)(3)	7	Chamber of Commerce of the USA	Yes	
(2) Center for International Private Enterprise 1155 15th St NW Washington, DC 20005 52-1398742	Promotes democracy through private enterprise and market reform.	DC	501(c)(3)	7	Chamber of Commerce of the USA	Yes	

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Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income(related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproprtionate allocations? Yes	No	(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner? Yes	No	(k) Percentage ownership

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity? Yes	No
(1)USIBC Global Private Limited Jeevan Bharti Branch New Dehli, New Dehli IN	To enhance bilateral trade between India and USA	IN	CC2 LLC	C	1,112,442	150,702	100.000 %	Yes	
(2) Madison County Record 1615 H St NW	Newspaper publishing	IL	Chamber of Commerce of the USA	C	76,759	1,493	100.000 %	Yes	

1615 H St NW Washington, DC 20062 20-1452063			USA							

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Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note. Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.		Yes	No
1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?			
a Receipt of **(i)** interest, **(ii)**annuities, **(iii)** royalties, or **(iv)** rent from a controlled entity	1a		No
b Gift, grant, or capital contribution to related organization(s)	1b	Yes	
c Gift, grant, or capital contribution from related organization(s)	1c	Yes	
d Loans or loan guarantees to or for related organization(s)	1d		No
e Loans or loan guarantees by related organization(s)	1e		No
f Dividends from related organization(s)	1f		No
g Sale of assets to related organization(s)	1g		No
h Purchase of assets from related organization(s)	1h		No
i Exchange of assets with related organization(s)	1i		No
j Lease of facilities, equipment, or other assets to related organization(s)	1j		No
k Lease of facilities, equipment, or other assets from related organization(s)	1k		No
l Performance of services or membership or fundraising solicitations for related organization(s)	1l		No
m Performance of services or membership or fundraising solicitations by related organization(s)	1m	Yes	
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	1n	Yes	
o Sharing of paid employees with related organization(s)	1o	Yes	
p Reimbursement paid to related organization(s) for expenses	1p	Yes	
q Reimbursement paid by related organization(s) for expenses	1q	Yes	
r Other transfer of cash or property to related organization(s)	1r	Yes	
s Other transfer of cash or property from related organization(s)	1s		No

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization	**(b)** Transaction type (a-s)	**(c)** Amount involved	**(d)** Method of determining amount involved
(1) Center for International Private Enterprise	Q	1,961,766	Reimb for benefits costs
(2)US Chamber of Commerce Foundation	C	14,007,431	Actual expense
(3)US Chamber of Commerce Foundation	R	235,665	Calculated interest
(4)US Chamber of Commerce Foundation	N	2,370,000	Cost allocation discounted 33%
(5)US Chamber of Commerce Foundation	O	8,558,438	Actual salaries & benefit alloc
(6)US Chamber of Commerce Foundation	Q	516,530	Actual expense
(7)US Chamber of Commerce Foundation	P	185,241	Alloc amt actual cost
(8)USIBC Global Private Limited	M	1,112,442	Purchase of svcs plus 9% fee
(9) Madison County Record	B	814,005	Actual expense

Schedule R (Form 990) 2020

Part VI Unrelated Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	**(b)** Primary activity	**(c)** Legal domicile (state or foreign country)	**(d)** Predominant income (related, unrelated, excluded from tax under sections 512-514)	**(e)** Are all partners section 501(c)(3) organizations?		**(f)** Share of total income	**(g)** Share of end-of-year assets	**(h)** Disproprtionate allocations?		**(i)** Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	**(j)** General or managing partner?		**(k)** Percentage ownership
				Yes	No			Yes	No		Yes	No	

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Part VII **Supplemental Information**

Provide additional information for responses to questions on Schedule R. See instructions.

Return Reference	Explanation

Schedule R (Form 990) 2020

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