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Return of Organization Exempt From Income Tax

2014

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. Information about Form 990 and its instructions is at www.irs.gov/form990.

Open to Public Inspection

Department of the Treasury Internal Revenue Service

A For the 2014 calendar year, or tax year beginning Jul 1, 2014, and ending Dec 31, 2014

B Check if applicable: Address change, Name change, Initial return, Final return/terminated, Amended return, Application pending. C Name of organization: NORTH AMERICAN MEAT ASSOCIATION. D Employer identification number: 90-0811732. E Telephone number: (510) 763-1533. F Name and address of principal officer: BARRY L. CARPENTER 7757 CITATION DR. MARSHALL VA 20115. G Gross receipts: \$2,767,617.

I Tax-exempt status: 501(c)(3). J Website: N/A. K Form of organization: Corporation. L Year of formation: 2012. M State of legal domicile: CA.

Part I Summary

Table with 3 columns: Description, Prior Year, Current Year. Rows include: 1 Briefly describe the organization's mission... 2 Check this box... 3 Number of voting members... 4 Number of independent voting members... 5 Total number of individuals employed... 6 Total number of volunteers... 7a Total unrelated business revenue... 7b Net unrelated business taxable income... 8 Contributions and grants... 9 Program service revenue... 10 Investment income... 11 Other revenue... 12 Total revenue... 13 Grants and similar amounts paid... 14 Benefits paid... 15 Salaries, other compensation... 16a Professional fundraising fees... 16b Total fundraising expenses... 17 Other expenses... 18 Total expenses... 19 Revenue less expenses... 20 Total assets... 21 Total liabilities... 22 Net assets or fund balances.

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. Signature of officer: Barry L. Carpenter, Date: 4-27-15, Title: CEO. Preparer: Henry B Meyer, Date: 04/18/15, PTIN: P00581014. Firm: HENRY B MEYER EA, 2735 LINCOLN WAY, SAN FRANCISCO CA 94122-1521.

May the IRS discuss this return with the preparer shown above? (see instructions) [X] Yes [] No

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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:

With representatives in the United States, Canada and Mexico, NAMA provides its members exceptional regulatory advocacy, educational opportunities and a spirit of partnership unique in the industry.

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

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

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses.

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

The Association serves its meat industry members and acts as a liaison to regulatory agencies. It publishes a weekly newsletter, provides educational services and conducts conferences and convention/trade show events.

The Association absorbed, integrated and continued the activities of the Meat Research and Outreach Foundation effective 7/1/2014.

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

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

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

4 e Total program service expenses

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		X
2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?		X
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		X
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		
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	X	
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		X
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		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If 'Yes,' complete Schedule D, Part III		X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian 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		X
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		X
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	X	
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		X
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		X
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		X
e Did the organization report an amount for other liabilities in Part X, line 25? If 'Yes,' complete Schedule D, Part X		X
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		X
12a Did the organization obtain separate, independent audited financial statements for the tax year? If 'Yes,' complete Schedule D, Parts XI, and XII		X
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		X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If 'Yes,' complete Schedule E		X
14a Did the organization maintain an office, employees, or agents outside of the United States?	X	
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		X
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		X
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		X
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)		X
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		X
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		X
20 a Did the organization operate one or more hospital facilities? If 'Yes,' complete Schedule H		X
b If 'Yes' to line 20a, did the organization attach a copy of its audited financial statements to this return?		

Part IV Checklist of Required Schedules (continued)

	Yes	No
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? <i>If 'Yes,' complete Schedule I, Parts I and II</i>	X	
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? <i>If 'Yes,' complete Schedule I, Parts I and III</i>		X
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? <i>If 'Yes,' complete Schedule J</i>	X	
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? <i>If 'Yes,' answer lines 24b through 24d and complete Schedule K. If 'No,' go to line 25a</i>		X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
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?		
d Did the organization act as an 'on behalf of' issuer for bonds outstanding at any time during the year?		
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? <i>If 'Yes,' complete Schedule L, Part I</i>		
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? <i>If 'Yes,' complete Schedule L, Part I</i>		
26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If 'Yes,' complete Schedule L, Part II</i>		X
27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If 'Yes,' complete Schedule L, Part III</i>		X
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, or key employee? <i>If 'Yes,' complete Schedule L, Part IV</i>		X
b A family member of a current or former officer, director, trustee, or key employee? <i>If 'Yes,' complete Schedule L, Part IV</i>		X
c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If 'Yes,' complete Schedule L, Part IV</i>		X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If 'Yes,' complete Schedule M</i>		X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If 'Yes,' complete Schedule M</i>		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If 'Yes,' complete Schedule N, Part I</i>	X	
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If 'Yes,' complete Schedule N, Part II</i>		X
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? <i>If 'Yes,' complete Schedule R, Part I</i>		X
34 Was the organization related to any tax-exempt or taxable entity? <i>If 'Yes,' complete Schedule R, Part II, III, or IV, and Part V, line 1</i>		X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
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)? <i>If 'Yes,' complete Schedule R, Part V, line 2</i>		
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If 'Yes,' complete Schedule R, Part V, line 2</i>		
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? <i>If 'Yes,' complete Schedule R, Part VI</i>		X
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	X	

BAA

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

Table with columns: Question, Yes, No. Rows include: 1a Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable (20); 1b Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable (0); 1c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?; 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 (14); 2b If at least one is reported on line 2a, did the organization file all required federal employment tax returns?; 3a Did the organization have unrelated business gross income of \$1,000 or more during the year?; 3b If 'Yes' has it filed a Form 990-T for this year?; 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)?; 5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?; 5b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?; 5c If 'Yes,' to line 5a or 5b, did the organization file Form 8886-T?; 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?; 6b If 'Yes,' did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?; 7 Organizations that may receive deductible contributions under section 170(c). 7a 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?; 7b If 'Yes,' did the organization notify the donor of the value of the goods or services provided?; 7c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?; 7d If 'Yes,' indicate the number of Forms 8282 filed during the year; 7e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?; 7f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?; 7g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?; 7h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?; 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?; 9 Sponsoring organizations maintaining donor advised funds. 9a Did the sponsoring organization make any taxable distributions under section 4966?; 9b Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?; 10 Section 501(c)(7) organizations. Enter: 10a Initiation fees and capital contributions included on Part VIII, line 12.; 10b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities; 11 Section 501(c)(12) organizations. Enter: 11a Gross income from members or shareholders.; 11b Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.); 12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?; 12b If 'Yes,' enter the amount of tax-exempt interest received or accrued during the year; 13 Section 501(c)(29) qualified nonprofit health insurance issuers. 13a Is the organization licensed to issue qualified health plans in more than one state?; 13b 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; 13c Enter the amount of reserves on hand; 14a Did the organization receive any payments for indoor tanning services during the tax year?; 14b If 'Yes,' has it filed a Form 720 to report these payments? If 'No,' provide an explanation in Schedule O.

Part VI Governance, Management, and Disclosure For each 'Yes' response to lines 2 through 7b below, and for a 'No' response to line 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
1 a	Enter the number of voting members of the governing body at the end of the tax year 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		
	1 a 55		
1 b	Enter the number of voting members included in line 1a, above, who are independent		
	1 b 55		
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?		X
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?		X
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		X
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		X
6	Did the organization have members or stockholders?	X	
7 a	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?	X	
7 b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		X
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
8 a	The governing body?	X	
8 b	Each committee with authority to act on behalf of the governing body?	X	
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		X

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

		Yes	No
10 a	Did the organization have local chapters, branches, or affiliates?		X
10 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?		
11 a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?		X
12 a	Describe in Schedule O the process, if any, used by the organization to review this Form 990		
12 a	Did the organization have a written conflict of interest policy? If 'No,' go to line 13		X
12 b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?		
12 c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If 'Yes,' describe in Schedule O how this was done		
13	Did the organization have a written whistleblower policy?		X
14	Did the organization have a written document retention and destruction policy?	X	
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?		
15 a	The organization's CEO, Executive Director, or top management official	X	
15 b	Other officers or key employees of the organization If 'Yes' to line 15a or 15b, describe the process in Schedule O (see instructions)		X
16 a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?		X
16 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?		

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 Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 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 ►
 JEN KEMPIS 1970 BROADWAY STE 825 OAKLAND CA 94612 (510) 763-1533

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

1 a 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, and 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

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

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)						(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
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) See Attachment All Directors	4.00	X					0.	0.	0.	
(2) Barry Carpenter CEO	40.00			X			276,492.	0.	10,837.	
(3) Philip Kimball Exec. Director	40.00			X			185,945.	0.	16,867.	
(4) Ken Mastracchio Sr. Dir. Reg. Issues	40.00				X		127,211.	0.	20,416.	
(5) Norman Robertson Dir. of Regulatory	40.00				X		124,943.	0.	15,074.	
(6) Sabrina Moore Dir. of Meetings	40.00				X		95,819.	0.	8,888.	
(7) Andrea Perkins Asst. Dir. Regulatory	40.00				X		92,372.	0.	13,757.	
(8) Ann Wells Dir. of Scientif.	40.00				X		91,908.	0.	17,718.	
(9) Jeremy Russell Dir. of Communic.	40.00				X		123,568.	0.	13,722.	
(10) James Goldberg Dir. of Membership	40.00				X		101,730.	0.	4,186.	
(11)										
(12)										
(13)										
(14)										

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)					(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
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee			
(15) -----									
(16) -----									
(17) -----									
(18) -----									
(19) -----									
(20) -----									
(21) -----									
(22) -----									
(23) -----									
(24) -----									
(25) -----									
1 b Sub-total						1,219,988.	0.	121,465.	
c Total from continuation sheets to Part VII, Section A									
d Total (add lines 1b and 1c)						1,219,988.	0.	121,465.	

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 **6**

	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	X	
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	X	
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		X

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
OFW LAW 600 NEW HAMPSHIRE AVE NW WASHINGTON DC 20037	LEGAL	104,427.

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 **1**

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	1 a Federated campaigns	1 a				
	b Membership dues	1 b				
	c Fundraising events	1 c				
	d Related organizations	1 d				
	e Government grants (contributions) . .	1 e				
	f All other contributions, gifts, grants, and similar amounts not included above . .	1 f				
	g Noncash contributions included in lines 1a-1f \$					
	h Total. Add lines 1a-1f ▶					
Program Service Revenue	Business Code					
	2 a Membership Dues	813910	1,200,630.	1,200,630.	0.	0.
	b Seminars/Conferences	611660	341,726.	341,726.	0.	0.
	c Cattlemens Beef Board Funds	110000	600,157.	600,157.	0.	0.
	d					
	e					
	f All other program service revenue . . .					
	g Total. Add lines 2a-2f ▶		2,142,513.			
Other Revenue	3 Investment income (including dividends, interest and other similar amounts) ▶		10,578.	0.	0.	10,578.
	4 Income from investment of tax-exempt bond proceeds . . ▶					
	5 Royalties ▶					
	6 a Gross rents	(i) Real				
		(ii) Personal				
		b Less: rental expenses				
		c Rental income or (loss)				
	d Net rental income or (loss) ▶					
	7 a Gross amount from sales of assets other than inventory	(i) Securities				
		(ii) Other				
		538,150.				
		b Less: cost or other basis and sales expenses . . .	538,150.			
	c Gain or (loss)	0.				
	d Net gain or (loss) ▶		0.	0.	0.	0.
	8 a Gross income from fundraising events (not including . . \$ of contributions reported on line 1c). See Part IV, line 18.	a				
b Less: direct expenses		b				
c Net income or (loss) from fundraising events ▶						
9 a Gross income from gaming activities. See Part IV, line 19.	a					
	b Less: direct expenses	b				
	c Net income or (loss) from gaming activities ▶					
10 a Gross sales of inventory, less returns and allowances	a	76,376.				
	b Less: cost of goods sold	b	81,154.			
	c Net income or (loss) from sales of inventory ▶		-4,778.	0.	-4,778.	0.
Miscellaneous Revenue		Business Code				
11 a						
	b					
	c					
	d All other revenue					
	e Total. Add lines 11a-11d ▶					
12 Total revenue. See instructions ▶		2,148,313.	2,142,513.	-4,778.	10,578.	

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.	579,782.	579,782.		
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	547,556.	547,556.		
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.	367,623.	367,623.		
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions).	56,432.	56,432.		
9 Other employee benefits	93,571.	93,571.		
10 Payroll taxes	43,376.	43,376.		
11 Fees for services (non-employees)				
a Management	97,920.	97,920.		
b Legal	93,368.	93,368.		
c Accounting	25,250.	25,250.		
d Lobbying	22,723.	22,723.		
e Professional fundraising services See Part IV, line 17				
f Investment management fees				
g Other (If line 11g amt exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)				
12 Advertising and promotion				
13 Office expenses	9,958.	9,958.		
14 Information technology	31,156.	31,156.		
15 Royalties				
16 Occupancy	139,011.	139,011.		
17 Travel	57,425.	57,425.		
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	238,088.	238,088.		
20 Interest				
21 Payments to affiliates.				
22 Depreciation, depletion, and amortization	5,866.	5,866.		
23 Insurance	12,178.	12,178.		
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 -----				
b -----				
c -----				
d -----				
e All other expenses	73,963.	73,963.		
25 Total functional expenses. Add lines 1 through 24e.	2,495,246.	2,495,246.		
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 <input type="checkbox"/> if following SOP 98-2 (ASC 958-720).				

Part X Balance Sheet

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

		(A) Beginning of year		(B) End of year
Assets	1 Cash — non-interest-bearing	0.	1	0.
	2 Savings and temporary cash investments	496,760.	2	0.
	3 Pledges and grants receivable, net		3	
	4 Accounts receivable, net	280,485.	4	0.
	5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use	78,654.	8	0.
	9 Prepaid expenses and deferred charges	69,426.	9	0.
	10a Land, buildings, and equipment, cost or other basis. Complete Part VI of Schedule D	10a 0.		
	b Less: accumulated depreciation	10b 0.		
	11 Investments — publicly traded securities	1,264,691.	11	0.
	12 Investments — other securities. See Part IV, line 11	13,743.	12	0.
	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 34)	2,239,423.	16	0.	
Liabilities	17 Accounts payable and accrued expenses	163,563.	17	0.
	18 Grants payable		18	
	19 Deferred revenue	747,162.	19	0.
	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 current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		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		25	
	26 Total liabilities. Add lines 17 through 25	910,725.	26	0.
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets		27	
	28 Temporarily restricted net assets		28	
	29 Permanently restricted net assets		29	
	Organizations that do not follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 30 through 34.			
	30 Capital stock or trust principal, or current funds		30	
	31 Paid-in or capital surplus, or land, building, or equipment fund		31	
	32 Retained earnings, endowment, accumulated income, or other funds	1,328,698.	32	0.
33 Total net assets or fund balances	1,328,698.	33	0.	
34 Total liabilities and net assets/fund balances	2,239,423.	34	0.	

Part XI Reconciliation 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	2,148,313.
2	Total expenses (must equal Part IX, column (A), line 25)	2	2,495,246.
3	Revenue less expenses. Subtract line 2 from line 1	3	-346,933.
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	1,328,698.
5	Net unrealized gains (losses) on investments	5	5,738.
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	-21,960.
9	Other changes in net assets or fund balances (explain in Schedule O)	9	-965,543.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	0.

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: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked 'Other,' explain in Schedule O.		
2 a	Were the organization's financial statements compiled or reviewed by an independent accountant? 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: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		X
2 b	Were the organization's financial statements audited by an independent accountant? 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. <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		X
2 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? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.		X
3 a	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?		X
3 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		

BAA

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

OMB No. 1545-0047

2014

Open to Public Inspection

▶ **Complete if the organization is described below.** ▶ Attach to Form 990 or Form 990-EZ.
▶ Information about Schedule C (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

If the organization answered 'Yes,' to 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,' to 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,' to Form 990, Part IV, line 5 (Proxy Tax) (see instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see instructions), then

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Name of organization NORTH AMERICAN MEAT ASSOCIATION	Employer identification number 90-0811732
--	---

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.
- 2 Political expenditures ▶ \$ _____
- 3 Volunteer hours

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
- 4 a 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 ▶ \$ _____
- 2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ▶ \$ _____
- 3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b ▶ \$ _____
- 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)	-----			
(2)	-----			
(3)	-----			
(4)	-----			
(5)	-----			
(6)	-----			

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												
1 a 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														
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">If the amount on line 1e, column (a) or (b) is</th> <th style="text-align: left;">The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000</td> </tr> </tbody> </table>	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		
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?		<input type="checkbox"/> Yes <input type="checkbox"/> 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 instructions for lines 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period

Calendar year (or fiscal year beginning in)	(a) 2011	(b) 2012	(c) 2013	(d) 2014	(e) Total
2 a Lobbying non-taxable 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					

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)).

	(a)		(b)
	Yes	No	Amount
<i>For each 'Yes' response to lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.</i>			
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.			
2 a 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	X
2 Did the organization make only in-house lobbying expenditures of \$2,000 or less?	2	X
3 Did the organization agree to carry over lobbying and political expenditures from the prior year?	3	X

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	1,200,630.
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	2 a	29,754.
b Carryover from last year	2 b	
c Total	2 c	29,754.
3 Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3	
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	29,754.

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

SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered 'Yes,' to Form 990, Part IV, lines 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b. Attach to Form 990.

Information about Schedule D (Form 990) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2014

Open to Public Inspection

Name of the organization

Employer identification number

NORTH AMERICAN MEAT ASSOCIATION

90-0811732

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered 'Yes' to Form 990, Part IV, line 6.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include total number at end of year, aggregate value of contributions, grants, and end of year, and two yes/no questions about donor information.

Part II Conservation Easements.

Complete if the organization answered 'Yes' to Form 990, Part IV, line 7.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include purpose(s) of conservation easements, total number and acreage, and various other details.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered 'Yes' to Form 990, Part IV, line 8.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include questions about reporting art and historical treasures.

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
- b Scholarly research
- c Preservation for future generations
- d Loan or exchange programs
- e Other _____

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' to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

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

2 a 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' to Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1 a 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 Temporarily restricted endowment %

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

3 a 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' to 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' to 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
1 a Land				
b Buildings				
c Leasehold improvements				
d Equipment		0.	0.	0.
e Other				

Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) 0.

Part VII Investments – Other Securities.

Complete if the organization answered 'Yes' to 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 _____		
(A) _____		
(B) _____		
(C) _____		
(D) _____		
(E) _____		
(F) _____		
(G) _____		
(H) _____		
(I) _____		
Total (Column (b) must equal Form 990, Part X, column (B) line 12) . . . ▶		

Part VIII Investments – Program Related.

Complete if the organization answered 'Yes' to Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

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

Part IX Other Assets.

Complete if the organization answered 'Yes' to Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

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

Part X Other Liabilities.

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

(a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) _____	
(3) _____	
(4) _____	
(5) _____	
(6) _____	
(7) _____	
(8) _____	
(9) _____	
(10) _____	
(11) _____	
Total (Column (b) must equal Form 990, Part X, column (B) line 25) . . . ▶	

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

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered 'Yes' to 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	2 a		
	b Donated services and use of facilities	2 b		
	c Recoveries of prior year grants	2 c		
	d Other (Describe in Part XIII.)	2 d		
	e Add lines 2a through 2d		2 e	
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	4 a		
	b Other (Describe in Part XIII.)	4 b		
	c Add lines 4a and 4b		4 c	
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' to 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	2 a		
	b Prior year adjustments	2 b		
	c Other losses	2 c		
	d Other (Describe in Part XIII.)	2 d		
	e Add lines 2a through 2d		2 e	
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	4 a		
	b Other (Describe in Part XIII.)	4 b		
	c Add lines 4a and 4b		4 c	
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.

SCHEDULE I
(Form 990)

Department of the Treasury
Internal Revenue Service

Name of the organization

NORTH AMERICAN MEAT ASSOCIATION

Part I General Information on Grants and Assistance

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? Yes No
- 2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States. Yes No

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered 'Yes' to Form 990, Part IV, line 21 for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
(1) STREETMARC LLC P.O. BOX 2147 WESTPORT CT 06880	20-1791877		280,515.				RESEARCH
(2) CMA CONSULTING LLC 2900 NE BROOKTREE LANE GLADSTONE MO 64153	20-0883954		56,720.				RESEARCH
(3) USDA ARS 1400 INDEPENDENCE AVE SW WASHINGTON DC 20250	00-0000000		100,675.				RESEARCH
(4) TEXAS TECH UNIVERSITY 2500 BROADWAY LUBBOCK TX 79409	00-0000000		49,760.				RESEARCH
(5) -----							
(6) -----							
(7) -----							
(8) -----							

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table

3 Enter total number of other organizations listed in the line 1 table

BAA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

TEEA3901 06/19/14

Schedule I (Form 990) (2014)

OMB No. 1545-0047

2014

Open to Public Inspection

Employer identification number

90-0811732

Part III Grants and Other Assistance to Domestic Individuals. Complete if the organization answered 'Yes' to Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of non-cash assistance
1					
2					
3					
4					
5					
6					
7					

Part IV Supplemental Information. Provide the information required in Part I, line 2, Part III, column (b), and any other additional information.

Pt I Line 2 Grants and other assistance are approved by grantor, Cattlemen's Beef
 Pt I Line 2 Promotion and Research Board, 9000 East Nichols Ave., Suite 215,
 Pt I Line 2 Centennial. CO 80112, Phone 303-220-9890, EIN 84-1042938.

SCHEDULE J
(Form 990)

Compensation Information

OMB No 1545-0047

Department of the Treasury
Internal Revenue Service

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.**
 ▶ **Information about Schedule J (Form 990) and its instructions is at www.irs.gov/form990.**

2014

Open to Public Inspection

Name of the organization

Employer identification number

NORTH AMERICAN MEAT ASSOCIATION

90-0811732

Part I Questions Regarding Compensation

	Yes	No								
<p>1 a Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.</p> <table border="0"> <tr> <td><input type="checkbox"/> First-class or charter travel</td> <td><input type="checkbox"/> Housing allowance or residence for personal use</td> </tr> <tr> <td><input type="checkbox"/> Travel for companions</td> <td><input type="checkbox"/> Payments for business use of personal residence</td> </tr> <tr> <td><input type="checkbox"/> Tax indemnification and gross-up payments</td> <td><input type="checkbox"/> Health or social club dues or initiation fees</td> </tr> <tr> <td><input type="checkbox"/> Discretionary spending account</td> <td><input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef)</td> </tr> </table>	<input type="checkbox"/> First-class or charter travel	<input type="checkbox"/> Housing allowance or residence for personal use	<input type="checkbox"/> Travel for companions	<input type="checkbox"/> Payments for business use of personal residence	<input type="checkbox"/> Tax indemnification and gross-up payments	<input type="checkbox"/> Health or social club dues or initiation fees	<input type="checkbox"/> Discretionary spending account	<input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef)		
<input type="checkbox"/> First-class or charter travel	<input type="checkbox"/> Housing allowance or residence for personal use									
<input type="checkbox"/> Travel for companions	<input type="checkbox"/> Payments for business use of personal residence									
<input type="checkbox"/> Tax indemnification and gross-up payments	<input type="checkbox"/> Health or social club dues or initiation fees									
<input type="checkbox"/> Discretionary spending account	<input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef)									
<p>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</p>	1 b									
<p>2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked in line 1a?</p>	2	X								
<p>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.</p> <table border="0"> <tr> <td><input type="checkbox"/> Compensation committee</td> <td><input type="checkbox"/> Written employment contract</td> </tr> <tr> <td><input type="checkbox"/> Independent compensation consultant</td> <td><input type="checkbox"/> Compensation survey or study</td> </tr> <tr> <td><input type="checkbox"/> Form 990 of other organizations</td> <td><input checked="" type="checkbox"/> Approval by the board or compensation committee</td> </tr> </table>	<input type="checkbox"/> Compensation committee	<input type="checkbox"/> Written employment contract	<input type="checkbox"/> Independent compensation consultant	<input type="checkbox"/> Compensation survey or study	<input type="checkbox"/> Form 990 of other organizations	<input checked="" type="checkbox"/> Approval by the board or compensation committee				
<input type="checkbox"/> Compensation committee	<input type="checkbox"/> Written employment contract									
<input type="checkbox"/> Independent compensation consultant	<input type="checkbox"/> Compensation survey or study									
<input type="checkbox"/> Form 990 of other organizations	<input checked="" type="checkbox"/> Approval by the board or compensation committee									
<p>4 During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization:</p>										
<p>a Receive a severance payment or change-of-control payment?</p>	4 a	X								
<p>b Participate in, or receive payment from, a supplemental nonqualified retirement plan?</p>	4 b	X								
<p>c Participate in, or receive payment from, an equity-based compensation arrangement?</p>	4 c	X								
<p>If 'Yes' to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.</p>										
<p>Only section 501(c)(3) 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.</p>										
<p>5 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:</p>										
<p>a The organization?</p>	5 a									
<p>b Any related organization?</p>	5 b									
<p>If 'Yes' to line 5a or 5b, describe in Part III.</p>										
<p>6 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:</p>										
<p>a The organization?</p>	6 a									
<p>b Any related organization?</p>	6 b									
<p>If 'Yes' to line 6a or 6b, describe in Part III</p>										
<p>7 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If 'Yes,' describe in Part III</p>	7									
<p>8 Were any amounts reported in Form 990, Part VII, paid or accrued 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</p>	8									
<p>9 If 'Yes' to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?</p>	9									

BAA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2014

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 in 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			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred in prior Form 990
	(i) Base compensation	(ii) Bonus and incentive compensation	(iii) Other reportable compensation				
1 Barry Carpenter	(i) 276,492.	0.	0.	0.	10,837.	287,329.	0.
(ii) CEO	0.	0.	0.	0.	0.	0.	0.
2 Philip Kimball	(i) 185,245.	0.	0.	0.	16,867.	202,112.	0.
(ii) Exec. Director	0.	0.	0.	0.	0.	0.	0.
3 Ken Mastracchio	(i) 127,211.	0.	0.	0.	20,416.	147,627.	0.
(ii) Sr. Dir. Reg. Issues	0.	0.	0.	0.	0.	0.	0.
4 Norman Robertson	(i) 124,243.	0.	0.	0.	15,074.	140,317.	0.
(ii) Dir. Reg. Issues	0.	0.	0.	0.	0.	0.	0.
5 Sabrina Moore	(i) 95,819.	0.	0.	0.	8,888.	104,707.	0.
(ii) Dir. of Meetings	0.	0.	0.	0.	0.	0.	0.
6 Andrea Perkins	(i) 92,372.	0.	0.	0.	13,757.	106,129.	0.
(ii) Asst. Dir. Reg.	0.	0.	0.	0.	0.	0.	0.
7 Ann Wells	(i) 91,908.	0.	0.	0.	17,718.	109,626.	0.
(ii) Dir. of Scientif.	0.	0.	0.	0.	0.	0.	0.
8 Jeremy Russell	(i) 123,568.	0.	0.	0.	13,722.	137,290.	0.
(ii) Dir. of Communic.	0.	0.	0.	0.	0.	0.	0.
9 James Goldberg	(i) 101,730.	0.	0.	0.	4,186.	105,916.	0.
(ii) Dir. of Membership	0.	0.	0.	0.	0.	0.	0.
10							
11							
12							
13							
14							
15							
16							

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.

Pt I Line 4a P. KIMBALL (\$16,746) AND J. RUSSELL (\$37,752) RECEIVED SEVERANCE PAYMENTS

SCHEDULE N
(Form 990 or 990-EZ)
Liquidation, Termination, Dissolution, or Significant Disposition of Assets

Department of the Treasury
Internal Revenue Service
Name of the organization

Complete if the organization answered 'Yes' to Form 990, Part IV, lines 31 or 32; or Form 990-EZ, line 36.
Attach certified copies of any articles of dissolution, resolutions, or plans.
Information about Schedule N (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

Employer identification number
90-0811732

Part I **Liquidation, Termination, or Dissolution.** Complete this part if the organization answered 'Yes' to Form 990, Part IV, line 31, or Form 990-EZ, line 36. Part I can be duplicated if additional space is needed.

1	(a) Description of asset(s) distributed or transaction expenses paid	(b) Date of distribution	(c) Fair market value of asset(s) distributed or amount of transaction expenses	(d) Method of determining FMV for asset(s) distributed or transaction expenses	(e) EIN of recipient	(f) Name and address of recipient	(g) IRC section of recipient(s) (if tax-exempt) or type of entity
	All assets, liabilities, staff	01/01/15	965,543.	Book value	90-0811732	North American Meat Institute 1150 Connecticut Ave.NW Washington DC 20036	501 (C) (6)

2 Did or will any officer, director, trustee, or key employee of the organization:

a Become a director or trustee of a successor or transferee organization?

b Become an employee of, or independent contractor for, a successor or transferee organization?

c Become a direct or indirect owner of a successor or transferee organization?

d Receive, or become entitled to, compensation or other similar payments as a result of the organization's liquidation, termination, or dissolution?

e If the organization answered 'Yes' to any of the questions on lines 2a through 2d, provide the name of the person involved and explain in Part III. ▶

	Yes	No
a		X
b		X
c		X
d		X

Barry I. Carpenter
Schedule N (Form 990 or 990-EZ) (2014)

Part III **Supplemental Information.** Provide the information required by Part I, lines 2e and 6c, and Part II, line 2e. Also complete this part to provide any additional information.

Part I; Line 2e Barry L. Carpenter, CEO

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.

▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is
at www.irs.gov/form990.

OMB No 1545-0047

2014

**Open to Public
Inspection**

Name of the organization

NORTH AMERICAN MEAT ASSOCIATION

Employer identification number

90-0811732

Pt VI, Line 6 The Association has general and two other member categories.
Pt VI, Line 7a General members elect governing body.
Pt VI, Line 11b Form 990 is reviewed by the CEO.
Pt VI, Line 15a Compensation is set by the Executive Committee.

Pt XI Transfer of all assets, liabilities, contracts and most employees to
 successor entity, North American Meat Institute, which is adopting the
 EIN of North American Meat Association.
Pt XI Part XI line 8: Prior period adjustment refers to absorption by North
 American Meat Association of the records and activities of Meat Research
 and Outreach Foundation on 7/1/2014.

Schedule O (Form 990 or 990-EZ), Supplemental Information to Form 990 or 990-EZ

Form 990, Page 10, Line 24e All Other Expenses (continued)

Description	(A) Total	(B) Program services	(C) Management and general	(D) Fundraising
DUES AND SUBSCRIPTIONS	19,061.	19,061.		
TAXES AND FEES	38,889.	38,889.		
POSTAGE	3,760.	3,760.		
EQUIPMENT RENTAL/MAINT.	5,940.	5,940.		
OUTREACH PROGRAM EXPENSE	6,313.	6,313.		

❖ NORTH AMERICAN MEAT ASSOCIATION BOARD OF DIRECTORS ❖

CO-CHAIRMEN

Mike Hesse, Beef Products Inc.
Tony Gahn, Jr., Gahn Meat Co., Inc.

CO-PRESIDENTS

Brian Coelho, Central Valley Meat
John Vatri, Cardinal Meat Spec., LTD.

VICE PRESIDENT

Joe Maas, JTM Provisions

ACTING TREASURER

Brad McDowell, A B Foods, USA

Advisors Immediate Past Chairs of the Board
Marty Evanson, Jobbers Meat Packing Co.
Mike Satzow, North Country Smokehouse

SECRETARY

Brad McDowell, A B Foods, USA

At Large General Member
Eric Gustafson, Coast Packing
Associate Allied Representative
Chris Mason, Wolftec, Inc.

BOARD OF DIRECTORS

Tim Arndt, Jack Links Beef Jerky
Joe Azzaro, Jr., In-N-Out Burgers
Michael Bernstein, Maid-Rite Steak Co., Inc.
Sharon Birkett, OSI Industries Inc.
Peter Bozzo, Michael's Finer Meats & Seafood
Doug Bush, Bush Brothers Provisions
Trevor Caviness, Caviness Beef Packers
Jim Cheney, Hill Meat Company
Martin Eckmann, Alaska Sausage Company
Andrew Evanson, Jobbers Meat Packing Company
John Fell, Advantage Packaging
Lee Freidheim, Cogle Commission Company
Mike Gau, Performance Foodservice Middendorf
Bill Griffith, Keystone Foods LLC
Eric Gustafson, Coast Packing Company
Edward Hall, Lone Star Foodservice, Ltd.
Kirk Halpern, Halperns'
Beau Heeps, K. Heeps, Inc.
Deanna Hofing, Van Hees, Inc.
Jeff Jobe, Valley Meats, LLC
John Keating, Cargill
Tim Klein, National Beef Packing Co.
Shane MacKenzie, Superior Farms
Gary Malenke, Natural Food Holdings
Greg Martin, Strauss Brands

Scott Matheson, Dole & Bailey, Inc.
Steven Maxey, Certified Meat Products
Michael McCranie, Meat Traders, Inc.
Pat McGowan, Broadleaf USA
Mark Moshier, Arrowsight
Tom Murray, Packers Sanitation Services, Inc. (PSSI)
Abel Olivera, Jensen Meat Company
Roger Reiser, REISER
Noel Reyes, Provimi De Puerto Rico, Inc.
Scott Rich, Wasatch Meats
Bill Rupp, JBS USA
Allen Russak, Russak's Cured/Smoked Products
John Schaller, Lopez Foods, Inc.
David Schamun, Del Monte Meat Co.
Tom Serrato, Far West Meats
Ross Shuket, Old World Provisions
Dale Smith, Dale T. Smith & Sons
Kevin Smith, Costco Wholesale Meats
Tom Stachecki, Angus Meats
Mark Swanson, Birko Corp.
Dennis Treacy, Smithfield Foods, Inc.
Kevin Tulley, Sysco Corporation (Freedman Foods)
Larry Vad, Ideal Meat & Provisions, Inc.
Steve Van Lannen, American Foods Group
Dave Wood, Harris Ranch



**DEPARTMENT OF CONSUMER & REGULATORY AFFAIRS
District of Columbia Government
Corporations Division**

**Articles of Merger or Membership Exchange of Domestic Non-Profit Corporation
Form DNP-4, Version 3, April 2013.**

This form will allow for one or more domestic nonprofit corporations to merge with one or more domestic or foreign nonprofit corporations or to acquire, pursuant to a plan of membership exchange, all of the memberships of one or more classes of another domestic or foreign nonprofit corporation, or all of the eligible interests of one or more classes or series of eligible interests of a domestic or foreign nonprofit corporation, in exchange for memberships, eligible interests, securities, or obligations; rights to acquire memberships, eligible interests, securities, or obligations; cash; other property or other consideration; or any combination of the foregoing.

ENTITY TYPE	FILING FEE
Domestic Nonprofit Corporation	Refer to Corporate Fee Schedule posted online;

Under the provisions of the Title 29 of D.C. Code (Business Organizations Act), the domestic filing entity listed below hereby applies for a Certificate of Merger or Membership Exchange and for that purpose submits the statement below.

1 The names of the parties to the merger or membership exchange
 North American Meat Association, a District of Columbia non-profit corporation (as the surviving corporation)
 American Meat Institute, an Illinois not-for-profit corporation (as the merging corporation)

2 If the articles of incorporation of the survivor of a merger or an exchanging nonprofit corporation are amended, or if a new corporation is created as a result of a merger, the amendments to the articles of incorporation of the survivor or exchanging corporation or the articles of incorporation of the new corporation (may attach the statement)
 Plan of Merger is attached

3 The effective date
 January 1, 2015

4 Plan of merger or membership exchange was adopted in the following manner (select 4A or 4B)

4A The plan was duly approved by the members and, if voting by any separate voting group was required, by each such separate voting group, in the manner required by this chapter and the articles of incorporation or bylaws

4B The plan of merger or membership exchange did not require approval by the members of a domestic nonprofit corporation that was a party to the merger or membership exchange

5 The preparation of this form and the filing of this form with the Department of Consumer and Regulatory Affairs, District of Columbia, on this date is a copy of the articles of incorporation adopted by the surviving corporation or the merging corporation.

If you sign this form, you agree that anyone who makes a false statement herein is punishable by criminal penalties or a fine up to \$1000, imprisonment up to 180 days, or both under D.C. Code § 22-2412.

6 Name of the Governor or Authorized Person. Barry Carpenter, CEO, North American Meat Association	6A. Signature of the Governor or Authorized Person. <i>Barry Carpenter</i>
7. Name of the Governor or Authorized Person. James Hodges, President & CEO, American Meat Institute	7A. Signature of the Governor or Authorized Person. <i>James Hodges</i> DCA CORP.

JAN 1 - 2015

Mail all forms and required payment to
 Department of Consumer and Regulatory Affairs
 Corporations Division
 P.O. Box 20090
 Washington, DC 20009
 Phone: (202) 442-4400

Corporate Online Services Information:
 Many corporate filings are available by using CorpOnline Service. Go to CorpOnline site at <https://corp.dca.dc.gov>, create the profile, access the online services main page and proceed. Online filers must pay by using the credit card.

Please check dca.dc.gov to view organizations required to register, to search business names, to get step-by-step guidelines to register an organization, to search registered organizations, and to download forms and documents. Just click on "Corporate Registrations"

GOVERNMENT OF THE DISTRICT OF COLUMBIA
DEPARTMENT OF CONSUMER AND REGULATORY AFFAIRS
CORPORATIONS DIVISION



C E R T I F I C A T E

THIS IS TO CERTIFY that all applicable provisions of the District of Columbia Business Organizations Code have been complied with and accordingly, this **CERTIFICATE OF MERGER** is hereby issued to:

North American Meat Association

Effective Date: 1/1/2015

IN WITNESS WHEREOF I have hereunto set my hand and caused the seal of this office to be affixed as of 12/24/2014 11:01 AM

Business and Professional Licensing Administration



Handwritten signature of Patricia E. Grays in black ink.

PATRICIA E. GRAYS
Superintendent of Corporations
Corporations Division

Vincent C. Gray
Mayor

Tracking #: Lri9CgHl

AGREEMENT AND PLAN OF MERGER

THIS AGREEMENT AND PLAN OF MERGER ("Agreement"), dated as of December 19, 2014, is by and between the North American Meat Association ("NAMA"), a District of Columbia nonprofit corporation, and the American Meat Institute ("AMI"), an Illinois not-for-profit corporation.

RECITALS

WHEREAS, NAMA is a nonprofit corporation, duly organized and validly existing under the laws of the District of Columbia, pursuant to Articles of Incorporation filed with the District of Columbia;

WHEREAS, AMI is a not-for-profit corporation, duly organized and validly existing under the laws of the State of Illinois, pursuant to Articles of Incorporation, as amended, filed with the State of Illinois;

WHEREAS, NAMA organized and operated as a trade association for purposes within the meaning of Section 501(c)(6) of the Internal Revenue Code of 1986, as amended (the "Code");

WHEREAS, AMI organized and operated as a trade association for purposes within the meaning of Section 501(c)(6) of the Code; and

WHEREAS, the respective Boards of Directors and members entitled to vote thereon, of NAMA and AMI, deem it advisable and to the advantage, welfare, and best interests of the respective corporations and their respective members that NAMA and AMI be merged into a single corporation, with NAMA being the Surviving Company (with NAMA, in its capacity as a Surviving Company being sometimes referred to herein as the "Surviving Company"), albeit with a new corporate name for the Surviving Company, upon the terms and conditions in this Agreement and pursuant to the District of Columbia Nonprofit Corporation Act of 2010, § 29-409.07, and the Illinois General Not-For-Profit Corporation Act of 1986, Article 11 (the "Merger"), and they have recommended and approved this Agreement and Plan of Merger.

AGREEMENT

NOW, THEREFORE, in consideration of the foregoing recitals, premises, mutual covenants, and agreement, and other consideration herein contained, the receipt and sufficiency of which is acknowledged, and to describe the terms and conditions of the Merger, the mode for carrying the same into effect, the manner of converting or modifying the memberships of each of the Merging Companies (as defined below) into memberships of the Surviving Company and such other details and provisions as the parties have deemed necessary or desirable, the parties hereto, intending to be legally bound, hereby agree that, at the Effective Date of the Merger (as defined below), AMI shall be merged with and into NAMA, with NAMA being the Surviving Company, as follows.

BOUNDED
JAN 1 2015
[Signature]

ARTICLE I – MERGER

Section 1.1. Parties to the Merger.

(a) The Surviving Company. Subject to the terms and conditions in this Agreement, on and as of the Effective Date of the Merger, AMI shall be merged into NAMA, an existing corporation organized under the District of Columbia Nonprofit Corporation Act. NAMA shall be the Surviving Company, and shall be renamed as agreed by the parties.

(b) The Merging Companies. NAMA and AMI shall be the “Merging Companies” (with each a “Merging Company”). AMI will merge into NAMA, as the Surviving Company, and the separate existence of AMI will cease as of the Effective Date of the Merger.

Section 1.2. Effective Date of the Merger. The effective date of the Merger shall be January 1, 2015 (the “Effective Date”), provided the following events have occurred: (a) Articles of Merger and any other required documents have been filed for approval with the District of Columbia Department of Consumer and Regulatory Affairs; and (b) Articles of Merger and any other required documents have been filed for approval with the Illinois Secretary of State’s office. At the Effective Date of the Merger: (a) the Merging Companies shall be merged by having AMI merge with and into NAMA, as the Surviving Company; (b) NAMA shall be the Surviving Company; (c) the separate existence of AMI shall cease; and (d) the Merger shall have the effect as set forth in the District of Columbia Nonprofit Corporation Act of 2010, § 29-409.07, and the Illinois General Not-For-Profit Corporation Act of 1986, Article 11. Without limiting the generality of the foregoing, and subject thereto, on the Effective Date of the Merger, all of the property rights, privileges, powers and franchises of the Merging Companies shall vest, or remain vested, as the case may be, in the Surviving Company, and all of the debts, liabilities and duties of the Merging Companies shall become and/or remain the debts, liabilities and duties of the Surviving Company.

Section 1.3. Articles of Incorporation, as Amended, of the Surviving Company. Subject to the terms and conditions in this Agreement, the Articles of Incorporation of the Surviving Company shall be the Articles of Incorporation of the Surviving Company as of the Effective Date of the Merger (the “Surviving Company Articles of Incorporation”), which Surviving Company Articles shall remain so amended and/or restated until further amended, altered, restated in the manner provided therein or by law.

Section 1.4. By-Laws of the Surviving Company. Subject to the terms and conditions in this Agreement, the By-Laws of the Surviving Company shall be the By-Laws of the Surviving Company as of the Effective Date of the Merger (the “Surviving Company By-Laws”), which Surviving Company By-Laws shall remain so amended and restated until further amended, altered, restated or repealed in the manner provided therein or by law.

Section 1.5. Directors of the Surviving Company. As of the Effective Date of the Merger, the initial members of the Board of Directors of the Surviving Company (the "Initial Directors of the Surviving Company") shall be a combination of members of the then boards of directors of each of NAMA and AMI as they are comprised on December 31, 2014, with each of the Initial Directors of the Surviving Company serving terms of office commencing as of the Effective Date of the Merger and continuing through December 31, 2017. Upon the expiration of the terms of the Initial Directors or other vacancies on the Board of Directors of the Surviving Company shall occur, subsequent elections of members of the Surviving Company's Board of Directors shall be carried out as set forth in the Surviving Company By-Laws.

Section 1.6 Executive Board As of the Effective Date of the Merger, the initial members of the Executive Board of the Surviving Company (the "Initial Executive Board" of the Surviving Company") shall be a combination of members of the executive committees of each of NAMA and AMI as they are comprised on December 31, 2014, with each of the Initial Executive Board of the Surviving Company serving terms of office commencing as of the Effective Date of the Merger and continuing through December 31, 2015. Upon expiration of the terms of the Initial Executive Board or other vacancies on the Executive Board of the Surviving Company shall occur, subsequent elections of members of the Surviving Company's Executive Board shall be carried out as set forth in the Surviving Company By-Laws.

Section 1.7. Officers of Surviving Company. As of the Effective Date of the Merger, the initial officers of the Surviving Company (the "Initial Officers") shall be a combination of officers of NAMA and AMI, as set forth and attached as an appendix with each of the Initial Officers the Surviving Company serving terms of office commencing as of the Effective Date of the Merger and continuing through the dates also set forth at such appendix. Upon the expiration the terms of the Initial Officers or other officer vacancies of the Surviving Company shall occur, subsequent elections of officers of the Surviving Company's Board of Directors shall be carried out as set forth in the Surviving Company By-Laws.

Section 1.8. Members of Surviving Company. Upon the Effective Date of the Merger, without further act or deed, (a) all of the General Members of the each of the Merging Companies shall automatically become and remain General Members of the Surviving Company for the same period that each such General Member previously paid dues to the NAMA or AMI, respectively; (b) all members of NAMA and AMI who are not General Members of NAMA or AMI, respectively, shall be assigned by the Executive Board of the Surviving Company to that class of membership of the Surviving Company for which it is determined to qualify pursuant to the Surviving Company By-Laws, and (c) each class of membership of the Surviving Company shall have the rights and privileges, and shall assume the duties and obligations, as set forth in the Surviving Company By-Laws

Section 1.9. Conditions to Obligations. The obligations of the Merging Companies to consummate the Merger are subject to the fulfillment of each of the following conditions, any of which may be waived in whole or in part by mutual agreement of the Merging Companies (except for the conditions set forth in Section 1.8(a)):

(a) Approval and Adoption by Each of the Merging Companies. This Agreement shall have received the requisite approval in accordance with the respective applicable laws, Articles of Incorporation, and By-Laws of each Merging Company.

(b) Representations and Warranties. The representations and warranties of each of the Merging Companies herein, respectively, shall be true and correct in all material respects as of the Effective Date of the Merger.

(c) Covenants and Obligations. Each of the Merging Companies, respectively, shall have performed and complied with all of its covenants and/or obligations hereunder in all material respects through the Effective Date of the Merger.

(d) Regulatory Matters; Consents and Approvals. Each of the Merging Companies will give any notices to, make any filings with, and use its best efforts to obtain any authorizations, consents, and approvals of governments and governmental agencies in connection with the matters referred to herein.

(e) Ordinary Course; No Material Adverse Change. Until the Effective Date of the Merger, each of the Merging Companies shall: (i) operate in the ordinary and usual course of business consistent with its board approved budget; (ii) not enter into any agreement, contract or commitment out of the ordinary course of business to dispose of or acquire, or relating to the disposition or acquisition of, any asset; (iii) not incur any amount of indebtedness or enter into any transaction other than in the ordinary course of business; (iv) not have any material adverse change in the business, financial conditions, operations, or results of operations; (v) not change or amend its Articles of Incorporation or By-Laws, as applicable, except as provided in Section 1.3 above; and (vi) use its best efforts to preserve intact the business organization, to retain services of its employees and to preserve the goodwill of those having business relationship with it. Each of the Merging Companies shall take all actions necessary in accordance with applicable laws and its Articles of Incorporation and By-Laws, as applicable, to convene meetings of its Board of Directors and/or members, as applicable, promptly to consider and vote upon the adoption of this Agreement.

Section 1.10. Articles of Merger. Following the satisfaction of the conditions described in Section 1.8 above, Articles of Merger consistent with this Agreement shall be filed with the Secretary of State of Illinois and the District of Columbia Department of Consumer and Regulatory Affairs. The Articles of Incorporation filed with the District of Columbia Department of Consumer and Regulatory Affairs and attached to the Articles of Merger shall be the Articles of Incorporation of the Surviving Company and shall supersede and entirely replace the existing Articles of Incorporation of NAMA.

Section 1.11. Further Assurances. If, at any time after the Effective Date of the Merger, the Surviving Company shall determine or be advised that any additional deeds, grants, bills of sale, assignments, confirmations or assurances or any other actions or things are necessary or desirable to vest, perfect or confirm of record or otherwise in the Surviving Company its right, title or interest in, to or under any rights, properties or assets because of, or in connection with, the Merger or otherwise to carry out this Agreement, the officers and directors of the Surviving Company shall be authorized to execute and deliver all such deeds, grants, bills of sale, assignments, confirmation and assurances and to take and do all such other actions and things as may be necessary or desirable to vest, perfect or confirm all right, title and interest in, to and under such rights, properties or assets in the Surviving Company or otherwise to carry out the intent of this Agreement and the transactions contemplated hereby. The Surviving Company shall have the same power and authority to act in respect of any debt, liabilities and duties of AMI as such corporation would have had if it had continued to exist.

Section 1.12. Principal Offices. The principal offices of the Surviving Company will be at 1150 Connecticut Avenue, N.W., 12th Floor, Washington, D.C. 20036.

Section 1.13. Prior AMI Acts. All corporate acts, plans, policies, applications, agreements, orders, registrations, licenses and approvals of AMI that were valid and effective immediately prior to the Effective Date of the Merger, shall be taken for all purposes on and after the Effective Date of the Merger as the acts, plans, policies, applications, agreements, orders, registrations, licenses and approvals of the Surviving Company, and shall be effective and binding thereon with the same force and effect as with respect to Surviving Company immediately prior to the Effective Date of the Merger.

ARTICLE II -- REPRESENTATIONS AND WARRANTIES

Section 2.1. Representations and Warranties of the Merging Companies. Each of the Merging Companies, respectively, severally but not jointly, makes the representations and warranties set forth below. Except for subsections 2.1(a) and (b), each representation by a Merging Company applies to the Merging Company itself and all of its related entities, including subsidiaries, foundations, political action committees, partnerships, joint ventures, and limited liability companies as defined in subsection 2.1(r).

(a) **Organization, Corporate Power and Tax-Exempt Status.** It is a nonprofit corporation duly organized and validly existing under the laws of the District of Columbia or State of Illinois, as applicable, and has full corporate power and authority to carry on its business as now being conducted. It has received a determination letter from the Internal Revenue Service approving its status as an organization exempt from federal income taxes pursuant to Section 501(c)(6) of the Code, and such determination remains in full force and effect.

(b) **Authorization of Merger Transaction.** It has full corporate power and authority to execute and deliver this Agreement and to perform all of its obligations hereunder in accordance with the terms hereof, and, subject to any required approval of this Agreement by its Board of Directors and/or members, as applicable, all necessary corporate action to authorize the consummation of the transactions contemplated by this

Agreement on its part has been duly and effectively taken. This Agreement constitutes a valid and legally binding obligation enforceable in accordance with its terms.

(c) No Conflicts. It is not in default under or in violation of any provision of its Articles of Incorporation or By-Laws, as either may be amended, or in material default or violation of any restriction, lien, encumbrance, contract, lease, sublease, loan agreement, note or other obligation or liability to which it is a party or by which it is bound or to which its assets are subject. Neither the execution and delivery of this Agreement, nor the consummation of the transactions contemplated, will (i) result in the acceleration of, or the creation in any party of the right to accelerate, terminate, modify or cancel, any indenture, contract, lease, sublease, loan agreement, note or other obligation or liability to which it is a party or by which it is bound or to which any of its assets are subject, or (ii) conflict with or result in a breach of or constitute a default under any provision of its Articles of Incorporation or By-Laws, or a material default or violation of any restriction, lien, encumbrance, indenture, contract, lease, sublease, loan agreement, note or other obligation or liability to which it is a party or by which it is bound or to which its assets are subject, or result in creating any lien or encumbrance upon said assets.

(d) Financial Statements. It has delivered to the other Merging Company its balance sheet for the fiscal year most recently ended, together with its profits and loss statement for the fiscal year then ended. In addition, each Merging Company shall continue to provide the other with timely quarterly financial statements through the Effective Date of the Merger. Such financial statements are correct and complete in all material respects, have been prepared in accordance with generally accepted accounting principles applied consistently during the periods covered thereby and present fairly its financial condition at the dates of said statements and the results of its operations for the periods covered thereby.

(e) Absence of Undisclosed Liabilities. It has no material liabilities of any nature, whether accrued, absolute, contingent or otherwise (including, without limitation, liabilities as guarantor or otherwise with respect to obligations of others, or liabilities for taxes due or than accrued or to become due), except (i) as reflected in its most recent interim balance sheet, a copy of which has been provided to the other Merging Company (ii) incurred after the date of such balance sheet in the ordinary course of business and in amounts usual and normal, both individually and in the aggregate, and (iii) as disclosed in writing to the other Merging Company.

(f) Tax Matters. It has timely filed all required tax or information returns and reports, and the same are complete and correct in all material respects. All taxes which it must withhold or collect have been withheld or collected and paid to the proper governmental authorities. There is no tax litigation, investigation or proceeding pending, or to its knowledge, threatened against it. To its knowledge, no facts or circumstances exist which could give rise to such litigation, investigation or proceeding. It agrees that the Surviving Company will timely file all tax or information returns and pay any taxes relating to the operation of the business AMI prior to the Effective Date of the Merger.

(g) Litigation. There are no actions, suits, proceedings or investigations pending or, to the knowledge of each Merging Company, threatened against or affecting it, at law or in equity, or before or by any federal, state, municipal or other governmental or non-governmental department, commission, board, bureau, agency or instrumentality, or any other person, and there are no outstanding or unsatisfied judgments, orders, decrees or stipulation affecting it or to which it may become a party. It does not have reason to believe that any such action, suit, proceeding or investigation may be brought or threatened against it.

(h) Compliance. It has complied and is in compliance with all federal and state laws, rules, regulations, ordinances, decrees and orders applicable to the operation of its business as presently conducted, the failure to comply with which might materially adversely affect its operations, prospects or business.

(i) Title and Condition of Assets. It has good and marketable title to its assets, free and clear of all liens, claims, charges or other encumbrances.

(j) Accounts Receivable. Each of its accounts receivable represents obligations arising from bona fide transactions in the ordinary course of business. Each receivable has been or will be collected in full, without set-off, refund, or adjustment, and is subject to no defenses or conditions. To its knowledge, there is no dispute regarding any receivable.

(k) Contracts. All of its material contracts are in full force and effect. It is not in default under any of the contracts nor, to its knowledge, is any other party in default thereunder. No party to any material contract has given notice of cancellation, termination or nonrenewal. No consent of any person is needed for the material contracts to be assigned. It has made available to the other Merging Company complete copies of the contracts.

(l) Real Property. It owns no real property, except as disclosed in writing to the other Merging Company. It has made available to the other Merging Company complete copies of all real property leases to which it is a party. Each lease is in full force and effect. It is not in default under any lease nor, to its knowledge, is any other party in default.

(m) Employees. Except as disclosed to the other Merging Company, it is not a party to any written or oral employment, compensation, consulting, severance or similar agreement, and, except as disclosed, it may terminate each employee's employment at any time without cause.

(n) Labor Matters. It has paid in full or made appropriate accruals for all wages, commissions, bonuses and other compensation for its employees. It has withheld or collected all taxes required to be withheld or collected from its employees and has paid the same when due. Except as disclosed in writing to the other Merging Company, there have been no controversies, grievances or claims by any current or former employees or their beneficiaries regarding employment or benefits, including discrimination, harassment or workers' compensation claims. There is no union representation of any employees.

(o) Company Plans. It has performed all of its obligations under all its benefit plans. It has made appropriate entries in its financial records and statements for all obligations and liabilities under such plans that have accrued but are not due.

(p) Trademarks, Etc. It does not own or use any trademarks, trade names, copyrights, or patents in connection with the business, except as disclosed in writing to the other Merging Company. It has no licenses granted by or to it, except for licenses for computer software used in the normal course of business. To its knowledge, it is not violating the rights of any person regarding any trademark, trade name, trade secret, copyright or patent.

(q) Insurance. All insurance policies held by it have been made available to the other Merging Company. All the policies are in full force and effect and all premiums have been timely paid.

(r) Related Entities. It has no subsidiaries, foundations, political action committees, or other related entities, nor is it a participant in any partnership, joint venture, or limited liability company, except as disclosed in writing and set forth at the attached appendix.

(s) Full Disclosure. None of the information provided by it to the other Merging Company contains any untrue statement of a material fact or omits to state a material fact necessary to make the statements contained therein not misleading. There are no facts known to it that have or may materially adversely affect the operation of the business that has not been disclosed to the other Merging Company.

(t) Expenses. AMI and NAMA, respectively, shall pay their own expenses incident to the Merger until the Effective Date of the Merger; and, after the Effective Date of the Merger, all expenses incident to the Merger (including any outstanding expenses of either of the Merging Companies) shall be paid by the Surviving Company.

ARTICLE III -- WAIVER AND ABANDONMENT

Section 3.1. Waiver. Prior to the Effective Date of the Merger, the Merging Companies, by action taken by their respective Boards of Directors, may (i) extend the time for performing any obligations or other acts, including but not limited to conditions described in Section 1.7 hereof (except as otherwise provided therein); (ii) waive any inaccuracies in the representations and warranties contained herein or in any document delivered pursuant hereto; and (iii) waive compliance with any of the agreements or conditions herein. Any agreement by a Merging Company hereto to any such extension or waiver shall be valid if set forth in an instrument in writing signed on behalf of such Merging Company.

Section 3.2. Discretion to Abandon Merger. Prior to the filing of the Articles of Merger with the District of Columbia or the State of Illinois, this Agreement may be terminated and abandoned by votes to such effect by both of the respective Boards of Directors of NAMA and AMI, notwithstanding prior favorable action on the Merger by the members of NAMA and AMI, respectively.

ARTICLE IV -- MISCELLANEOUS

Section 4.1. Survival of the Representations and Warranties. The representations and warranties provided by the Merging Companies in Section 2.1 shall survive the Effective Date of the Merger.

Section 4.2. Access to Information; Investigation. From the date hereof through the Effective Date of the Merger, each Merging Company shall permit the other Merging Company, and its respective authorized representatives, reasonable access during regular business hours to its properties. Each Merging Company shall make its respective directors, management, agents and authorized representatives (including counsel and accountants) ("Representatives") available to confer with the other Merging Company, at reasonable times and upon reasonable request, and each Merging Company shall disclose and make available to the other Merging Company and shall cause its Representatives to disclose and make available to the other Merging Company, all books, papers, records, accounts, documents and files relating to the assets, properties, obligations, operations and liabilities of such Merging Company. Each Merging Company may make or cause to be made such investigations of records, business and properties of the other Merging Company, as such Merging Company deems necessary or advisable to familiarize itself and its advisors with such business, properties and other matters, provided that such investigation shall be reasonable related to the Merger contemplated hereby and shall not unduly interfere with the normal operations of the other Merging Company.

Section 4.3. Press Releases and Public Announcements. No party shall issue any press release or make any public announcement relating to the subject matter of this Agreement without the prior written approval of the other party hereto; provided, however, that any party may make any public disclosure it believes in good faith is required by applicable law (in which case the disclosing party will use its best efforts to advise the other party hereto prior to making the disclosure).

Section 4.4. No Third Party Beneficiaries. This Agreement shall not confer any rights or remedies upon any person or entity other than the parties hereto and their respective successors and permitted assigns.

Section 4.5. Entire Agreement. This Agreement (including the documents referred to herein) constitutes the entire agreement between the parties hereto and supersedes any prior understandings, agreements, or representations by or between the parties hereto, written or oral, to the extent they are related in any way to the subject matter hereof. The Schedules and/or Exhibits identified in this Agreement are incorporated herein by reference and made a part hereof.

Section 4.6. Succession and Assignment. This Agreement shall be binding upon and inure to the benefit of the parties named herein and their respective successors and permitted assigns. No party may assign either this Agreement or any of its rights, interests, or obligations hereunder without the prior written approval of the other parties hereto.

Section 4.7. Notices. All notices, requests, demands, claims, and other communications hereunder must be in writing. Any notice, request, demand, claim, or other communication hereunder shall be deemed duly given if (and then two business days after) it is sent by registered or certified mail, return receipt requested, postage prepaid, and addressed to the intended recipient as set forth below:

If to NAMA

Attn: Barry Carpenter, Chief Executive Officer
North American Meat Association
1150 Connecticut Avenue, N.W.
12th Floor
Washington, D.C. 20036

If to AMI

Attn: James Hodges, Interim President and Chief Executive Officer
American Meat Institute
1150 Connecticut Avenue, N.W.
12th Floor
Washington, D.C. 20036

Section 4.8. Amendments and Waivers. No amendment of any provision of this Agreement shall be valid unless the same shall be in writing and signed by the parties hereto. No waiver by any party of any default, misrepresentation, or breach of warranty or covenant hereunder, whether intentional or not, shall be deemed to extend to any prior or subsequent default, misrepresentation, or breach of warranty or covenant hereunder or affect in any way any rights arising by any prior or subsequent such occurrence.

Section 4.9. Interpretation. The parties hereto acknowledge and agree that (i) each party has reviewed the terms and provisions of this Agreement; (ii) the rule of construction to the effect that any ambiguities are resolved against the drafting party shall not be employed in interpreting this Agreement; and (iii) the terms and provisions of this Agreement shall be construed fairly on all parties hereto and not in favor or against any party, regardless of which party was generally responsible for preparing this Agreement.

Section 4.10. Severability. The parties hereto stipulate and agree that every paragraph, sentence, term and provision of this Agreement shall be considered severable and that, if a court finds any paragraph, sentence, term, or provision to be invalid or unenforceable, the validity and enforceability, operation or effect of the remaining paragraphs.

Section 4.11. Authority; Counterparts. Each individual signing this Agreement represents that he has been authorized to do so. This Agreement may be executed simultaneously in any number of counterparts, each of which shall be deemed to be an original, and all of which together will constitute one and the same instrument.

IN WITNESS WHEREOF, the parties have executed his Agreement and caused the same to be duly delivered on their behalf.

NORTH AMERICAN MEAT ASSOCIATION,
a District of Columbia nonprofit corporation

By: Barry L Carpenter
Barry Carpenter
Chief Executive Officer:

11-5-14
Date

By: Brian Coelho
Brian Coelho
Co-President

12-3-14
Date

By: John Vatri
John Vatri
Co-President

11-26-14
Date

AMERICAN MEAT INSTITUTE,
An Illinois not-for-profit corporation

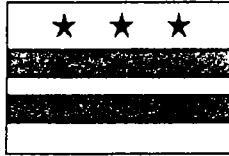
By: James Hodges
James Hodges
Interim President and Chief Executive Officer

11-5-14.
Date

By: David McDonald
David McDonald
Chairman

11-5-14
Date

GOVERNMENT OF THE DISTRICT OF COLUMBIA
DEPARTMENT OF CONSUMER AND REGULATORY AFFAIRS
CORPORATIONS DIVISION



C E R T I F I C A T E

THIS IS TO CERTIFY that all applicable provisions of the District of Columbia Business Organizations Code have been complied with and accordingly, this **CERTIFICATE OF RESTATED ARTICLES** is hereby issued to:

North American Meat Institute

Effective Date: 1/1/2015

IN WITNESS WHEREOF I have hereunto set my hand and caused the seal of this office to be affixed as of 12/24/2014 11:06 AM

Business and Professional Licensing Administration



Handwritten signature of Patricia E. Grays in cursive script.

PATRICIA E. GRAYS
Superintendent of Corporations
Corporations Division

Vincent C Gray
Mayor

Tracking #: 3gqCluj



**DEPARTMENT OF CONSUMER & REGULATORY AFFAIRS
District of Columbia Government
Corporations Division**

**Restated Articles of Incorporation of Domestic Nonprofit Corporation
Form DNP-3, Version 2, January 2012.**

This form will allow for a domestic nonprofit corporation to restate its original articles of incorporation or incorporate all amendments in one document.

ENTITY TYPE	FILING FEE
Domestic Nonprofit Corporation	Refer to Corporate Fee Schedule posted online;

Under the provisions of the Title 29 of D.C. Code (Business Organizations Act), the domestic filing entity listed below hereby applies for a Certificate of Restated Articles of Incorporation and for that purpose submits the statement below.

1. Corporation Name

North American Meat Association

2. The text of the restated articles of incorporation (may attach the statement)

See attached – Effective as of January 1, 2015

3. The restated articles consolidate all amendments into a single document

4. If a new amendment is included in the restated articles then all requirements of the section §§ 29-408.03 and 29-408.04 shall apply.

If you sign this form you agree that anyone who makes a false statement can be punished by criminal penalties of a fine up to \$1000, imprisonment up to 180 days, or both, under DCOC § 22-2405.

5. Name of the Governor or Authorized Person

Barry Carpenter, Chief Executive Officer

5A. Signature of the Governor or Authorized Person.

Barry L. Carpenter
JAN 1 2012

Mail all forms and required payment to:

Department of Consumer and Regulatory Affairs
Corporations Division
PO Box 92300
Washington, DC 20090
Phone: (202) 442-4400

Corporate Online Services Information:

Many corporate filings are available by using CorpOnline Service. Go to CorpOnline site at <https://corp.dcrs.dc.gov>, create the profile, access the online services main page and proceed. Online filers must pay by using the credit card.

Please check dcrs.dc.gov to view organizations required to register, to search business names, to get step-by-step guidelines to register an organization, to search registered organizations, and to download forms and documents. Just click on "Corporate Registrations."

AMENDED AND RESTATED

**ARTICLES OF INCORPORATION
OF
NORTH AMERICAN MEAT INSTITUTE**

ARTICLE I – NAME

The name of this corporation shall be NORTH AMERICAN MEAT INSTITUTE.

ARTICLE II – DURATION

The period of this corporation's existence is perpetual.

ARTICLE III – MEMBERS

This corporation shall have members as described in its Bylaws, which members may be levied assessments, dues and fees by the corporation's Board of Directors.

ARTICLE IV – AUTHORITY

This corporation is a nonprofit corporation organized under the District of Columbia Nonprofit Corporation Act, Title 29, Chapter 4.

ARTICLE V – PURPOSE

This corporation is not organized for profit and no part of its earnings may inure to the benefit of any private member or individual. Notwithstanding any other provision of these Articles, this corporation shall not, except to an insubstantial degree, engage in any activities or exercise any powers that are not in furtherance of the purposes of this corporation. The purpose of this corporation is to further the interests of the North American meat industry as a trade association organized consistent with Section 501(c)(6) of the Internal Revenue Code of 1986, as amended.

ARTICLE VI – LIMITATION OF LIABILITY

In accordance with Section 29-402.02(b)(7) of the District of Columbia Nonprofit Corporation Act, directors of this corporation shall have no personal liability for any action, or failure to take any action, as a director, except liability for (A) receipt of financial benefit to which the director is not entitled; (b) an intentional infliction of harm; (C) a violation of Section 29-406.33 (unlawful distributions; or (D) an intentional violation of criminal law.

ARTICLE VII – INITIAL REGISTERED AGENT

The initial Registered Agent of this corporation shall be David L. Durkin, Suite 500, 600 New Hampshire Ave NW, Washington, D.C. 20037.

ARTICLE VIII – INCORPORATOR

The Incorporator of this corporation shall be Elliot Belilos, OFW Law, 600 New Hampshire Ave NW, Washington, D.C. 20037.

Elliot Belilos
As Incorporator



APPENDIX

(to Section 1.7)

APPENDIX

(to Section 2.1(r))

NORTH AMERICAN MEAT INSTITUTE OFFICERS

Chairman: David McDonald, OSI Group, LLC

Vice Chairman: Brian Coelho, Central Valley Meat Co., Inc.

Treasurer: Mike Townsley, Bob Evans Farms

Secretary: John Vatri, Cardinal Meat Specialists. Ltd.

Immediate Past Chair: Greg Benedict, American Foods Group

Immediate Past Chair: Tony Gahn, Jr., Gahn Meat Co., Inc.

Immediate Past Chair: Mike Hesse, Beef Products Inc.

AMERICAN MEAT INSTITUTE OFFICERS

Chairman: David McDonald, OSI Group, LLC

Vice Chairman: Mike Townsley, Bob Evans Farms

Treasurer: Sara Lilygren, Tyson Foods

Secretary: Andre Nogueira, JBS

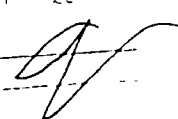
NORTH AMERICAN MEAT ASSOCIATION OFFICERS

Co-President: Brian Coelho, Central Valley Meat Co., Inc.

Co-President: John Vatri, Cardinal Meat Specialists. Ltd.

Vice President: Joe Maas, JTM Provisions

Treasurer: Brad McDowell, AB Foods

DUPLICATE
JAN 1 2011
FISCHER


**FOUNDATIONS, POLITICAL ACTION
COMMITTEES, AND OTHER ENTITIES**

AMERICAN MEAT INSTITUTE

American Meat Institute Foundation

American Meat Institute Political Action Committee

NORTH AMERICAN MEAT ASSOCIATION

North American Meat Association Foundation

North American Meat Association Scholarship Foundation

North American Meat Association Political Action Committee

DO NOT WRITE
JAN 1 1971
F B I
