

Form **990**  
(Rev. January 2020)  
Department of the Treasury  
Internal Revenue Service

# Return of Organization Exempt From Income Tax

OMB No 1545-0047

**2019**  
Open to Public  
Inspection

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)  
Do not enter social security numbers on this form as it may be made public.  
Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

**A** For the 2019 calendar year, or tax year beginning and ending

**B** Check if applicable

- ☐ Address change  
☒ Name change  
☐ Initial return  
☐ Final return/terminated  
☐ Amended return  
☐ Application pending

**C** Name of organization

Consumer Brands Association

Doing business as

Number and street (or P.O. box if mail is not delivered to street address)

1001 19th Street North, 7th Floor

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

Arlington, VA 22209

**F** Name and address of principal officer. Mr. Geoff Freeman

same as C above

**D** Employer identification number

53-0114930

**E** Telephone number

571-378-6760

**G** Gross receipts \$

23,400,305.

**H(a)** Is this a group return

for subordinates? ☐ Yes ☒ No

**H(b)** Are all subordinates included? ☐ Yes ☐ No

If "No," attach a list. (see instructions)

**H(c)** Group exemption number

**I** Tax-exempt status: ☐ 501(c)(3) ☒ 501(c)( 6 ) (insert no.) ☐ 4947(a)(1) or ☐ 052

**J** Website: [www.consumerbrandsassociation.org](http://www.consumerbrandsassociation.org)

**K** Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other

**L** Year of formation: 1909 **M** State of legal domicile: VA

## Part I Summary

1	Briefly describe the organization's mission or most significant activities: CBA represents the world's leading consumer packaged good companies.	
2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.	
3	Number of voting members of the governing body (Part VI, line 1a)	35
4	Number of independent voting members of the governing body (Part VI, line 1b)	35
5	Total number of individuals employed in calendar year 2019 (Part V, line 2a)	63
6	Total number of volunteers (estimate if necessary)	0
7a	Total unrelated business revenue from Part VIII, column (C), line 12	129,162.
7b	Net unrelated business taxable income from Form 990-T, line 39	105,888.
8	Contributions and grants (Part VIII, line 1h)	Prior Year: 676,438. Current Year: 248,705.
9	Program service revenue (Part VIII, line 2g)	16,557,324. 13,595,491.
10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	1,725,858. 2,062,565.
11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	640,506. 1,732,521.
12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	19,600,126. 17,639,282.
13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	554,500. 248,854.
14	Benefits paid to or for members (Part IX, column (A), line 4)	0. 0.
15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	14,267,438. 10,083,265.
16a	Professional fundraising fees (Part IX, column (A), line 11e)	0. 0.
16b	Total fundraising expenses (Part IX, column (D), line 25)	0. 0.
17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	11,182,190. 10,006,950.
18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	26,004,128. 20,339,069.
19	Revenue less expenses. Subtract line 18 from line 12	-6,404,002. -2,699,787.
20	Total assets (Part X, line 16)	Beginning of Current Year: 49,379,495. End of Year: 38,332,998.
21	Total liabilities (Part X, line 26)	30,302,456. 19,043,209.
22	Net assets or fund balances. Subtract line 21 from line 20	19,077,039. 19,289,789.

## Part II Signature Block

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

Sign Here	Signature of officer	Date
	Ms. Stacy Papadopoulos, Gen. Counsel/Sr. VP-Operations	9/30/2020
	Type or print name and title	
Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature
	Thomas J. Raffa	
	Firm's name	Firm's EIN
	Marcum LLP	11-1986323
	Firm's address	Phone no. (202) 227-4000
	1899 L Street, NW, Suite 850	
	Washington, DC 20036	

May the IRS discuss this return with the preparer shown above? (see instructions)

☒ Yes ☐ No

**Part III** Statement of Program Service Accomplishments

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

☒

- 1 Briefly describe the organization's mission

The Consumer Brands Association represents the world's leading consumer packaged goods (CPG) companies. From household products and personal care to food and beverage products, the CPG industry plays a vital role in powering the U.S. economy. The Association's mission is

- 2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?

☐ Yes ☒ No

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

- 3 Did the organization cease conducting, or make significant changes in how it conducts, any program services?

☐ Yes ☒ No

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

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

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

**Public Affairs and Advocacy:** Through this program, the Association monitors and advocates for public policy issues affecting the consumer packaged goods (CPG) industry. The Association provides a link between the CPG industry and federal and state policy makers and regulators to champion smart regulations and policies that enhance consumer safety and wellness and maintain product affordability and accessibility. Additionally, by creating a clear, compelling narrative about the industry, the Association works to change perceptions, generate stronger political and public support for the industry and shape policy for the benefit of its members and consumers.

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

**Membership and Meetings -** Through this program, the Association seeks to retain existing members, recruit new members and create a forum for gathering the most influential leaders from the consumer packaged goods industry for collaborative learning, trend-spotting, and problem solving, all with the goal of ensuring a bright and vibrant future for the industry, employees and the consumers served.

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

**Regulatory Affairs:** Through this program, the Association works to protect public health and assure consumer confidence in the consumer packaged goods industry and its products. The team is comprised of subject-matter experts with extensive networks within key government agencies and non-governmental organizations. Regulatory Affairs monitors regulatory issues affecting the consumer products goods industry and develops strategies to advance regulations that are science-based and protect public health through engagement with the Food and Drug Administration, Department of Agriculture, Environmental Protection Agency and the Centers for Disease Control and Prevention. It also provides forums such as conferences, workshops and webinars to exchange industry ideas and insights.

- 4d Other program services (Describe on Schedule O.)

(Expenses \$ \_\_\_\_\_ including grants of \$ \_\_\_\_\_) (Revenue \$ \_\_\_\_\_)

- 4e 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)? <i>If "Yes," complete Schedule A</i>		X
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ?	X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>	X	
4 <b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>		
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? <i>If "Yes," complete Schedule C, Part III</i>	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? <i>If "Yes," complete Schedule D, Part I</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? <i>If "Yes," complete Schedule D, Part II</i>		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>		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? <i>If "Yes," complete Schedule D, Part IV</i>		X
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? <i>If "Yes," complete Schedule D, Part V</i>		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? <i>If "Yes," complete Schedule D, Part VI</i>	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? <i>If "Yes," complete Schedule D, Part VII</i>	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? <i>If "Yes," complete Schedule D, Part VIII</i>		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? <i>If "Yes," complete Schedule D, Part IX</i>	X	
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>	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)? <i>If "Yes," complete Schedule D, Part X</i>	X	
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>		X
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>	X	
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>		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? <i>If "Yes," complete Schedule F, Parts I and IV</i>		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? <i>If "Yes," complete Schedule F, Parts II and IV</i>		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? <i>If "Yes," complete Schedule F, Parts III and IV</i>		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? <i>If "Yes," complete Schedule G, Part I</i>		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? <i>If "Yes," complete Schedule G, Part II</i>		X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>		X
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
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	

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

	Yes	No
<b>22</b> 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
<b>23</b> 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	
<b>24a</b> 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>24b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
<b>24c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
<b>24d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
<b>25a</b> <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> 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>25b</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>		
<b>26</b> Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>		X
<b>27</b> Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>		X
<b>28</b> 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)		
<b>28a</b> A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>		X
<b>28b</b> A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>		X
<b>28c</b> A 35% controlled entity of one or more individuals and/or organizations described in lines 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>	X	
<b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		X
<b>30</b> 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
<b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		X
<b>32</b> 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
<b>33</b> 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
<b>34</b> 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	
<b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)?	X	
<b>35b</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>	X	
<b>36</b> <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		
<b>37</b> 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
<b>38</b> Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19?	X	

Note: All Form 990 filers are required to complete Schedule O

**Part V Statements Regarding Other IRS Filings and Tax Compliance**Check if Schedule O contains a response or note to any line in this Part V ☐

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

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

		Yes	No
<b>2a</b> 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	<b>2a</b> 63		
<b>b</b> If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <b>Note:</b> If the sum of lines 1a and 2a is greater than 250, you may be required to <i>e-file</i> (see instructions)	<b>2b</b>	X	
<b>3a</b> Did the organization have unrelated business gross income of \$1,000 or more during the year?	<b>3a</b>	X	
<b>b</b> If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	<b>3b</b>	X	
<b>4a</b> 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)?	<b>4a</b>		X
<b>b</b> If "Yes," enter the name of the foreign country <b>See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).</b>			
<b>5a</b> Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	<b>5a</b>		X
<b>b</b> Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	<b>5b</b>		X
<b>c</b> If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	<b>5c</b>		
<b>6a</b> 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?	<b>6a</b>	X	
<b>b</b> If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	<b>6b</b>	X	
<b>7 Organizations that may receive deductible contributions under section 170(c).</b>			
<b>a</b> 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?	<b>7a</b>		
<b>b</b> If "Yes," did the organization notify the donor of the value of the goods or services provided?	<b>7b</b>		
<b>c</b> Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	<b>7c</b>		
<b>d</b> If "Yes," indicate the number of Forms 8282 filed during the year	<b>7d</b>		
<b>e</b> Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	<b>7e</b>		
<b>f</b> Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	<b>7f</b>		
<b>g</b> If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	<b>7g</b>		
<b>h</b> If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	<b>7h</b>		
<b>8 Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	<b>8</b>		
<b>9 Sponsoring organizations maintaining donor advised funds.</b>			
<b>a</b> Did the sponsoring organization make any taxable distributions under section 4966?	<b>9a</b>		
<b>b</b> Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	<b>9b</b>		
<b>10 Section 501(c)(7) organizations.</b> Enter			
<b>a</b> Initiation fees and capital contributions included on Part VIII, line 12	<b>10a</b>		
<b>b</b> Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	<b>10b</b>		
<b>11 Section 501(c)(12) organizations.</b> Enter			
<b>a</b> Gross income from members or shareholders	<b>11a</b>		
<b>b</b> Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)	<b>11b</b>		
<b>12a Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?	<b>12a</b>		
<b>b</b> If "Yes," enter the amount of tax-exempt interest received or accrued during the year	<b>12b</b>		
<b>13 Section 501(c)(29) qualified nonprofit health insurance issuers.</b>			
<b>a</b> Is the organization licensed to issue qualified health plans in more than one state? <b>Note:</b> See the instructions for additional information the organization must report on Schedule O.	<b>13a</b>		
<b>b</b> Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	<b>13b</b>		
<b>c</b> Enter the amount of reserves on hand	<b>13c</b>		
<b>14a</b> Did the organization receive any payments for indoor tanning services during the tax year?	<b>14a</b>		X
<b>b</b> If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	<b>14b</b>		
<b>15</b> Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 4720, Schedule N	<b>15</b>	X	
<b>16</b> Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O	<b>16</b>		X

**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 on Schedule O. See instructions.

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

☒ X

**Section A. Governing Body and Management**

	Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year 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 on Schedule O.	35	
1b Enter the number of voting members included on line 1a, above, who are independent	35	
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, 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	
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	X	
7b 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:		
a The governing body?	X	
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 on Schedule O		X

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

	Yes	No
10a Did the organization have local chapters, branches, or affiliates?		X
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?		
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?		X
b Describe in Schedule O the process, if any, used by the organization to review this Form 990.		
12a Did the organization have a written conflict of interest policy? If "No," go to line 13	X	
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?		X
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	X	
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?		
a The organization's CEO, Executive Director, or top management official	X	
b Other officers or key employees of the organization		X
If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).		
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?		X
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 **None**

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, 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 on Schedule O)

19 Describe on 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 **Stacy Papadopoulos, Gen. Counsel/Sr. VP-Operations - 571-378-6760**  
**1001 19th Street North, 7th Floor, Arlington, VA 20005**

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**Check if Schedule O contains a response or note to any line in this Part VII ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.

- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."

- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.

- List all of the organization's **former** officers, key employees, 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.

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

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below 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) Jeff Harmening, General Mills, Inc.; Chair	1.00	X		X				0.	0.	0.
(2) Benno Dorer, The Clorox Co. Vice Chair	1.00	X		X				0.	0.	0.
(3) William Cyr, Freshpet, Inc. Treasurer	1.00	X		X				0.	0.	0.
(4) Brett D. Begemann, Bayer CropScience; Director	1.00	X						0.	0.	0.
(5) Roger Bird, Abbott Nutrition Director	1.00	X						0.	0.	0.
(6) Bobby Chacko, Ocean Spray Cranberries, Inc.; Director	1.00	X						0.	0.	0.
(7) Paul D. Chibe, Ferrero USA, Inc.; Director	1.00	X						0.	0.	0.
(8) Sean Connolly, Conagra Brands, Inc.; Director	1.00	X						0.	0.	0.
(9) David Darragh, Reilly Foods Co.; Director	1.00	X						0.	0.	0.
(10) James L. Dinkins, The Coca-Cola Co.; Director	1.00	X						0.	0.	0.
(11) Stanley K. Dunbar, Moody Dunbar, Inc.; Director	1.00	X						0.	0.	0.
(12) Jean-Luc Fischer, Colgate-Palmolive Co.; Director	1.00	X						0.	0.	0.
(13) Beth Ford, Land O'Lakes, Inc.; Director	1.00	X						0.	0.	0.
(14) Seth French, Lassonde Pappas & Co., Inc.; Director	1.00	X						0.	0.	0.
(15) Howard Friedman, Post Consumer Brands; Director	1.00	X						0.	0.	0.
(16) Stephan Fuesti-Molnar, Henkel Corp.; Director	1.00	X						0.	0.	0.
(17) Robert J. Gamgort, Keurig Green Mountain; Director	1.00	X						0.	0.	0.

**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 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			
(18) William G. Gisell, Jr., Rich Products Corp.; Director	1.00	X						0.	0.	0.
(19) Fernando Gonzalez, Georgia-Pacific Consumer Products; Director	1.00	X						0.	0.	0.
(20) Louis C. Gottsponer, Jr., Morgan Foods, Inc.; Director	1.00	X						0.	0.	0.
(21) Hendrik Hartong III, Sunny Delight Beverages Co.; Director	1.00	X						0.	0.	0.
(22) Chris Hood, The Kellogg Co.; Director	1.00	X						0.	0.	0.
(23) Rahul Kadyan, Reckitt Benckiser Group PLC; Director	1.00	X						0.	0.	0.
(24) Lawrence Kurzius, McCormick & Co., Inc.; Director	1.00	X						0.	0.	0.
(25) Gregory N. Longstreet, Del Monte Foods, Inc.; Director	1.00	X						0.	0.	0.
(26) Ryals McMullian, Flowers Foods, Inc.; Director	1.00	X						0.	0.	0.
<b>1b Subtotal</b>								0.	0.	0.
<b>c Total from continuation sheets to Part VII, Section A</b>								6,053,373.	0.	1761253.
<b>d Total (add lines 1b and 1c)</b>								6,053,373.	0.	1761253.

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 27

- 3 Did the organization list any **former** officer, director, trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual
- 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
- 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

	Yes	No
3	X	
4	X	
5		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
High Lantern Group, 685 Third Ave., 22nd Floor, New York, NY 10017	Strategic communications	373,249.
Prestige AV & Creative Services 4835 Para Drive, Cincinnati, OH 45237	Audio visual and production	283,350.
Daniel J. Edelman, Inc., 2000 East Randolph Dr., Floor 63, Chicago, IL 60601	Website development and maintenance	268,200.
PricewaterhouseCoopers LLP, 600 Thirteenth St., NW, Suite 1000, Washington, DC 20005	Research	260,000.
Tether, Inc., 316 Occidental Ave. S., Suite 400, Seattle, WA 98104	Rebranding	196,060.

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 11

See Part VII, Section A Continuation sheets



**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 line)	(C) Position (check all that apply)						(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			
(27) Fred Penny, Bimbo Bakeries USA; Director	1.00	X						0.	0.	0.
(28) Gregg Roden, Pepsico, Inc. Director	1.00	X						0.	0.	0.
(29) Kenneth Romanzi, B&G Foods, Inc.; Director	1.00	X						0.	0.	0.
(30) Tony Sarsam, Borden Dairy Co.; Director	1.00	X						0.	0.	0.
(31) Mark Smucker, The J.M. Smucker Co.; Director	1.00	X						0.	0.	0.
(32) James P. Snee, Hormel Foods Corp.; Director	1.00	X						0.	0.	0.
(33) Carolyn M. Tastad, The Procter & Gamble Co.; Director	1.00	X						0.	0.	0.
(34) Glen Walter, Mondelez Internat'l, Inc.; Director	1.00	X						0.	0.	0.
(35) Al Williams, Bush Brothers & Co.; Director	1.00	X						0.	0.	0.
(36) Vivek Sankaran, PepsiCo, Inc.; Chair (thru May 2019)	1.00	X		X				0.	0.	0.
(37) Tom Ferriter, Bush Brothers & Co.; Director	1.00	X						0.	0.	0.
(38) Robert Cantwell, B&G Foods, Inc.; Director	1.00	X						0.	0.	0.
(39) Allen L. Shiver, Flowers Foods, Inc.; Director	1.00	X						0.	0.	0.
(40) Kathleen A. Walters, Georgia-Pacific Consumer Products; Director	1.00	X						0.	0.	0.
(41) JP Zamorano, Colgate-Palmolive Co.; Director	1.00	X						0.	0.	0.
(42) Geoff Freeman President & CEO	37.00 0.50			X				1,555,722.	0.	830,981.
(43) Bill Pappas VP, Accounting & Finance	36.50 1.00			X				218,618.	0.	82,267.
(44) Brandon Partridge Sr. VP-Membership & Industry Affairs	37.50				X			351,040.	0.	38,158.
(45) Katie McBreen VP-Communications & Research	37.50				X			311,344.	0.	99,836.
(46) Michael Gruber VP-Regulatory & Gov't Relations	37.50				X			307,984.	0.	96,646.
Total to Part VII, Section A, line 1c										



**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
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	1 a Federated campaigns	1a					
	b Membership dues	1b					
	c Fundraising events	1c					
	d Related organizations	1d					
	e Government grants (contributions)	1e					
	f All other contributions, gifts, grants, and similar amounts not included above	1f	248,705.				
	g Noncash contributions included in lines 1a-1f	1g	\$				
	<b>h Total.</b> Add lines 1a-1f			248,705.			
<b>Program Service Revenue</b>	<b>Business Code:</b>						
	2 a Membership dues		900099	11,854,123.	11,854,123.		
	b Conf's/conventions		900099	1,129,597.	1,129,597.		
	c Smart Label subscriptions		900099	430,825.	430,825.		
	d Publications		900099	135,623.	135,623.		
	e Project funding		900099	45,323.	45,323.		
	f All other program service revenue						
	<b>g Total.</b> Add lines 2a-2f			13,595,491.			
<b>Other Revenue</b>	3 Investment income (including dividends, interest, and other similar amounts)			815,849.			815,849.
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties			22,167.			22,167.
	6 a Gross rents	6a	(i) Real (ii) Personal				
	b Less rental expenses	6b					
	c Rental income or (loss)	6c					
	d Net rental income or (loss)						
	7 a Gross amount from sales of assets other than inventory	7a	(i) Securities (ii) Other				
	b Less cost or other basis and sales expenses	7b		5,761,023.			
	c Gain or (loss)	7c		1,246,716.			
	d Net gain or (loss)			1,246,716.			1,246,716.
	8 a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18	8a					
	b Less direct expenses	8b					
	c Net income or (loss) from fundraising events						
	9 a Gross income from gaming activities. See Part IV, line 19	9a					
	b Less direct expenses	9b					
	c Net income or (loss) from gaming activities						
	10 a Gross sales of inventory, less returns and allowances	10a					
b Less cost of goods sold	10b						
c Net income or (loss) from sales of inventory							
<b>Miscellaneous Revenue</b>	<b>Business Code:</b>						
	11 a Gain on partial lease termination		900099	1,725,948.	1,725,948.		
	b Prof. services & exp. reimb's		900099	168,033.	168,033.		
	c Advertising		541800	129,162.		129,162.	
	d All other revenue		900099	-312,789.	-312,789.		
	<b>e Total.</b> Add lines 11a-11d			1,710,354.			
<b>12 Total revenue.</b> See instructions			17,639,282.	15,176,683.	129,162.	2,084,732.	

**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

☒ X

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	248,854.			
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	4,383,521.			
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	4,014,186.			
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	788,423.			
9 Other employee benefits	530,136.			
10 Payroll taxes	366,999.			
11 Fees for services (nonemployees)				
a Management				
b Legal	303,100.			
c Accounting	75,935.			
d Lobbying	696,241.			
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	110,404.			
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.)	2,167,508.			
12 Advertising and promotion	12,206.			
13 Office expenses	160,626.			
14 Information technology	400,738.			
15 Royalties				
16 Occupancy	1,266,545.			
17 Travel	517,392.			
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	1,281,520.			
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	287,896.			
23 Insurance	111,216.			
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a Lease termination fee	1,397,414.			
b Broker commissions	887,401.			
c Excise tax provision	116,702.			
d UBI exp. provision	24,091.			
e All other expenses	190,015.			
25 Total functional expenses. Add lines 1 through 24e	20,339,069.			
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				

Check here ☐ if following SOP 98-2 (ASC 958-720)

**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
<b>Assets</b>	<b>1</b> Cash - non-interest-bearing	1,071,284.	1	660,687.
	<b>2</b> Savings and temporary cash investments	4,484,996.	2	5,275,497.
	<b>3</b> Pledges and grants receivable, net		3	
	<b>4</b> Accounts receivable, net	978,686.	4	367,276.
	<b>5</b> Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	<b>7</b> Notes and loans receivable, net		7	
	<b>8</b> Inventories for sale or use		8	
	<b>9</b> Prepaid expenses and deferred charges	1,602,592.	9	619,867.
	<b>10a</b> Land, buildings, and equipment cost or other basis. Complete Part VI of Schedule D	10a 4,403,826.		
	<b>b</b> Less accumulated depreciation	10b 1,106,415.	10c	3,297,411.
	<b>11</b> Investments - publicly traded securities	6,049,466.	11	6,125,793.
	<b>12</b> Investments - other securities. See Part IV, line 11	18,065,732.	12	14,199,358.
	<b>13</b> Investments - program-related. See Part IV, line 11		13	
	<b>14</b> Intangible assets		14	
	<b>15</b> Other assets. See Part IV, line 11	13,441,729.	15	7,787,109.
<b>16</b> <b>Total assets.</b> Add lines 1 through 15 (must equal line 33)	49,379,495.	16	38,332,998.	
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses	4,494,850.	17	3,247,763.
	<b>18</b> Grants payable		18	
	<b>19</b> Deferred revenue	2,707,804.	19	1,728,573.
	<b>20</b> Tax-exempt bond liabilities		20	
	<b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	<b>22</b> Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	<b>23</b> Secured mortgages and notes payable to unrelated third parties		23	
	<b>24</b> Unsecured notes and loans payable to unrelated third parties		24	
	<b>25</b> 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	23,099,802.	25	14,066,873.
	<b>26</b> <b>Total liabilities.</b> Add lines 17 through 25	30,302,456.	26	19,043,209.
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow FASB ASC 958, check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27, 28, 32, and 33.</b>			
	<b>27</b> Net assets without donor restrictions	19,077,039.	27	19,289,789.
	<b>28</b> Net assets with donor restrictions		28	
	<b>Organizations that do not follow FASB ASC 958, check here</b> <input type="checkbox"/> <b>and complete lines 29 through 33.</b>			
	<b>29</b> Capital stock or trust principal, or current funds		29	
	<b>30</b> Paid-in or capital surplus, or land, building, or equipment fund		30	
	<b>31</b> Retained earnings, endowment, accumulated income, or other funds		31	
	<b>32</b> Total net assets or fund balances	19,077,039.	32	19,289,789.
<b>33</b> <b>Total liabilities and net assets/fund balances</b>	49,379,495.	33	38,332,998.	

Form 990 (2019)

**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	17,639,282.
2	Total expenses (must equal Part IX, column (A), line 25)	2	20,339,069.
3	Revenue less expenses. Subtract line 2 from line 1	3	-2,699,787.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	19,077,039.
5	Net unrealized gains (losses) on investments	5	1,534,526.
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	1,378,011.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	19,289,789.

**Part XII Financial Statements and Reporting**

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

☒

- 1 Accounting method used to prepare the Form 990 ☐ Cash ☒ Accrual ☐ Other \_\_\_\_\_  
If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.
- 2a Were the organization's financial statements compiled or reviewed by an independent accountant?  
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:  
☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis
- b Were the organization's financial statements audited by an independent accountant?  
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both.  
☐ Separate basis ☒ Consolidated basis ☐ Both consolidated and separate basis
- c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?  
If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O
- 3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?
- 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 on Schedule O and describe any steps taken to undergo such audits

	Yes	No
2a		X
2b	X	
2c	X	
3a		X
3b		

Form 990 (2019)

**SCHEDULE C**  
**(Form 990 or 990-EZ)**

**Political Campaign and Lobbying Activities**

OMB No 1545-0047

**2019**

**Open to Public  
Inspection**

Department of the Treasury  
Internal Revenue Service

**For Organizations Exempt From Income Tax Under section 501(c) and section 527**  
▶ **Complete if the organization is described below.** ▶ **Attach to Form 990 or Form 990-EZ.**  
▶ **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.**

**If the organization answered "Yes," on Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then**

- Section 501(c)(3) organizations Complete Parts I-A and B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations Complete Parts I-A and C below. Do not complete Part I-B.
- Section 527 organizations Complete Part I-A only.

**If the organization answered "Yes," on Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then**

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)) Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)) Complete Part II-B. Do not complete Part II-A.

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

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

Name of organization <b>Consumer Brands Association</b>	Employer identification number <b>53-0114930</b>
--	---

**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 campaign activity expenditures
- 3 Volunteer hours for political campaign activities

▶ \$ **22,500.**

**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?
- 4a Was a correction made?

▶ \$

▶ \$

<input type="checkbox"/> Yes	<input type="checkbox"/> No
<input type="checkbox"/> Yes	<input type="checkbox"/> 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?
- 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.

▶ \$

▶ \$ **22,500.**

▶ \$ **22,500.**

☒ Yes ☐ No

(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-.
Consumer Brands PAC	Arlington, VA 22209	91-1981944	0.	17,935.
LA Citizens for Job Creators	Metairie, LA 70006	47-2954919	10,000.	0.
Landry for Louisiana	Baton Rouge, LA 70820	27-1427388	5,000.	0.
Susan Eggman for State Senate	Sacramento, CA 95814	22-1863080	1,500.	0.
Gipson for Assembly	Sacramento, CA 95814	83-2629378	1,000.	0.
Kaminsky for New York	Rockville Centre, NY 11570	81-0942016	1,000.	0.

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule C (Form 990 or 990-EZ) 2019

LHA

See Part IV for Continuation

**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
<b>1a</b> Total lobbying expenditures to influence public opinion (grassroots lobbying)			
<b>b</b> Total lobbying expenditures to influence a legislative body (direct lobbying)			
<b>c</b> Total lobbying expenditures (add lines 1a and 1b)			
<b>d</b> Other exempt purpose expenditures			
<b>e</b> Total exempt purpose expenditures (add lines 1c and 1d)			
<b>f</b> Lobbying nontaxable amount. Enter the amount from the following table in both columns.			
<b>If the amount on line 1e, column (a) or (b) is:</b>	<b>The lobbying nontaxable amount is:</b>		
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.		
<b>g</b> Grassroots nontaxable amount (enter 25% of line 1f)			
<b>h</b> Subtract line 1g from line 1a. If zero or less, enter -0-			
<b>i</b> Subtract line 1f from line 1c. If zero or less, enter -0-			
<b>j</b> If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?			

☐ Yes ☐ No

**4-Year Averaging Period Under Section 501(h)**

(Some organizations that made a section 501(h) election do not have to complete all of the five columns below.

See the separate instructions for lines 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) Total
<b>2a</b> Lobbying nontaxable amount					
<b>b</b> Lobbying ceiling amount (150% of line 2a, column(e))					
<b>c</b> Total lobbying expenditures					
<b>d</b> Grassroots nontaxable amount					
<b>e</b> Grassroots ceiling amount (150% of line 2d, column (e))					
<b>f</b> Grassroots lobbying expenditures					

Schedule C (Form 990 or 990-EZ) 2019



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

	Yes	No
1 Were substantially all (90% or more) dues received nondeductible by members?		X
2 Did the organization make only in-house lobbying expenditures of \$2,000 or less?		X
3 Did the organization agree to carry over lobbying and political campaign activity expenditures from the prior year?	X	

1	Dues, assessments and similar amounts from members	1	11,854,123.
2	Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
a	Current year	2a	2,203,594.
b	Carryover from last year	2b	-864,746.
c	Total	2c	1,338,848.
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3	948,330.
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	390,518.
5	Taxable amount of lobbying and political expenditures (see instructions)	5	

Political contributions are directed towards candidates for state or local public office whose positions align with those of the Association and its membership.

## Schedule C (Form 990 or 990-EZ) 2019

**Part IV** Supplemental Information (continued)Consumer Brands PAC1001 19th St. N. Arlington, VA 22209LA Citizens for Job Creators2900 Clearview Pkwy, #206 Metairie, LA 70006Landry for Louisiana3722 Westervekt Ave. Baton Rouge, LA 70820Susan Eggman for State Senate1017 L St., #903 Sacramento, CA 95814Gipson for Assemblyc/o McKinley & Pillows, 921 11th St., #904 Sacramento, CA 95814Kaminsky for New York100 Merrill Road, #320E Rockville Centre, NY 11570Part I-C Continuation:Lynn Fitch for Mississippic/o Graham Advisors LLC, 550 North 159th St. East, #124 Wichita, KS 67230EIN: 27-3960383 Col (d) Amount: 1000. Col (e) Amount: 0.Miguel Santiago for Assembly249 E. Ocean Blvd., Suite 685 Long Beach, CA 90802EIN: 83-2805951 Col (d) Amount: 1000. Col (e) Amount: 0.One Commonwealth PAC

**Part IV** Supplemental Information *(continued)*

P.O. Box 1753 Richmond, VA 23218

EIN: 46-5333689 Col (d) Amount: 1000. Col (e) Amount: 0.

Republican Party of Florida

1700 N. Monroe St., Suite 11-338 Tallahassee, FL 32303

EIN: 22-3284046 Col (d) Amount: 1000. Col (e) Amount: 0.

**SCHEDULE D**  
(Form 990)Department of the Treasury  
Internal Revenue Service**Supplemental Financial Statements**▶ Complete if the organization answered "Yes" on Form 990,  
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.  
▶ Attach to Form 990.▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No 1545-0047

**2019**Open to Public  
Inspection

Name of the organization

Consumer Brands Association

Employer identification number

53-0114930

**Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.** Complete if the

organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?		<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?		<input type="checkbox"/> Yes <input type="checkbox"/> No

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

1 Purpose(s) of conservation easements held by the organization (check all that apply).

<input type="checkbox"/> Preservation of land for public use (for example, recreation or education)	<input type="checkbox"/> Preservation of a historically important land area
<input type="checkbox"/> Protection of natural habitat	<input type="checkbox"/> Preservation of a certified historic structure
<input type="checkbox"/> Preservation of open space	

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

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

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

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

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

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

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

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

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

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

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

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

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

(i) Revenue included on Form 990, Part VIII, line 1	▶ \$ _____
(ii) Assets included in Form 990, Part X	▶ \$ _____

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

a Revenue included on Form 990, Part VIII, line 1	▶ \$ _____
b Assets included in Form 990, Part X	▶ \$ _____

**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 make significant use of its collection items (check all that apply)

a ☐ Public exhibitiond ☐ Loan or exchange programb ☐ Scholarly researche ☐ Other \_\_\_\_\_c ☐ Preservation for future generations

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

- 5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets

to be sold to raise funds rather than to be maintained as part of the organization's collection?

☐ Yes☐ No**Part IV Escrow and Custodial Arrangements.** Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21

- 1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?

☐ Yes☐ No

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

	Amount
1c	
1d	
1e	
1f	

c Beginning balance

d Additions during the year

e Distributions during the year

f Ending balance

- 2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?

☐ Yes☐ No

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

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

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

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

a Board designated or quasi-endowment ► \_\_\_\_\_ %

b Permanent endowment ► \_\_\_\_\_ %

c Term endowment ► \_\_\_\_\_ %

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

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

(i) Unrelated organizations

(ii) Related organizations

- b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?

	Yes	No
3a(i)		
3a(ii)		
3b		

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

**Part VI Land, Buildings, and Equipment.**

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

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		2,342,453.	182,650.	2,159,803.
d Equipment		714,089.	271,336.	442,753.
e Other		1,347,284.	652,429.	694,855.
<b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				3,297,411.

Schedule D (Form 990) 2019

**Part VII Investments - Other Securities.**

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

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A) Institutional funds		
(B) (partnerships)	14,199,358.	End-of-Year Market Value
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.)	14,199,358.	

**Part VIII Investments - Program Related.**

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

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

**Part IX Other Assets.**

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

(a) Description	(b) Book value
(1) Office lease security deposit	100,000.
(2) Right of use asset	7,687,109.
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.)	7,787,109.

**Part X Other Liabilities.**

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

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) Accrued pension and	
(3) post-retirement benefits	3,410,379.
(4) Lease liability	10,656,494.
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.)	14,066,873.

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 FASB 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" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements	1	19,622,815.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains (losses) on investments	2a	1,534,526.
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	559,411.
e	Add lines 2a through 2d	2e	2,093,937.
3	Subtract line 2e from line 1	3	17,528,878.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1.		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	110,404.
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	110,404.
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5	17,639,282.

**Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	21,090,079.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25.		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	861,414.
e	Add lines 2a through 2d	2e	861,414.
3	Subtract line 2e from line 1	3	20,228,665.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1.		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	110,404.
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	110,404.
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5	20,339,069.

**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.

**Part X, Line 2:**

Management reviews and assesses all activities annually to identify any changes in the scope of the activities and revenue sources and the tax treatment thereof to identify any uncertainty in income tax. For the year ended December 31, 2019, management did not identify any uncertainty in income tax requiring recognition or disclosure in the financial statements.

**Part XI, Line 2d - Other Adjustments:**

Revenue of entities other than CBA included in the consolidated audited financial statements, net of elimination entries.

559,411.

**Part XIII** Supplemental Information *(continued)*

Part XII, Line 2d - Other Adjustments:

Expenses of entities other than CBA included in the  
consolidated audited financial statements, net of  
elimination entries.

861,414.



**SCHEDULE I**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Grants and Other Assistance to Organizations,  
Governments, and Individuals in the United States**

Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No 1545-0047

**2019**

Open to Public  
Inspection

Name of the organization

**Consumer Brands Association**

Employer identification number  
**53-0114930**

**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.

**Part II** Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on 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
Brookings Institute 1775 Mass. Ave., NW Washington, DC 20036	53-0196577	501(c)(3)	100,000.	0.			Support of economic studies program
Senate Presidents' Forum 579 Broadway Hastings-on-Hudson, NY 10706	22-3284046	501(c)(3)	34,500.	0.			General support
Conference of Western Attorneys General - 1300 I St. - Sacramento, CA 95814	68-0250561	501(c)(3)	30,000.	0.			General support
National Narcotic Officers Association Coalition - 455 Mass. Ave., NW, P.O. Box 12 - Washington, DC 20001	95-4755534	501(c)(6)	10,000.	0.			General support
The Recycling Partnership 125 Rowell Court Falls Church, VA 22046	37-1622018	501(c)(3)	10,000.	0.			General support
Retail Association of Maine 45 Melville St., Suite 1 Augusta, ME 04330	01-0165117	501(c)(6)	6,000.	0.			General support

**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

4.  
2.

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

Schedule I (Form 990) (2019)



**SCHEDULE J  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Compensation Information**

For certain Officers, Directors, Trustees, Key Employees, and Highest  
Compensated Employees

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No 1545-0047

**2019**

Open to Public  
Inspection

Name of the organization

**Consumer Brands Association**

Employer identification number

**53-0114930**

**Part I Questions Regarding Compensation**

**1a** Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

☒ First-class or charter travel

☐ Travel for companions

☐ Tax indemnification and gross-up payments

☐ Discretionary spending account

☐ Housing allowance or residence for personal use

☐ Payments for business use of personal residence

☐ Health or social club dues or initiation fees

☐ Personal services (such as maid, chauffeur, chef)

**b** If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

**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 on line 1a?

**3** Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

☒ Compensation committee

☒ Independent compensation consultant

☒ Form 990 of other organizations

☒ Written employment contract

☒ Compensation survey or study

☒ Approval by the board or compensation committee

**4** During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization

**a** Receive a severance payment or change-of-control payment?

**b** Participate in, or receive payment from, a supplemental nonqualified retirement plan?

**c** Participate in, or receive payment from, an equity-based compensation arrangement?

If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

**Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.**

**5** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

**a** The organization?

**b** Any related organization?

If "Yes" on line 5a or 5b, describe in Part III

**6** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

**a** The organization?

**b** Any related organization?

If "Yes" on line 6a or 6b, describe in Part III.

**7** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III

**8** Were any amounts reported on 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

**9** If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

Yes No

1b	X	
2	X	

1b

X

2

X

4a

X

4b

X

4c

X

5a

5b

6a

6b

7

8

9

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

**Schedule J (Form 990) 2019**

**Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't 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 on prior Form 990
	(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) Geoff Freeman President & CEO	(i) 1,242,014. (ii) 0.	292,468. 0.	21,240. 0.	808,332. 0.	22,649. 0.	2,386,703. 0.	292,468. 0.
(2) Bill Pappas VP, Accounting & Finance	(i) 206,118. (ii) 0.	12,500. 0.	0. 0.	60,108. 0.	22,159. 0.	300,885. 0.	12,500. 0.
(3) Brandon Partridge Sr. VP-Membership & Industry Affairs	(i) 351,040. (ii) 0.	0. 0.	0. 0.	36,755. 0.	1,403. 0.	389,198. 0.	0. 0.
(4) Katie McBreen VP-Communications & Research	(i) 311,344. (ii) 0.	0. 0.	0. 0.	77,380. 0.	22,456. 0.	411,180. 0.	0. 0.
(5) Michael Gruber VP-Regulatory & Gov't Relations	(i) 292,984. (ii) 0.	15,000. 0.	0. 0.	74,255. 0.	22,391. 0.	404,630. 0.	15,000. 0.
(6) Karin Moore Sr. VP & General Counsel	(i) 196,417. (ii) 0.	10,000. 0.	96,462. 0.	150,024. 0.	16,918. 0.	469,821. 0.	10,000. 0.
(7) Betsy Booren Sr. VP-Regulatory & Tech. Affairs	(i) 296,794. (ii) 0.	0. 0.	0. 0.	111,755. 0.	8,154. 0.	416,703. 0.	0. 0.
(8) Bryan Zumwalt Exec. VP-Public Affairs	(i) 167,255. (ii) 0.	0. 0.	0. 0.	30,000. 0.	383. 0.	197,638. 0.	0. 0.
(9) John Hewitt Sr. Dir., State Affairs	(i) 176,365. (ii) 0.	12,000. 0.	0. 0.	38,172. 0.	21,596. 0.	248,133. 0.	7,000. 0.
(10) Kathryn Denis Sr. Dir., Industry Narrative	(i) 187,176. (ii) 0.	0. 0.	0. 0.	49,355. 0.	22,133. 0.	258,664. 0.	0. 0.
(11) Meghan Stasz VP-Packaging & Sustainability	(i) 171,106. (ii) 0.	0. 0.	0. 0.	22,115. 0.	6,548. 0.	199,769. 0.	0. 0.
(12) Gregory Costa Sr. Dir.-State Affairs	(i) 162,459. (ii) 0.	6,800. 0.	0. 0.	34,763. 0.	21,893. 0.	225,915. 0.	6,800. 0.
(13) Stacy Papadopoulos Gen. Counsel & Sr. VP-Operations	(i) 144,494. (ii) 0.	0. 0.	0. 0.	46,154. 0.	2,753. 0.	193,401. 0.	0. 0.
(14) Pamela Bailey Former President & CEO	(i) 0. (ii) 0.	0. 0.	867,227. 0.	0. 0.	5,166. 0.	872,393. 0.	475,379. 0.
(15) Steve McCroddan Former Sr. VP & CFO	(i) 0. (ii) 0.	0. 0.	116,613. 0.	0. 0.	8,837. 0.	125,450. 0.	116,613. 0.
(16) Leon Bruner Former Chief Science Officer	(i) 0. (ii) 0.	0. 0.	180,394. 0.	0. 0.	16,646. 0.	197,040. 0.	180,394. 0.



**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.

**Part I, Line 1a:**

First class travel for the President and CEO was provided in accordance

with the employment agreement. Such costs were required to be

substantiated via receipts and itinerary submitted. All travel was

business related.

**Part I, Lines 4a-b:**

Geoff Freeman: CBA provides a 457(f) Plan for its President and CEO. The

employer's contribution to this Plan in 2019, in accordance with the

employment contract and as approved by the compensation committee of the

Board of Directors of CBA, was \$150,000.

Karin Moore: Severance of \$190,000 of which \$76,731 was paid in 2019.

Pamela Bailey: Former President and CEO. A total of \$966,862 was awarded

in severance pay of which \$491,483 was paid in 2018 and \$475,379 paid in

2019.

Steve McCroddan: Severance of \$198,777 of which \$82,163 was paid in 2018

and \$116,613 paid in 2019.

Leon Bruner: Severance of \$226,509 of which \$46,115 was paid in 2018 an

\$180,394 paid in 2019.

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.

Roger Lowe: Severance of \$140,308 of which \$33,981 was paid in 2018 and \$106,327 paid in 2019.

Carla Mitchell: Severance of \$142,646 of which \$61,000 was paid in 2018 and \$81,646 paid in 2019.

(Form 990 or 990-EZ)

Department of the Treasury  
Internal Revenue Service

## Transactions With Interested Persons

► Complete if the organization answered "Yes" on Form 990, Part IV, line 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V, line 38a or 40b.

**▶ Attach to Form 990 or Form 990-EZ.**

► Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No 1545-0047

# 2019

### Open To Public Inspection

Name of the organization

## Consumer Brands Association

Employer identification number

53-0114930

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

[illegible]

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

▶ \$ \_\_\_\_\_

▶ \$ \_\_\_\_\_

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

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

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

[illegible]



**Part IV** Business Transactions Involving Interested Persons.

Complete if the organization answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of transaction	(d) Description of transaction	(e) Sharing of organization's revenues?	
				Yes	No
Summit Ventures LLC	See Part V	70,000.	Consulting		X

**Part V** Supplemental Information.

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

**Sch L, Part IV, Business Transactions Involving Interested Persons:**

(a) Name of Person: Summit Ventures LLC

(b) Relationship Between Interested Person and Organization:

James Flannery, former key employee of CBA, is the owner of Summit Ventures

**SCHEDULE O**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No 1545-0047

**2019**

Open to Public  
Inspection

Name of the organization

Consumer Brands Association

Employer identification number  
53-0114930

Form 990, Part III, Line 1, Description of Organization Mission:

to champion growth and innovation for the industry whose products  
consumers depend on every day.

Form 990, Part III, Line 4d, Other Program Services:

SmartLabel: This program is a voluntary digital transparency  
initiative that allows consumers to find more detailed information  
about the products they use and consume, beyond the printed label. The  
initiative spans food, beverage, personal care, household, supplement,  
over-the-counter, and pet care products.

Form 990, Part VI, Section A, line 4:

Effective December 20, 2019, the Association changed its name from Grocery  
Manufacturers Association to Consumer Brands Association. At the same  
time, the Association also changed its state of incorporation from Delaware  
to Virginia. The certificate of domestication is attached to this Form 990  
filing. The Association's office had been in Virginia and as such, there  
was no change in address.

Form 990, Part VI, Section A, line 6:

There are three categories of membership in CBA:

1. General members: General membership is limited to 1) entities engaged  
in the manufacture of food, beverage and consumer products; 2) sales  
agencies engaged in sales and marketing or merchandising of food, beverage  
and consumer products; and 3) suppliers by invitation only. General  
members can participate on councils and committees, ultimately helping to

Name of the organization

Consumer Brands Association

Employer identification number  
53-0114930

drive CBA's agenda.

2. Associate members: Associate membership is limited to entities engaged in providing products or services to the food, beverage and consumer products industry and interested in the well-being and success of grocery product manufacturers.

3. Chain Restaurant Corporate Headquarters Members: Any company actively and regularly engaged in furnishing food and/or beverage retail services to the public at multiple locations ("chain restaurants") is qualified to become a Chain Restaurant Corporate headquarters member.

Form 990, Part VI, Section A, line 7a:

The governing body of CBA is its Board of Directors. The directors of the Board are elected by the Members of the Association at an Annual Meeting of Members. The Nominating Committee, the members of which are elected by the Board, shall propose candidates for election as directors and shall propose candidates for election as officers. The Nominating Committee also proposes candidates for election by the Board to the Executive Committee and the Finance and Audit Committee as vacancies occur. Members of the Board are generally elected to two-year terms but there is no limit to the number of terms an individual director may serve. Officers, including the Chair, Vice Chair, Secretary and Treasurer, shall be elected for a term of two years.

Form 990, Part VI, Section A, line 7b:

Decisions involving proposed mergers or liquidation would be brought before the full membership for approval.

Form 990, Part VI, Section B, line 11b:

Name of the organization

Consumer Brands Association

Employer identification number

53-0114930

CBA's Federal Form 990 is reviewed by the Director of Accounting and by general counsel. Such review takes place upon receipt of the draft Form 990 received from the independent public accounting firm who conducts the consolidated financial statement audit of CBA. The review involves comparison of financial data in the Form 990 with the audited financial statements and the books and records of CBA and review of all narrative information for accuracy and completeness by the appropriate CBA staff. Additionally, a report is made to CBA's Finance and Audit Committee.

Form 990, Part VI, Section B, Line 12c:

In addition to the written conflict of interest policy, CBA's in-house legal counsel regularly reviews antitrust and conflict of interest policies at board meetings and most committee meetings. Members of the CBA Finance and Audit Committee shall make an initial determination as to whether a conflict exists and what subsequent action is appropriate, if any. The CBA Finance and Audit Committee shall inform the Board of such determination and action. The Board shall retain the right to modify or reverse such determination and action, and shall retain the ultimate enforcement authority with respect to the interpretation and application of this policy.

Form 990, Part VI, Section B, Line 15a:

Pay comparability data is gathered from a variety of publicly available sources including published survey data and Form 990's. Specific to the President and CEO, a salary survey was obtained in 2018. The total 2019 compensation was reviewed and approved by the compensation committee of the Board of Directors.

Compensation recommendations for other officers and key employees are

Name of the organization

Consumer Brands Association

Employer identification number

53-0114930

reviewed and approved by CBA's CEO.

Form 990, Part VI, Section C, Line 19:

CBA makes its Form 990 available upon request. Audited financial statements and governing documents may be made available upon CBA's consideration of the request.

Form 990, Part IX, Line 11g, Other Fees:

Payroll administration fees	20,717.
Recruiting fees	6,934.
Temporary help	984.
Other consulting fees	2,138,873.
Total Other Fees on Form 990, Part IX, line 11g, Col A	2,167,508.

Form 990, Part XI, line 9, Changes in Net Assets:

Unrecognized actuarial gain	1,378,011.
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Form 990, Part XII, Line 2c:

The Finance and Audit Committee of the Consumer Brands Association is responsible, annually, for the approval of the independent public accounting firm who conducts the consolidated financial statement audit of CBA and for the approval of the consolidated financial statements. This process is unchanged from the prior year.

## Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.  
▶ Attach to Form 990.

OMB No. 1545-0047

2019

Open to Public  
Inspection▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

Name of the organization

Consumer Brands Association

Employer identification number  
53-0114930**Part I** Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
GMA Science and Education Foundation - 52-2088235, 1001 19th St. North, 7th Fl., Arlington, VA 22209	Research, training & education programs to the CPG industry and consumers	District of Columbia	501(c)(3)	12(a)	N/A		X
Consumer Brands Political Action Committee - 91-1981944, 1001 19th St. North, 7th Fl., Arlington, VA 22209	Raises money to contribute to candidates that share CBA's goals	District of Columbia	527	N/A	N/A		X

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

Schedule R (Form 990) 2019



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

Note: Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity

b Gift, grant, or capital contribution to related organization(s)

c Gift, grant, or capital contribution from related organization(s)

d Loans or loan guarantees to or for related organization(s)

e Loans or loan guarantees by related organization(s)

f Dividends from related organization(s)

g Sale of assets to related organization(s)

h Purchase of assets from related organization(s)

i Exchange of assets with related organization(s)

j Lease of facilities, equipment, or other assets to related organization(s)

k Lease of facilities, equipment, or other assets from related organization(s)

l Performance of services or membership or fundraising solicitations for related organization(s)

m Performance of services or membership or fundraising solicitations by related organization(s)

n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)

o Sharing of paid employees with related organization(s)

p Reimbursement paid to related organization(s) for expenses

q Reimbursement paid by related organization(s) for expenses

r Other transfer of cash or property to related organization(s)

s Other transfer of cash or property from related organization(s)

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

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1) GMA Science and Education Foundation	A	7,605.	Fair value
(2) GMA Science and Education Foundation	L	157,348.	Fair value
(3) GMA Science and Education Foundation	O	212,626.	Fair value
(4) GMA Science and Education Foundation	P	325,655.	Fair value
(5) GMA Science and Education Foundation	Q	265,216.	Fair value
(6)			





<b>Part VII</b>	<b>Supplemental Information</b>
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Provide additional information for responses to questions on Schedule R. See instructions.

[illegible]