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Form 990

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 for instructions and the latest information.

A For the 2019 calendar year, or tax year beginning 01-01-2019 , and ending 12-31-2019

B Check if applicable

Address change

Name change

Initial return

Final return/terminated

Amended return

Application pending

C Name of organization

Cotton Incorporated

% DAVID BYRD

Doing business as

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

6399 Weston Parkway

Room/suite

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

Cary, NC 27513

F Name and address of principal officer

DAVID N BYRD

6399 Weston Parkway

Cary, NC 27513

H(a) Is this a group return for subordinates?

subordinates?

Yes

No

H(b) Are all subordinates included?

included?

Yes

No

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

H(c) Group exemption number

I Tax-exempt status

501(c)(3)

501(c) (6)

(insert no)

4947(a)(1) or

527

J Website: WWW COTTONINC COM

K Form of organization

Corporation

Trust

Association

Other

L Year of formation 1967

M State of legal domicile TN

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities

SEE SCHEDULE O

2 Check this box 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)

4 Number of independent voting members of the governing body (Part VI, line 1b)

5 Total number of individuals employed in calendar year 2019 (Part V, line 2a)

6 Total number of volunteers (estimate if necessary)

7a Total unrelated business revenue from Part VIII, column (C), line 12

7b Net unrelated business taxable income from Form 990-T, line 39

Revenue

8 Contributions and grants (Part VIII, line 1h)

9 Program service revenue (Part VIII, line 2g)

10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)

11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)

12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)

Expenses

13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)

14 Benefits paid to or for members (Part IX, column (A), line 4)

15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)

16a Professional fundraising fees (Part IX, column (A), line 11e)

b Total fundraising expenses (Part IX, column (D), line 25)

17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)

18 Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)

19 Revenue less expenses Subtract line 18 from line 12

Net Assets or Fund Balances

20 Total assets (Part X, line 16)

21 Total liabilities (Part X, line 26)

22 Net assets or fund balances Subtract line 21 from line 20

Prior Year

Current Year

Beginning of Current Year

End of Year

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

DAVID N BYRD SENIOR VP AND CFO

Type or print name and title

2020-08-27

Date

Paid Preparer Use Only

Print/Type preparer's name

Preparer's signature

Date 2020-09-09

Check if self-employed

PTIN P01064157

Firm's name BDO USA LLP

Firm's EIN

Firm's address 1100 PEACHTREE STREET SUITE 700

Phone no (404) 688-6841

ATLANTA, GA 303094516

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

Yes

No

For Paperwork Reduction Act Notice, see the separate instructions.

Cat No 11282Y

Form 990 (2019)

Part III Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III ☒**1** Briefly describe the organization's mission

COTTON INCORPORATED, FUNDED BY U S GROWERS OF UPLAND COTTON AND IMPORTERS OF COTTON AND COTTON TEXTILE PRODUCTS, IS THE RESEARCH AND MARKETING COMPANY REPRESENTING UPLAND COTTON THE PROGRAM IS DESIGNED AND OPERATED TO IMPROVE THE DEMAND FOR AND PROFITABILITY OF COTTON

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 \$)
See Additional Data



















4b (Code) (Expenses \$ including grants of \$) (Revenue \$)
See Additional Data

4c (Code) (Expenses \$ including grants of \$) (Revenue \$)
See Additional Data

4d Other program services (Describe in 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)? If "Yes," complete Schedule A	1	No
2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)? 	2 Yes	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	3	No
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II	4	
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III	5	No
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I 	6	No
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II 	7	No
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III 	8	No
9 Did the organization report an amount in Part X, line 21 for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV 	9	No
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi endowments? If "Yes," complete Schedule D, Part V 	10	No
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI 	11a Yes	
b Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII 	11b	No
c Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII 	11c	No
d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX 	11d	No
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X 	11e Yes	
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X 	11f Yes	
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII 	12a Yes	
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional 	12b	No
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13	No
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a Yes	
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV 	14b Yes	
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV 	15	No
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV 	16	No
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions)	17	No
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18	No
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19	No
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a	No
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II 	21	No

Part IV Checklist of Required Schedules (continued)

		Yes	No	
22	Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III	22	Yes	
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I	25a		
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I	25b		
26	Did the organization report any amount on Part X, line 5 or 22 for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part II	26		No
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? If "Yes," complete Schedule L, Part III	27		No
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)			
a	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? If "Yes," complete Schedule L, Part IV	28a		No
b	A family member of any individual described in line 28a? If "Yes," complete Schedule L, Part IV	28b		No
c	A 35% controlled entity of one or more individuals and/or organizations described in lines 28a or 28b? If "Yes," complete Schedule L, Part IV	28c		No
29	Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M	29		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I	33		No
34	Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1	34	Yes	
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		No
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2	35b		
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2	36		
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O	38	Yes	

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

		Yes	No	
1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable	1a	203	
b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	1b	0	
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	Yes	

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

2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	<div style="border: 1px solid black; width: 100px; height: 30px; margin: 0 auto; text-align: center;">2a</div> <div style="border: 1px solid black; width: 100px; height: 30px; margin: 0 auto; text-align: center;">144</div>				
b If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)			2b	Yes	
3a Did the organization have unrelated business gross income of \$1,000 or more during the year? . . .			3a		No
b If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O . . .			3b		
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? . . .			4a	Yes	
b If "Yes," enter the name of the foreign country ►MX, CH, HK, JA					
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . . .			5a		No
b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?			5b		No
c If "Yes," to line 5a or 5b, did the organization file Form 8886-T?			5c		
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions? . . .			6a		No
b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?			6b		
7 Organizations that may receive deductible contributions under section 170(c).					
a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?			7a		
b If "Yes," did the organization notify the donor of the value of the goods or services provided?			7b		
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?			7c		
d If "Yes," indicate the number of Forms 8282 filed during the year	7d				
e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?			7e		
f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? . . .			7f		
g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?			7g		
h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?			7h		
8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?			8		
9 Sponsoring organizations maintaining donor advised funds.					
a Did the sponsoring organization make any taxable distributions under section 4966?			9a		
b Did the sponsoring organization make a distribution to a donor, donor advisor, or related person? . . .			9b		
10 Section 501(c)(7) organizations. Enter					
a Initiation fees and capital contributions included on Part VIII, line 12	10a				
b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b				
11 Section 501(c)(12) organizations. Enter					
a Gross income from members or shareholders	11a				
b Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)	11b				
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?			12a		
b If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b				
13 Section 501(c)(29) qualified nonprofit health insurance issuers.					
a Is the organization licensed to issue qualified health plans in more than one state? Note. See the instructions for additional information the organization must report on Schedule O			13a		
b Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b				
c Enter the amount of reserves on hand	13c				
14a Did the organization receive any payments for indoor tanning services during the tax year?			14a		No
b If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O . . .			14b		
15 Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 4720, Schedule N			15		No
16 Is the organization an educational institution subject to the section 4968 excise tax on net investment income? . . . If "Yes," complete Form 4720, Schedule O			16		No

Part VI

Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

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

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year	107	
If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O			
b	Enter the number of voting members included in line 1a, above, who are independent	107	
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2	No
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?	3	No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4	Yes
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5	No
6	Did the organization have members or stockholders?	6	No
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a	No
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b	No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a	The governing body?	8a	Yes
b	Each committee with authority to act on behalf of the governing body?	8b	Yes
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	9	No

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

		Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	10a	No
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b	
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	No
b	Describe in Schedule O the process, if any, used by the organization to review this Form 990		
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13	12a	Yes
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	Yes
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	12c	Yes
13	Did the organization have a written whistleblower policy?	13	Yes
14	Did the organization have a written document retention and destruction policy?	14	Yes
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a	The organization's CEO, Executive Director, or top management official	15a	Yes
b	Other officers or key employees of the organization	15b	Yes
If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions)			
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a	No
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b	

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed **FL , MI , NY , NC , TN**

18 Section 6104 requires an organization to make its Form 1023 (or 1024-A if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain in Schedule O)

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

20 State the name, address, and telephone number of the person who possesses the organization's books and records
DAVID BYRD 6399 WESTON PARKWAY CARY, NC 27513 (919) 678-2220

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

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

[illegible]

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

[illegible]

1b Sub-Total			
c Total from continuation sheets to Part VII, Section A			
d Total (add lines 1b and 1c)	3,304,782	0	865,715

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 ▶ 44

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

Section B. Independent Contractors

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

(A)	(B)	(C)
Name and business address	Description of services	Compensation
Mindshare USA LLC, 175 Greenwich Street 15th Floor NEW YORK, NY 10007	Marketing	19,797,582
DDB Worldwide Communications, 437 Madison NEW YORK, NY 10022	Marketing	3,599,449
Cotton Council International, 1521 New Hampshire Ave NW WASHINGTON, DC 20036	Marketing	3,376,198
Texas AM Agrilife Research, PO Box 10420 COLLEGE STATION, TX 77842	Research Services	1,327,765
Texas Tech University, PO Box 42122 LUBBOCK, TX 79409	Research Services	1,203,905

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 ▶ 52

Part VIII Statement of Revenue

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

Contributions, Gifts, Grants
and Other Similar Amounts

		(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
1a	Federated campaigns	1a			
b	Membership dues	1b			
c	Fundraising events	1c			
d	Related organizations	1d			
e	Government grants (contributions)	1e	140,503		
f	All other contributions, gifts, grants, and similar amounts not included above	1f	79,847,973		
g	Noncash contributions included in lines 1a - 1f \$	1g			
h	Total. Add lines 1a-1f		79,988,476		

Program Service Revenue

	Business Code				
2a					
b					
c					
d					
e					
f	All other program service revenue				
g	Total. Add lines 2a-2f.	0			

Other Revenue

3	Investment income (including dividends, interest, and other similar amounts)		0		
4	Income from investment of tax-exempt bond proceeds		0		
5	Royalties		0		
6a	Gross rents	(i) Real	(ii) Personal		
b	Less rental expenses				
c	Rental income or (loss)	0	0		
d	Net rental income or (loss)		0		
7a	Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other		
b	Less cost or other basis and sales expenses				
c	Gain or (loss)				
d	Net gain or (loss)		0		
8a	Gross income from fundraising events (not including \$ of contributions reported on line 1c) See Part IV, line 18	8a	0		
b	Less direct expenses	8b	0		
c	Net income or (loss) from fundraising events		0		
9a	Gross income from gaming activities See Part IV, line 19	9a	0		
b	Less direct expenses	9b	0		
c	Net income or (loss) from gaming activities		0		
10a	Gross sales of inventory, less returns and allowances	10a	0		
b	Less cost of goods sold	10b	0		
c	Net income or (loss) from sales of inventory		0		
	Miscellaneous Revenue	Business Code			
11a					
b					
c					
d	All other revenue				
e	Total. Add lines 11a-11d		0		
12	Total revenue. See instructions		79,988,476		

Part IX Statement of Functional Expenses

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21.	0			
2 Grants and other assistance to domestic individuals. See Part IV, line 22.	300,263			
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16.	0			
4 Benefits paid to or for members.	0			
5 Compensation of current officers, directors, trustees, and key employees.	2,941,408			
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B).	0			
7 Other salaries and wages.	12,767,621			
8 Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions).	1,682,683			
9 Other employee benefits.	2,325,958			
10 Payroll taxes.	901,572			
11 Fees for services (non-employees)				
a Management.	4,308,124			
b Legal.	252,301			
c Accounting.	193,455			
d Lobbying.	0			
e Professional fundraising services. See Part IV, line 17.	0			
f Investment management fees.	213,609			
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)	990,800			
12 Advertising and promotion.	25,817,853			
13 Office expenses.	503,336			
14 Information technology.	692,687			
15 Royalties.	0			
16 Occupancy.	1,511,716			
17 Travel.	2,379,664			
18 Payments of travel or entertainment expenses for any federal, state, or local public officials.	0			
19 Conferences, conventions, and meetings.	3,074,031			
20 Interest.	0			
21 Payments to affiliates.	0			
22 Depreciation, depletion, and amortization.	1,598,466			
23 Insurance.	195,515			
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a RESEARCH & PROMOTION	13,229,324			
b GRAPHIC ARTS	1,164,248			
c MAINTENANCE	835,838			
d SPONSORSHIP	1,121,575			
e All other expenses	1,580,774			
25 Total functional expenses. Add lines 1 through 24e.	80,582,821			
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

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

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	1,958	1	1,962
	2 Savings and temporary cash investments	5,876,088	2	9,689,550
	3 Pledges and grants receivable, net	0	3	0
	4 Accounts receivable, net	3,598,808	4	2,216,707
	5 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	0	5	0
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)	0	6	0
	7 Notes and loans receivable, net	0	7	0
	8 Inventories for sale or use	0	8	0
	9 Prepaid expenses and deferred charges	1,285,481	9	1,068,157
	10a Land, buildings, and equipment—cost or other basis—Complete Part VI of Schedule D	10a 21,288,898		
	b Less: accumulated depreciation	10b 17,390,872	4,462,455	10c 3,898,026
	11 Investments—publicly traded securities	0	11	0
	12 Investments—other securities—See Part IV, line 11	0	12	0
	13 Investments—program-related—See Part IV, line 11	0	13	0
	14 Intangible assets	0	14	0
	15 Other assets—See Part IV, line 11	0	15	0
16 Total assets. Add lines 1 through 15 (must equal line 34)	15,224,790	16	16,874,402	
Liabilities	17 Accounts payable and accrued expenses	11,014,306	17	13,244,623
	18 Grants payable	0	18	0
	19 Deferred revenue	0	19	0
	20 Tax-exempt bond liabilities	0	20	0
	21 Escrow or custodial account liability—Complete Part IV of Schedule D	0	21	0
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons	0	22	0
	23 Secured mortgages and notes payable to unrelated third parties	0	23	0
	24 Unsecured notes and loans payable to unrelated third parties	0	24	0
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17 - 24)—Complete Part X of Schedule D	3,966,575	25	3,980,215
	26 Total liabilities. Add lines 17 through 25	14,980,881	26	17,224,838
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	243,909	27	-350,436
	28 Net assets with donor restrictions	0	28	0
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
	32 Total net assets or fund balances	243,909	32	-350,436
33 Total liabilities and net assets/fund balances	15,224,790	33	16,874,402	

Part XI Reconciliation of Net AssetsCheck 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	79,988,476
2	Total expenses (must equal Part IX, column (A), line 25)	2	80,582,821
3	Revenue less expenses Subtract line 2 from line 1	3	-594,345
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	243,909
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	-350,436

Part XII Financial Statements and ReportingCheck if Schedule O contains a response or note to any line in this Part XII ☒

	Yes	No
1 Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O		
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 <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		No
b Were the organization's financial statements audited by an independent accountant? If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	Yes	
c If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O	Yes	
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?		No
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits		

Additional Data

Software ID:
Software Version:
EIN: 62-0786018
Name: Cotton Incorporated

Form 990 (2019)

Form 990, Part III, Line 4a:

Consumer Marketing The Consumer Marketing program is comprised of the Consumer Marketing Division (Advertising, Public Relations and Strategic Alliances) and the Corporate Strategy and Program Metrics Division (CSPM). The Consumer Marketing Division is tasked with creating awareness of, and interest in, cotton among consumer and trade audiences. This is accomplished through an integrated platform of traditional and digital advertising, engagement with the media, and activities and events that directly contact consumers. In 2019, the Advertising Department at Cotton Incorporated continued with the second year of our "Life Is Uncomfortable" campaign, utilizing four video assets: Tattoo, Anchor, First Day, and Meme, targeting women and men 18 - 49. This 360 degree campaign reached consumers through TV, video streaming, and digital media, including social media and search engine marketing, driving qualified traffic to our consumer website, TheFabricOfOurLives.com. The brand ad tracker measured campaign awareness and changes in cotton perception among the target audience. The results show that label checking for fabric content and the degree of influence fabric has on clothing purchase are higher among those who have seen First Day in particular, but overall, the campaign has high emotional connection and recognition. In addition to our above-the-line campaign, Advertising also ran a health and wellness-themed video campaign consisting of three videos: Skin Irritation, Underwear, and Sheets, as well as launched a competitive Know Your Clothes social media campaign, to build awareness, educate consumers, and promote the competitive advantages of cotton. During the second half of 2019, the Advertising Department launched a denim-focused video campaign to highlight the historical importance of denim and how authentic denim is made with cotton. The campaign reached consumers through digital and social media as well as through enhanced search engine marketing techniques. The department also completed production on a social media campaign focused on cotton farmer Wendy Yeager, to highlight the made-in-America aspect of cotton and call attention to the family farms that grow it. Finally, production began on the second phase of the Denim campaign: Rosie Reborn. The campaign will launch in the first quarter of 2020 and will continue to tell the story of denim's importance in our collective American history, by highlighting the stories of trailblazing women who will be dubbed "modern-day Rosies" underscore the importance of cotton in authentic denim. The year concluded with research and creative development on a new video campaign which will debut in the second quarter of 2020. The Public Relations Department accomplished for the 2019 year were activities in support of the sustainability of U.S. cotton, the Corporate Strategy & Program Metrics (CSPM) department and the promotion of the holiday shopping survey data, and consumer-facing corporate initiatives such as the Blue Jeans Go Green (TM) denim recycling program. The department secured coverage in atypical and desirable media outlets. Some were a result of an external firm, which provided support for consumer-facing media coverage of cotton and Cotton Incorporated, and some were achieved independently by the Public Relations Department. Among these were news items in Refinery29, Real Simple Online, Martha Stewart Living Online, etc. The Strategic Alliance Department began their year with an exciting new retail partnership for Strategic and Retail Partnerships along with collection and distribution activities for the Blue Jeans Go Green (TM) denim recycling program. In addition to Madewell and rag & bone collecting denim for recycling in stores nationwide, other retailers, individuals, and organizations across the country got involved as well throughout the year. Additionally, the Strategic Alliances team partnered with e-tailer, Revolve, for the first time, to plan and execute an integrated marketing campaign aiming to drive sales of cotton apparel as well as Amazon for the second year, and buybuy BABY for Seal of Cotton trademark promotions that occurred online and instore. CSPM led efforts to identify opportunities and threats for cotton using market intelligence gathered through ongoing studies of U.S. consumer attitudes from the Lifestyle Monitor (TM) survey, assessments of cotton's share at retail through the Retail Monitor (TM) research, and comprehensive global market and economic research and analysis. CSPM provided more than 240 information requests, participated in approximately 160 meetings and presentations, authored 268 publications, videos, TV/radio segments, and podcasts, and worked on more than 20 projects. Work completed by CSPM in 2019 includes, but is not limited to, the collection and examination of data on more than 130K products offered at retail in the U.S. and China, the evaluation of over 14K U.S. and 17K global consumers, the update of a comprehensive database of monthly apparel and home furnishing imports, the management and analysis of global quantitative research in China, the management of Cotton Incorporated's brand tracking metrics, and the delivery of consumer and economic outlook presentations.

Form 990, Part III, Line 4b:

Global Supply Chain Marketing (GSCM) The scope of the GSCM division covers a wide range of activities with manufacturers, retailers, brands, and trade organizations throughout the world. These activities are anchored in three important strategic objectives: build a global presence for cotton, promote product and technology ideas, and conduct education, training, and technical assistance through marketing programs that further the use of cotton in products. An important tactic for maintaining a global presence for cotton is through direct account interaction with mills, manufacturers, brands and retailers for the apparel, nonwovens and home product markets. GSCM staff focus their efforts on influencing major brands and retailers through coordination of various Company resources, with the goal of influencing the use of cotton versus other fibers. During the second half of 2019, GSCM staff conducted more than 400 meetings with companies in both the manufacturing supply chain and with key brand and retailer accounts. In its sixth year, the Cotton LEADS program continues to educate and inform retailers, brands, and manufacturers about responsible U.S. cotton production. Cotton Incorporated participates in this program with the National Cotton Council of America, the Cotton Foundation, Cotton Australia, and Cotton Council International. In 2019, 32 new partners joined the program, thus reaching a total of 592 partnering manufacturers, brands and retailers. During the second half of the year, Mexico City staff added two more Cotton LEADS members and also supported two members, one Peruvian, one Mexican, to design and launch their respective Business to Business (B2B) Cotton LEADS membership campaigns by labeling their eco-line products made with U.S. cotton. Forty-four technical education workshops were held in 2019 with over 1,271 attendees. These individuals were from 128 major brands and retailers. The purpose of these workshops was to provide detailed technical information and training on relevant topics important for cotton. The GSCM division continued to develop the CottonWorks (TM) website, a marketing tool and educational resource (www.cottonworks.com). It is the leading innovative education and information resource for current and emerging textile industry professionals who are actively seeking connections to cotton. In 2019, Cotton Incorporated added two new nonwovens courses and new content on cotton biodegradability. Additionally, cotton fabrics from Cotton Incorporated's FABRICAST (TM) collection were digitized and added to the updated FABRICAST (TM) collection page, bringing the total number of digitally searchable fabrics to 1,027. Two new brochures were added: microfiber biodegradability in aquatic environments and NATURAL STRETCH (TM) technology. Staff also implemented a new resource on the site to learn more about cotton production terms. In 2019, there were 32,108 registered users, 183,479 sessions, and 1,028,067 page views. The GSCM division is responsible for coordinating messaging to the trade. In 2019, consistent messaging and imagery was implemented throughout, including tradeshow, tradeshow promotional items and outlets, and other publications. New messaging was created for 2019 placement to highlight "the circular economy combination technologies. Trade advertisements were placed in industry publications, in print and digitally. A new campaign highlighting the improvements in sustainability, innovation, and technology was developed for the 2020 year. Several brands and retailers that have adopted multiple cotton technologies in 2019 have expanded the product offering into other categories. A significant U.S. online retailer is continuing their STORM COTTON (TM) and STORM DENIM (TM) technologies for men's and women's apparel. Several competing retailers have adopted the TOUGH COTTON (TM) technology on girls' leggings. A large children's brand has adopted the TransDRY (R) technology on a cloth diaper that will be sold through multiple large retail stores and online. A women's sportswear brand has adopted the TransDRY (R) technology on a performance tank top. An online retailer has adopted TransDRY (R) technology on ladies' performance underwear. The GSCM Nonwovens Marketing team successfully completed new license agreements in the following countries: Belgium, Canada, China, Colombia, France, Germany, Indonesia, Korea, Spain, South Africa, Switzerland, Ukraine, United Arab Emirates, UK and the U.S. The product markets included: nonwoven roll goods, feminine hygiene tampons, pads and liners, wipes and skin care masks, air filtration masks, baby diapers, and adult care pads. Trademarks included: Seal of Cotton, natural (TM), enhanced (TM), and Cotton LEADS. Product markets expanding the use of cotton in the second half of 2019 included, global nonwovens roll goods, feminine hygiene, wipes, baby care, skin care, air filtration masks, baby diapers, adult care pads and hospital cleansing gloves.

Form 990, Part III, Line 4c:

Research and Development Research and Development is comprised of the Fiber Competition division and the Product Development and Implementation division. Fiber Competition had twelve outside research projects for 2019 with the renewal of seven projects and the initiation of five new projects. The top priority for 2019 was dealing with contamination issues. The other key priority was the Fiber of the Future effort, which involves improving fiber length uniformity and fineness. Product Evaluation Laboratory (PEL) activities continued to focus on normal day-to-day testing. Routine testing on two high volume instrument (HVI) inter-lab evaluations involved twelve proficiency sets, and the lab also provided testing for the USDA-AMS on ten sets of calibration cotton using both HVI models. A total of nine proficiency tests for fabric and one proficiency test for yarn was also run during the year. Testing services were active for all areas of research and implementation for both Agricultural and Environmental Research and Product Development and Implementation divisions. The lab is continuing to learn and tweak the new version of LogBook software, a specialized system used by the PEL for all data collection and reporting to meet the lab's specific needs. The Cotton Management System (CMS) Product Development team continues to support MILLNet (TM) software products, with the primary focus on updates and enhancements for the latest version. The latest version of MILLNet (TM) software is being used for all new licensee installations. All but two existing users have been converted to the latest version with plans to convert the final two in early 2020. The CMS Technical Service and Marketing teams assisted customers 3,135 times by phone, e-mail, text, face-to-face and the Internet. Yearly service visits were completed for licensees located in Canada, China, Colombia, El Salvador, Guatemala, Honduras, Korea, Mexico, Nicaragua, Peru, Philippines, Thailand, the U.S. and Vietnam. Marketing visits were made to prospective clients in Colombia, El Salvador, Guatemala, Indonesia, Korea, Mexico, Peru, the U.S. and Vietnam. Three new MILLNet (TM) software licenses were signed and installed. The Product Development and Implementation (PDI) Division has accomplished many achievements within the top-three strategies set forth in 2019.

Contamination, Sustainability and Innovation To address contamination, a cotton twine sample was developed, and tests were identified to evaluate baseline performance of current cotton wrap material. In addition, a large contamination trial was completed in Germany in coordination with the equipment manufacturer and industry partners. The new detection technology removes and quantifies debris found at the mill level during processing. A completed technical report then compared current contamination detection and removal technologies with the advanced technologies used during the Germany trial. As traceability has risen to the forefront of the cotton industry, PDI provided technical support to Cotton Council International (CCI) to investigate Orlon's Traceability Technology by processing upland cotton, from two different states, to produce yarn and fabric samples for evaluation. In the area of sustainability, the microfibre biodegradation project examined the impact of dyes and finishes on cotton's ability to degrade in aquatic environments. An effort to transform waste cotton into chemical intermediaries was achieved with the cotton-to-sugar project. The project realized significant process improvements, whereby chemicals and energy were reduced without sacrificing efficiency. Two outside research projects, saw promising results, examined methods transforming waste cotton into high value materials, such as nanocellulose and carbon fiber. Synthetic fleece-alternative fabrics, of cotton and wool, continued to be a highlight, as were 100% cotton thermal knits. A focus on sustainability was maintained in bottom-weight offerings, further reducing waste in selvage denim, through reducing chemical inputs of dyeing through catalytically treated woven fabrics and in mechanical fabric finishing. Lasers were also used reducing chemical inputs by creating a variation on traditionally corduroy concepts. The Life Cycle Analysis (LCA) was expanded to include Ultra Touch (TM) denim insulation, evaluating how it compares to the traditional fiberglass product. Product Development and Implementation continues to develop innovative products. Novel yarns were developed using newly purchased AgTek Multi-function winders. The novelty yarns were then used in FABRICAST (TM) collections, enhancing the design's aesthetic through embroidery. Developments were also initiated using the new Muratec III 870 Vortex Spinner (MVS), obtained in 2018. In an effort for MVS yarn to better compete with ring spun yarn, research trials focused on improving strength and softness of the yarns. Multiple nonwoven prototypes were developed with a wide range of forming and bonding technologies using recycled or reclaimed cotton. Five FABRICAST (TM) collections were released this year focusing on sustainability, performance, and activewear. This included fiber selection, construction, and finish application. Different blends and blend levels were developed to produce lighter weights with a reduced absorbent capacity. Rounding out the collection were fabrics with dual-finish technologies, fabrics with unique surface design, fabrics with conductive yarns for e-textiles, and even prototypes for shoe uppers. New technologies continue to be released by PDI. A new Sweat Hiding (TM) technology, for lightweight woven fabrics, was launched enabling materials, such as dress shirts, to absorb water but not appear wet on the surface. Another new development, labeled QuickDRY (TM) technology, was run on 100% cotton sheeting in partnership with a U.S. mill, with the aim of reducing energy in the consumer-use phase. This non-formaldehyde flame retardant technology is still under development and new chemistries are being evaluated. Two dual-technology finishes were introduced through the FABRICAST (TM) collection at the Outdoor Retailer (OR) show in August. Fabrics treated with TransDRY + TOUGH COTTON (TM) technology and STORM COTTON (TM) + TOUGH COTTON (TM) technology were the first requested by several retailers. Work continues to increase cotton fiber in 3D printing and injection molding. By increasing the cotton fiber content in molding technologies, the performance can be enhanced while displacing synthetics. After receiving a notice of allowance, the PUREPRESS (TM) technology patent has moved forward. Strong interest has developed around PUREPRESS (TM) technology over the course of 2019, with six-mills becoming suppliers running 13-separate trials. One supplier increased its production to include 34-styles treated with PUREPRESS (TM) technology. The TOUGH COTTON (TM) technology continues to be implemented by major brands as well. With interest from additional mills in the U.S. and Asia to become suppliers. The implementation of STORM COTTON (TM) technology continues, but with emphasis on a non-fluorine formula. With the assistance of the Product Evaluation Lab (PEL), a total of 317 projects with over 900 samples were processed for technology licensing. This was in addition to technical service, analytical work, internal research, and support for fabric development. In June, PDI traveled to Barcelona, Spain, attending the International Textile Machinery Association (ITMA) Show which occurs every four years. The team focused on new technologies surrounding cotton development in spinning, contamination detection, knitting & weaving, dyeing & finishing, printing, sustainability and emerging technologies. Six reports were prepared to share PDI's insights within Cotton Incorporated and the cotton industry. Various activities were done to amplify cotton's research in the LCA, such as participating in industry meetings, presenting at several international conferences, as well as authoring a position paper on LCA implementation. Product Integrity participated in an international standards organization (ISO) conference contributing to work screening for GMOs in textiles, advancing the consumer-facing dashboard used for the Higg Index, and chairing numerous committees and working groups within both SAC, AATCC, and ANSI organizations throughout the year. In addition, the results of a non-formaldehyde finish development were presented at an international conference.

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
J Berrye Worsham President & CEO	40 0 0 0			X				660,983	0	156,200
Mark Messura Sr VP, Global Supp Chain Mktg	40 0 0 0				X			313,614	0	115,388
Kater Hake VP Agricult/Envir Research	40 0 0 0				X			299,615	0	104,037
David Byrd Senior Vice President & CFO	40 0 0 0			X				293,127	0	94,089
Kimberly S Kitchings Sr VP, Consumer Marketing	40 0 0 0				X			251,377	0	81,933
John Morgans VP Admin and Assist to Preside	40 0 0 0			X				251,499	0	74,285
Mike Shen VP Product Dev & Implement	40 0 0 0				X			229,639	0	47,440
Mary Ankey VP Product Dev & Implement	40 0 0 0					X		194,966	0	71,678
Vikki Martin VP, Fiber Competition	40 0 0 0					X		199,170	0	59,675
Jesse Daystar VP, Chief Sustainability Offcr	40 0 0 0					X		204,847	0	37,421

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Hideyuki Kikumori Director, Technical Marketing	40 0 0 0					X		221,380	0	19,065
Chui Kwan Assoc Dir, Global Supp Chain	40 0 0 0					X		184,565	0	4,504
Jonathan Isbell Board Member	1 0 0 0	X						0	0	0
Basil Thompson Board Member	1 0 0 0	X						0	0	0
Charles Speake Board Member	1 0 0 0	X						0	0	0
Andrew Wendland Board Member	1 0 0 0	X						0	0	0
Phil Vandiver Board Member	1 0 0 0	X						0	0	0
John Newby Board Member	1 0 0 0	X						0	0	0
Art Heiden Board Member	1 0 0 0	X						0	0	0
Dean Rovey Board Member	1 0 0 0	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Lyall Pacheco Board Member	1 0 0 0	X						0	0	0
Timothy Smith Board Member	1 0 0 0	X						0	0	0
Herrick Norcross Board Member	1 0 0 0	X						0	0	0
Jason Felton Board Member	1 0 0 0	X						0	0	0
Nathan Reed Board Member	1 0 0 0	X						0	0	0
Terry Pollard Board Member	1 0 0 0	X						0	0	0
Earl Stiles Board Member	1 0 0 0	X						0	0	0
Jesse Flye Board Member	1 0 0 0	X						0	0	0
Peter Michael Board Member	1 0 0 0	X						0	0	0
Joseph Nunes Board Member	1 0 0 0	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Stephen Wilbur Board Member	1 0 0 0	X						0	0	0
Joaquin Toledo Board Member	1 0 0 0	X						0	0	0
Jerry Davis Board Member	1 0 0 0	X						0	0	0
Lewie Joe Smith Board Member	1 0 0 0	X						0	0	0
Hugh Dollar Board Member	1 0 0 0	X						0	0	0
Charles Mathis Board Member	1 0 0 0	X						0	0	0
Darren Hembree Board Member	1 0 0 0	X						0	0	0
Phillip Murray Board Member	1 0 0 0	X						0	0	0
Ronald Lee Board Member	1 0 0 0	X						0	0	0
Jeremy Gay Board Member	1 0 0 0	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Joseph Jimmerson Board Member	1 0 0 0	X						0	0	0
John Ruark Board Member	1 0 0 0	X						0	0	0
Henry Davis Board Member	1 0 0 0	X						0	0	0
Wendell Sumner Board Member	1 0 0 0	X						0	0	0
Johnny Crawford Board Member	1 0 0 0	X						0	0	0
Clint Webb Board Member	1 0 0 0	X						0	0	0
Ryne Brannen Board Member	1 0 0 0	X						0	0	0
Kenton Dunn Board Member	1 0 0 0	X						0	0	0
Monte Thom Board Member	1 0 0 0	X						0	0	0
Stephen Logan Board Member	1 0 0 0	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Jason Condrey Board Member	1 0 0 0	X						0	0	0
Larry Sayes Board Member	1 0 0 0	X						0	0	0
Coley Bailey Board Member	1 0 0 0	X						0	0	0
Bryan Jones Board Member	1 0 0 0	X						0	0	0
Kendall Garraway Board Member	1 0 0 0	X						0	0	0
Lawrence Long Board Member	1 0 0 0	X						0	0	0
Thomas Hayes Board Member	1 0 0 0	X						0	0	0
Jeff Hux Board Member	1 0 0 0	X						0	0	0
Allen Below Board Member	1 0 0 0	X						0	0	0
Gregg Mayberry Board Member	1 0 0 0	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Steven Droke Board Member	1 0 0 0	X						0	0	0
Jeremy Gonzales Board Member	1 0 0 0	X						0	0	0
Andrew Burleson Board Member	1 0 0 0	X						0	0	0
Donny Lassiter Board Member	1 0 0 0	X						0	0	0
Robert Fleming Board Member	1 0 0 0	X						0	0	0
Henry McLaurin Board Member	1 0 0 0	X						0	0	0
Marshall Newton Board Member	1 0 0 0	X						0	0	0
Steven Clay Board Member	1 0 0 0	X						0	0	0
Harry Schroeder Board Member	1 0 0 0	X						0	0	0
Ryan Robbins Board Member	1 0 0 0	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Samuel Vinyard Board Member	1 0 0 0	X						0	0	0
Malcolm Calhoun Board Member	1 0 0 0	X						0	0	0
Douglas Jarrell Board Member	1 0 0 0	X						0	0	0
Kendall Wannamaker Board Member	1 0 0 0	X						0	0	0
Jonathan Berry Board Member	1 0 0 0	X						0	0	0
Link Carlton Board Member	1 0 0 0	X						0	0	0
Rose Fullen Board Member	1 0 0 0	X						0	0	0
Robert Walker Board Member	1 0 0 0	X						0	0	0
Tom Wade Board Member	1 0 0 0	X						0	0	0
Albert Andel Board Member	1 0 0 0	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Harold May Board Member	1 0 0 0	X						0	0	0
Lloyd Arthur Board Member	1 0 0 0	X						0	0	0
Jonathan James Board Member	1 0 0 0	X						0	0	0
James Massey Board Member	1 0 0 0	X						0	0	0
Robert Englert Board Member	1 0 0 0	X						0	0	0
Ralph Kellermeier Board Member	1 0 0 0	X						0	0	0
Jacob Gerik Board Member	1 0 0 0	X						0	0	0
Joshua Birdwell Board Member	1 0 0 0	X						0	0	0
Dahlen Hancock Board Member	1 0 0 0	X						0	0	0
Stacy Smith Board Member	1 0 0 0	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Craig Heinrich Board Member	1 0 0 0	X						0	0	0
Robert Coker Board Member	1 0 0 0	X						0	0	0
Michael Patschke Board Member	1 0 0 0	X						0	0	0
Brady Mimms Board Member	1 0 0 0	X						0	0	0
Mark Howard Board Member	1 0 0 0	X						0	0	0
Travis Mires Board Member	1 0 0 0	X						0	0	0
Jeremy Brown Board Member	1 0 0 0	X						0	0	0
Brent Nelson Board Member	1 0 0 0	X						0	0	0
Frank Bezner Board Member	1 0 0 0	X						0	0	0
James Page Board Member	1 0 0 0	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
John McDowell Board Member	1 0 0 0	X						0	0	0
Glen Phipps Board Member	1 0 0 0	X						0	0	0
Johnie Reed Board Member	1 0 0 0	X						0	0	0
Eric Seidenberger Board Member	1 0 0 0	X						0	0	0
Allan Fuchs Board Member	1 0 0 0	X						0	0	0
Sam Sparks Board Member	1 0 0 0	X						0	0	0
Alfred Pennington Board Member	1 0 0 0	X						0	0	0
Martin Stoerner Board Member	1 0 0 0	X						0	0	0
David Carter Board Member	1 0 0 0	X						0	0	0
Lacy Vardeman Board Member	1 0 0 0	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Rex Kennedy Board Member	1 0 0 0	X						0	0	0
Mark Wright Board Member	1 0 0 0	X						0	0	0
Justin Corzine Board Member	1 0 0 0	X						0	0	0
Philip Edwards Board Member	1 0 0 0	X						0	0	0
James Ferguson Board Member	1 0 0 0	X						0	0	0
Van Murphy Vice Chair	1 0 0 0	X		X				0	0	0
Bernard Jordan Chair	1 0 0 0	X		X				0	0	0
James Johnson Secretary	1 0 0 0	X		X				0	0	0
Marvin Beyer Treasurer	1 0 0 0	X		X				0	0	0

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As Filed Data -

DLN: 93493253008150

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

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

OMB No 1545-0047

2019

Open to Public Inspection

Name of the organization
Cotton Incorporated

Employer identification number
62-0786018

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.

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

(a) Donor advised funds

(b) Funds and other accounts

5

Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?

☐ Yes

☐ No

6

Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?

☐ Yes

☐ No

Part II

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

1

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

☐ Preservation of land for public use (e g , recreation or education)

☐ Preservation of an historically important land area

☐ Protection of natural habitat

☐ Preservation of a certified historic structure

☐ Preservation of open space

2

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

a

Total number of conservation easements

b

Total acreage restricted by conservation easements

c

Number of conservation easements on a certified historic structure included in (a)

d

Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register

Held at the End of the Year

2a

2b

2c

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 SFAS 116 (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 SFAS 116 (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 SFAS 116 (ASC 958) relating to these items

a Revenue included on Form 990, Part VIII, line 1
b Assets included in Form 990, Part X

► \$

► \$

► \$

► \$

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

Cat No 52283D

Schedule D (Form 990) 2019

Part III

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

3

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

a

☐ Public exhibition

b

☐ Scholarly research

c

☐ Preservation for future generations

d

☐ Loan or exchange programs

e

☐ Other

4

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

5

During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?

☐ Yes

☐ No

Part IV

Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" 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

c

Beginning balance

d

Additions during the year

e

Distributions during the year

f

Ending balance

	Amount
1c	
1d	
1e	
1f	

2a

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

☐ Yes

☐ No

b

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

☐

Part V

Endowment Funds.

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

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

2

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

a

Board designated or quasi-endowment ▶

b

Permanent endowment ▶

c

Temporarily restricted 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 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		4,167,795	2,934,046	1,233,749
d Equipment		15,914,565	13,779,352	2,135,213
e Other		1,206,538	677,474	529,064
Total. Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c)) . . . ▶				3,898,026

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

Part VIII

Investments—Program Related.

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

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

Part IX

Other Assets.

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

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

Part X

Other Liabilities.

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

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	0
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col (B) line 25) ▶	3,980,215

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

Schedule D (Form 990) 2019

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	83,236,195
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains (losses) on investments	2a	
b	Donated services and use of facilities	2b	3,247,719
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII)	2d	
e	Add lines 2a through 2d	2e	3,247,719
3	Subtract line 2e from line 1	3	79,988,476
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII)	4b	
c	Add lines 4a and 4b	4c	
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12)	5	79,988,476

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	83,830,540
2	Amounts included on line 1 but not on Form 990, Part IX, line 25		
a	Donated services and use of facilities	2a	3,247,719
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII)	2d	
e	Add lines 2a through 2d	2e	3,247,719
3	Subtract line 2e from line 1	3	80,582,821
4	Amounts included on Form 990, Part IX, line 25, but not on line 1 :		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII)	4b	
c	Add lines 4a and 4b	4c	
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18)	5	80,582,821

Part XIII Supplemental Information

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

Return Reference	Explanation
See Additional Data Table	

Part XIII Supplemental Information *(continued)*

Return Reference	Explanation

Additional Data

Software ID:
Software Version:
EIN: 62-0786018
Name: Cotton Incorporated

Supplemental Information

Return Reference	Explanation
SCHEDULE D, PART X, LINE 2	<p>The Company is exempt from Federal income taxes under Section 501(c)(6) of the Internal Revenue Code, except for any unrelated business income. The Company is required to file a Return of Organization Exempt from Income Tax ("Form 990") with the Internal Revenue Service ("IRS") annually. For the year ended December 31, 2019, there was no unrelated business income earned. For the year ended December 31, 2018, the Company was required to file an Exempt Organization Business Income Tax Return ("Form 990-T") with the IRS for unrelated business income tax associated with certain fringe benefits and recorded an income tax provision for Federal income taxes of \$8,146. The applicable tax law that placed unrelated business income tax on the Company for the year ended December 31, 2018 was repealed retroactively in December 2019. The Company will file an amended Federal return as a result. This amended return will encompass the tax paid for the year ended December 31, 2018 and estimated taxes paid in 2019, for a combined value of \$15,935. The Company is also exempt from state income taxes with the exception for any unrelated business income. For the year ended December 31, 2019, there was no unrelated business income earned. For the year ended December 31, 2018, the Company recorded an income tax provision for state income taxes of \$373 as a result of certain fringe benefits. The applicable tax law that placed unrelated business state income tax on the Company for the year ended December 31, 2018 was repealed retroactively in December 2019. The Company will file an amended state return as a result. This amended return will encompass the tax paid for the year ending December 31, 2018 and estimated taxes paid in 2019, for a combined value of \$1,200. The Company accounts for uncertainty in income taxes using a recognition threshold of more-likely-than-not to be sustained upon examination by the appropriate taxing authority. Measurement of uncertainty occurs if the recognition threshold has been met. The Company's tax returns are open for examination for years 2016 through 2018.</p>

SCHEDULE F (Form 990) Department of the Treasury Internal Revenue Service	Statement of Activities Outside the United States ▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 14b, 15, or 16. ▶ Attach to Form 990. ▶ Go to www.irs.gov/Form990 for instructions and the latest information.	OMB No 1545-0047
		2019
		Open to Public Inspection
Name of the organization Cotton Incorporated		Employer identification number 62-0786018

Part I

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

1 For grantmakers. Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?

☐ Yes ☐ No

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

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

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in the region	(d) Activities conducted in region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in the region	(f) Total expenditures for and investments in the region
See Add'l Data					
3a Sub-total	4	27			8,731,146
b Total from continuation sheets to Part I					
c Totals (add lines 3a and 3b)	4	27			8,731,146

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

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of noncash assistance	(h) Description of noncash assistance	(i) Method of valuation (book, FMV, appraisal, other)

- 2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter ► _____
- 3 Enter total number of other organizations or entities ► _____

Part III	Grants and Other Assistance to Individuals Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 16.
-----------------	---

Part III can be duplicated if additional space is needed.

[illegible]

Part IV Foreign Forms

- 1 Was the organization a U S transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U S Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* ☐ Yes ☒ No
- 2 Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U S Owner (see Instructions for Forms 3520 and 3520-A, don't file with Form 990)* ☐ Yes ☒ No
- 3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U S Persons with Respect to Certain Foreign Corporations (see Instructions for Form 5471)* ☐ Yes ☒ No
- 4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see Instructions for Form 8621)* ☐ Yes ☒ No
- 5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U S Persons with Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* ☐ Yes ☒ No
- 6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713, don't file with Form 990)* ☐ Yes ☒ No

Part V **Supplemental Information**

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

ReturnReference	Explanation

Additional Data

Software ID:
Software Version:
EIN: 62-0786018
Name: Cotton Incorporated

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
East Asia and the Pacific	3	19	Program Services	INFORMATION SUPPORT	5,598,930
Central America and the Caribbean	0	1	Program Services	Agricultural Research	175,180

Form 990 Schedule F Part I - Activities Outside The United States					
(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
North America	1	5	Program Services	Information Support	944,821
Europe (Including Iceland and Greenland)	0	2	Program Services	Information Support	1,900,814

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
South America	0	0	Program Services	Information Support	111,401

Note: To capture the full content of this document, please select landscape mode (11" x 8.5") when printing.

Schedule I
(Form 990)

Department of the
Treasury
Internal Revenue Service
Name of the organization
Cotton Incorporated

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 for the latest information.

OMB No 1545-0047

2019

Open to Public
Inspection

Employer identification number
62-0786018

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.

(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 noncash assistance	(h) Purpose of grant or assistance
(1)							
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							

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 ▶

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

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of noncash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
(1) SUPPORT FOR STUDENTS IN BREEDING/GENETICS STUDIES	7	300,263			
(2)					
(3)					
(4)					
(5)					
(6)					
(7)					

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

Return Reference	Explanation
SCHEDULE I, PART I, LINE 2	EXPLANATION GRANTS ARE OVERSEEN BY OUR AGRICULTURAL AND ENVIRONMENTAL RESEARCH EMPLOYEES THESE EMPLOYEES MONITOR THE PROGRESS OF THOSE RECEIVING GRANTS, INCLUDING REQUIRED COMMUNICATIONS OF THEIR PROGRESS AND SITE VISITS

Schedule J (Form 990)	<div>Compensation Information</div> <div>For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees</div> <div>▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23. ▶ Attach to Form 990.</div> <div>▶ Go to www.irs.gov/Form990 for instructions and the latest information.</div>	OMB No 1545-0047
		2019
		Open to Public Inspection

Department of the Treasury Internal Revenue Service	Name of the organization Cotton Incorporated	Employer identification number 62-0786018
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Part I Questions Regarding Compensation		Yes	No
1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.			
<input checked="" type="checkbox"/> First-class or charter travel	<input type="checkbox"/> Housing allowance or residence for personal use		
<input type="checkbox"/> Travel for companions	<input type="checkbox"/> Payments for business use of personal residence		
<input checked="" type="checkbox"/> Tax indemnification and gross-up payments	<input type="checkbox"/> Health or social club dues or initiation fees		
<input type="checkbox"/> Discretionary spending account	<input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef)		
b If any of the boxes on Line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain.	1b	Yes	
2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked on Line 1a?	2	Yes	
3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.			
<input checked="" type="checkbox"/> Compensation committee	<input type="checkbox"/> Written employment contract		
<input checked="" type="checkbox"/> Independent compensation consultant	<input type="checkbox"/> Compensation survey or study		
<input type="checkbox"/> Form 990 of other organizations	<input type="checkbox"/> Approval by the board or compensation committee		
4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:			
a Receive a severance payment or change-of-control payment?	4a		No
b Participate in, or receive payment from, a supplemental nonqualified retirement plan?	4b	Yes	
c Participate in, or receive payment from, an equity-based compensation arrangement?	4c		No
If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.			
Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.			
5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:			
a The organization?	5a		
b Any related organization?	5b		
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?	6a		
b Any related organization?	6b		
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 in lines 5 and 6? If "Yes," describe in Part III.	7		
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.	8		
9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?	9		

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

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

[illegible]

Part III Supplemental Information

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

Return Reference	Explanation
SCHEDULE J, PART I, LINE 1a	The company provides for business class tickets for all employees on select international trips, which include first-class tickets when domestic travel is involved on those itineraries. Tax gross-up payments are made for select executives to reimburse medical expenses.
SCHEDULE J, PART I, LINE 4	J. Berrye Worsham participates in a SERP and had contributions of \$50,000 in 2019.

Additional Data

Software ID:
Software Version:
EIN: 62-0786018
Name: Cotton Incorporated

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(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				
1J Berrye Worsham President & CEO	(i)	526,040	70,000	64,943	113,555	42,645	817,183	0
	(ii)	0	0	0	0	0	0	0
1David Byrd Senior Vice President & CFO	(i)	245,810	23,311	24,006	69,459	24,630	387,216	0
	(ii)	0	0	0	0	0	0	0
2John Morgans VP Admin and Assist to Preside	(i)	214,122	22,631	14,746	51,082	23,203	325,784	0
	(ii)	0	0	0	0	0	0	0
3Kater Hake VP Agricult/Envir Research	(i)	246,434	20,549	32,632	76,136	27,901	403,652	0
	(ii)	0	0	0	0	0	0	0
4Kimberly S Kitchings Sr VP, Consumer Marketing	(i)	210,669	22,298	18,410	49,067	32,866	333,310	0
	(ii)	0	0	0	0	0	0	0
5Mark Messura Sr VP, Global Supp Chain Mktg	(i)	258,348	26,483	28,783	73,320	42,068	429,002	0
	(ii)	0	0	0	0	0	0	0
6Mike Shen VP Product Dev & Implement	(i)	191,612	17,661	20,366	34,489	12,951	277,079	0
	(ii)	0	0	0	0	0	0	0
7Chui Kwan Assoc Dir, Global Supp Chain	(i)	140,643	9,844	34,078	2,297	2,207	189,069	0
	(ii)	0	0	0	0	0	0	0
8Hideyuki Kikumori Director, Technical Marketing	(i)	131,482	10,920	78,978	7,715	11,350	240,445	0
	(ii)	0	0	0	0	0	0	0
9Mary Ankey VP Product Dev & Implement	(i)	165,429	16,682	12,855	39,708	31,970	266,644	0
	(ii)	0	0	0	0	0	0	0
10Jesse Daystar VP, Chief Sustainability Offcr	(i)	182,616	16,917	5,314	24,997	12,424	242,268	0
	(ii)	0	0	0	0	0	0	0
11Vikki Martin VP, Fiber Competition	(i)	172,327	15,467	11,376	36,127	23,548	258,845	0
	(ii)	0	0	0	0	0	0	0

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury

Name of the organization
Cotton Incorporated

Supplemental Information to Form 990 or 990-EZ

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

▶ Attach to Form 990 or 990-EZ.

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

OMB No 1545-0047

2019

Open to Public Inspection

Employer identification number

62-0786018

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART I, LINE 1 DESCRIPTION OF ORGANIZATION MISSION	<p>COTTON INCORPORATED, FUNDED BY U S GROWERS OF UPLAND COTTON AND IMPORTERS OF COTTON AND COTTON TEXTILE PRODUCTS, IS THE RESEARCH AND MARKETING COMPANY REPRESENTING UPLAND COTTON THE PROGRAM IS DESIGNED AND OPERATED TO IMPROVE THE DEMAND FOR AND PROFITABILITY OF COTTON</p> <p>FORM 990, PART III, LINE 4D OTHER PROGRAM SERVICES OTHER PROGRAM SERVICES INCLUDE agric ultural research AND CORPORATE SERVICES FORM 990, PART VI, SECTION A, LINE 4 EXPLANATION</p> <p>The bylaws were amended to eliminate the Member-at-Large designation on the Governance C ommittee because it is no longer needed Standing Committee positions are now allocated ba sed on a region's percent of total Board size</p>

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 11B	EXPLANATION THE FORM 990 IS REVIEWED IN DETAIL WITH THE COMPANY'S AUDIT COMMITTEE AFTER COMPLETION AT THE AUGUST BOARD OF DIRECTORS MEETING FOR APPROVAL PRIOR TO FILING SUBSEQUENT TO REVIEW, THE CHAIRMAN OF THE AUDIT COMMITTEE WILL INFORM THE COMPLETE BOARD OF DIRECTORS OF THE PROCEEDINGS AND OUTCOME

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 12C	EXPLANATION ALL DIRECTORS ARE REQUESTED TO ATTEST THAT THEY ARE FREE OF ANY CONFLICTS OF INTEREST

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 15	EXPLANATION AN INDEPENDENT COMPENSATION COMMITTEE DETERMINES COMPENSATION FOR ALL EMPLOYEES OF THE COMPANY THE COMPENSATION COMMITTEE ENGAGES AN OUTSIDE CONSULTANT TO PROVIDE RECOMMENDATIONS BASED ON COMPARABLE PAY INFORMATION AS WELL

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION C, LINE 19	EXPLANATION THE ORGANIZATION MAKES ITS GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY, AND FINANCIAL STATEMENTS AVAILABLE UPON REQUEST BY AN APPROPRIATE PARTY

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART XII, LINE 2C	EXPLANATION THERE HAVE BEEN NO CHANGES DURING THE YEAR IN THE PROCESS FOR OVERSIGHT OF THE AUDIT OF THE FINANCIAL STATEMENTS

SCHEDULE R
(Form 990)

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

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

OMB No 1545-0047

2019

Open to Public Inspection

Name of the organization
Cotton Incorporated

Employer identification number
62-0786018

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
(1)Trolinder Trust Fund 6399 Weston Parkway Cary, NC 27513 30-6017258	Cotton biotec	NC	501(c)(3)	LINE 11c	NA		No

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

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

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of- year assets	(h) Percentage ownership	(i) Section 512(b) (13) controlled entity?	
								Yes	No

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

1a

No

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

1b

No

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

1c

No

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

1d

No

e Loans or loan guarantees by related organization(s)

1e

No

f Dividends from related organization(s)

1f

No

g Sale of assets to related organization(s)

1g

No

h Purchase of assets from related organization(s)

1h

No

i Exchange of assets with related organization(s)

1i

No

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

1j

No

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

1k

No

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

1l

Yes

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

1m

No

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

1n

No

o Sharing of paid employees with related organization(s)

1o

No

p Reimbursement paid to related organization(s) for expenses

1p

No

q Reimbursement paid by related organization(s) for expenses

1q

No

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

1r

No

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

1s

No

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

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved

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

[illegible]

Part VII

Supplemental Information

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

Return Reference	Explanation