

Form **990**
 Department of the Treasury
 Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

▶ The organization may have to use a copy of this return to satisfy state reporting requirements

OMB No 1545-0047
2008
Open to Public Inspection

A For the 2008 calendar year, or tax year beginning 01-01-2008 and ending 12-31-2008

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Termination <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	Please use IRS label or print or type. See Specific Instructions.	C Name of organization National Association of Manufacturers of the United States of America Doing Business As Number and street (or P O box if mail is not delivered to street address) Room/suite 1331 Pennsylvania Avenue NW No 600 City or town, state or country, and ZIP + 4 Washington, DC 200041790	D Employer identification number 13-1084330 E Telephone number (202) 637-3000 G Gross receipts \$ 41,299,035
F Name and address of Principal Officer John Engler 1331 Pennsylvania Avenue NW Suite 600 Washington, DC 20004		H(a) Is this a group return for affiliates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all affiliates included? <input type="checkbox"/> Yes <input type="checkbox"/> No (If "No," attach a list See instructions) H(c) Group Exemption Number ▶	
I Tax-exempt status <input checked="" type="checkbox"/> 501(c) (6) ◀ (insert no) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		J Web site: ▶ www.nam.org	
K Type of organization <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> trust <input type="checkbox"/> association <input type="checkbox"/> other ▶		L Year of Formation 1905	M State of legal domicile NY

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities to enhance the competitiveness of manufacturers by shaping a legislative and regulatory environment conducive to US economic growth and to increase understanding among policymakers, the media and the general public about the vital role of manufacturing to America's economic future and living standards 2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its assets 3 Number of voting members of the governing body (Part VI, line 1a) 3 213 4 Number of independent voting members of the governing body (Part VI, line 1b) 4 212 5 Total number of employees (Part V, line 2a) 5 188 6 Total number of volunteers (estimate if necessary) 6 0 7a Total gross unrelated business revenue from Part VIII, line 12, column (C) 7a 0 b Net unrelated business taxable income from Form 990-T, line 34 7b 0		
Revenue		Prior Year	Current Year
8 Contributions and grants (Part VIII, line 1h)		30,050,851	28,673,391
9 Program service revenue (Part VIII, line 2g)		1,633,800	1,337,901
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)		1,953,810	-4,053,554
11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)		10,790	22,783
12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)		33,649,251	25,980,521
Expenses			
13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)		304,000	0
14 Benefits paid to or for members (Part IX, column (A), line 4)			0
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)		18,176,833	18,245,722
16a Professional fundraising fees (Part IX, column (A), line 11e)			0
b (Total fundraising expenses, Part IX, column (D), line 25 ⁰)			
17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24f)		15,999,512	21,456,875
18 Total expenses—add lines 13–17 (must equal Part IX, line 25, column (A))		34,480,345	39,702,597
19 Revenue less expenses Subtract line 18 from line 12		-831,094	-13,722,076
Net Assets or Fund Balances		Beginning of Year	End of Year
20 Total assets (Part X, line 16)		28,093,745	19,953,299
21 Total liabilities (Part X, line 26)		23,994,481	30,538,926
22 Net assets or fund balances Subtract line 21 from line 20		4,099,264	-10,585,627

Part II Signature Block

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

Signature of officer	2009-10-30 Date
Richard Klein CFO Type or print name and title	

Paid Preparer's Use Only	Preparer's signature ▶	Date	Check if self-employed <input type="checkbox"/>	Preparer's PTIN (See Gen Inst)
	Firm's name (or yours if self-employed), address, and ZIP + 4 Johnson Lambert & Co LLP 700 Spring Forest Road Ste 115 Raleigh, NC 27609			EIN ▶ Phone no ▶ (919) 719-6400

May the IRS discuss this return with the preparer shown above? (See instructions) Yes No

Part III Statement of Program Service Accomplishments (See the instructions.)

1 Briefly describe the organization's mission
Policy & External Affairs Division Represents and coordinates Association committees, subcommittee, and task forces on regulatory and legislative issues

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 exempt purpose achievements for each of the organization's three largest program services by expenses Section 501(c)(3) and (4) organizations and 4947(a)(1) trusts 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 \$)
Policy & External Affairs Division Represents and coordinates Association committees, subcommittee, and task forces on regulatory and legislative issues

4b (Code) (Expenses \$ including grants of \$) (Revenue \$)
Marketing & Membership Division Recruits and retains members, coordinates member relations at local and national level Holds numerous meetings, publishes and sells newsletters and publications to members and nonmembers

4c (Code) (Expenses \$ including grants of \$) (Revenue \$)
Communication Division A clearinghouse of information for members and publishes newsletters to members





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

4e Total program service expenses \$ *Must equal Part IX, Line 25, column (B).*

Part IV Checklist of Required Schedules

		Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>		No
2	Is the organization required to complete Schedule B, Schedule of Contributors? <input checked="" type="checkbox"/>	Yes	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i> <input checked="" type="checkbox"/>	Yes	
4	Section 501(c)(3) organizations Did the organization engage in lobbying activities? <i>If "Yes," complete Schedule C, Part II</i>		
5	Section 501(c)(4), 501(c)(5), and 501(c)(6) organizations Is the organization subject to the section 6033(e) notice and reporting requirement and proxy tax? <i>If "Yes," complete Schedule C, Part III</i> <input checked="" type="checkbox"/>	Yes	
6	Did the organization maintain any donor advised funds or any accounts where donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i> <input checked="" type="checkbox"/>		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? <i>If "Yes," complete Schedule D, Part II</i>		No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i> <input checked="" type="checkbox"/>		No
9	Did the organization report an amount in Part X, line 21, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i> <input checked="" type="checkbox"/>		No
10	Did the organization hold assets in term, permanent, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i> <input checked="" type="checkbox"/>		No
11	Did the organization report an amount in Part X, lines 10, 12, 13, 15, or 25? <i>If "Yes," complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable</i> <input checked="" type="checkbox"/>	Yes	
12	Did the organization receive an audited financial statement for the year for which it is completing this return that was prepared in accordance with GAAP? <i>If "Yes," complete Schedule D, Parts XI, XII, and XIII</i> <input checked="" type="checkbox"/>		No
13	Is the organization a school as described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>		No
14a	Did the organization maintain an office, employees, or agents outside of the U S ?		No
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, and program service activities outside the U S ? <i>If "Yes," complete Schedule F, Part I</i>		No
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the United States? <i>If "Yes," complete Schedule F, Part II</i>		No
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the United States? <i>If "Yes," complete Schedule F, Part III</i>		No
17	Did the organization report more than \$15,000 on Part IX, column (A), line 11e? <i>If "Yes," complete Schedule G, Part I</i>		No
18	Did the organization report more than \$15,000 total on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>		No
19	Did the organization report more than \$15,000 on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>		No
20	Did the organization operate one or more hospitals? <i>If "Yes," complete Schedule H</i>		No
21	Did the organization report more than \$5,000 on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>		No
22	Did the organization report more than \$5,000 on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>		No
23	Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5? <i>If "Yes," complete Schedule J</i> <input checked="" type="checkbox"/>	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? <i>If "Yes," answer questions 24b-24d and complete Schedule K. If "No," go to question 25</i>		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a	Section 501(c)(3) and 501(c)(4) organizations Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>		
b	Did the organization become aware that it had engaged in an excess benefit transaction with a disqualified person from a prior year? <i>If "Yes," complete Schedule L, Part I</i>		
26	Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II</i>		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, or substantial contributor, or to a person related to such an individual? <i>If "Yes," complete Schedule L, Part III</i>		No

Part IV Checklist of Required Schedules *(Continued)*

		Yes	No
28	During the tax year, did any person who is a current or former officer, director, trustee, or key employee		
a	Have a direct business relationship with the organization (other than as an officer, director, trustee, or employee), or an indirect business relationship through ownership of more than 35% in another entity (individually or collectively with other person(s) listed in Part VII, Section A)? <i>If "Yes," complete Schedule L, Part IV</i>		No
b	Have a family member who had a direct or indirect business relationship with the organization? <i>If "Yes," complete Schedule L, Part IV</i>		No
c	Serve as an officer, director, trustee, key employee, partner, or member of an entity (or a shareholder of a professional corporation) doing business with the organization? <i>If "Yes," complete Schedule L, Part IV</i>		No
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations section 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> 		No
34	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1</i> 	Yes	
35	Is any related organization a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> 	Yes	
36	501(c)(3) organizations Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		
37	Did the organization conduct more than 5 percent of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i> 		No

Part V Statements Regarding Other IRS Filings and Tax Compliance

		Yes	No
1a	Enter the number reported in Box 3 of Form 1096, <i>Annual Summary and Transmittal of U.S. Information Returns</i> . Enter -0- if not applicable		
	1a 50		
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?	Yes	
2a	Enter the number of employees reported on Form W-3, <i>Transmittal of Wage and Tax Statements</i> filed for the calendar year ending with or within the year covered by this return		
	2a 188		
b	If at least one is reported in 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 this return.	Yes	
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return?		No
b	If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O		
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)?		No
b	If "Yes," enter the name of the foreign country _____ See the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts .		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		No
c	If "Yes," to 5a or 5b, did the organization file Form 8886-T, <i>Disclosure by Tax-Exempt Entity Regarding Prohibited Tax Shelter Transaction</i> ?		
6a	Did the organization solicit any contributions that were not tax deductible?	Yes	
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	Yes	
7	<i>Organizations that may receive deductible contributions under section 170(c).</i>		
a	Did the organization provide goods or services in exchange for any quid pro quo contribution of \$75 or more?		
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		
d	If "Yes," indicate the number of Forms 8282 filed during the year		
	7d		
e	Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		
g	For all contributions of qualified intellectual property, did the organization file Form 8899 as required?		
h	For contributions of cars, boats, airplanes, and other vehicles, did the organization file a Form 1098-C as required?		
8	<i>Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations.</i> Did the supporting organization, or a fund maintained by a sponsoring organization, have excess business holdings at any time during the year?		
9	<i>Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds.</i>		
a	Did the organization make any taxable distributions under section 4966?		
b	Did the organization make a distribution to a donor, donor advisor, or related person?		
10	<i>Section 501(c)(7) organizations.</i> Enter		
a	Initiation fees and capital contributions included on Part VIII, line 12		
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities		
11	<i>Section 501(c)(12) organizations.</i> Enter		
a	Gross income from members or shareholders		
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)		
	11a		
	11b		
12a	<i>Section 4947(a)(1) non-exempt charitable trusts.</i> Is the organization filing Form 990 in lieu of Form 1041?		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year		
	12b		

Part VI Governance, Management, and Disclosure (Sections A, B, and C request information about policies not required by the Internal Revenue Code.)

Section A. Governing Body and Management

For each "Yes" response to lines 2-7 below, and for a "No" response to lines 8 or 9b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

		Yes	No
1a	Enter the number of voting members of the governing body		
1b	Enter the number of voting members that are independent		
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?	Yes	
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?		No
4	Did the organization make any significant changes to its organizational documents since the prior Form 990 was filed?		No
5	Did the organization become aware during the year of a material diversion of the organization's assets?		No
6	Does the organization have members or stockholders?	Yes	
7a	Does the organization have members, stockholders, or other persons who may elect one or more members of the governing body?	Yes	
7b	Are any decisions of the governing body subject to approval by members, stockholders, or other persons?	Yes	
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following		
8a	the governing body?	Yes	
8b	each committee with authority to act on behalf of the governing body?	Yes	
9a	Does the organization have local chapters, branches, or affiliates?		No
9b	If "Yes," does the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with those of the organization?		
10	Was a copy of the Form 990 provided to the organization's governing body before it was filed? All organizations must describe in Schedule O the process, if any, the organization uses to review the Form 990		No
11	Is there any officer, director or 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		No

Section B. Policies

		Yes	No
12a	Does the organization have a written conflict of interest policy? If "No", go to line 13	Yes	
12b	Are officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts?		No
12c	Does the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this is done		No
13	Does the organization have a written whistleblower policy?	Yes	
14	Does the organization have a written document retention and destruction policy?	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		
15a	The organization's CEO, Executive Director, or top management official?	Yes	
15b	Other officers or key employees of the organization? Describe the process in Schedule O	Yes	
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?		No
16b	If "Yes," has the organization adopted a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable Federal tax law, and taken steps to safeguard the organization's exempt status with respect to such arrangements?		

Section C. Disclosure

- 17** List the States with which a copy of this Form 990 is required to be filed _____
- 18** Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you make these available. Check all that apply.
 own website another's website upon request
- 19** Describe in Schedule O whether (and if so, how), the organization makes its governing documents, conflict of interest policy, and financial statements available to the public. See Additional Data Table
- 20** State the name, physical address, and telephone number of the person who possesses the books and records of the organization
 The Association
 1331 Pennsylvania Avenue NW Ste 600
 Washington, DC 20004
 (202) 637-3000

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

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

1a Complete this table for all persons required to be listed. Use Schedule J-2 if additional space is needed.
 * List all of the organization's **current** officers, directors, trustees (whether individuals or organizations) and key employees regardless of amount of compensation, and current key employees. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
 * List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
 * List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
 * List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.
 List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

Check this box if the organization did not compensate any officer, director, trustee or key employee

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)					(D) Reportable compensation from the organization (W-2/1099MISC)	(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			
Charles Bunch, Board Member	1.00	X				0	0	0	
Michael Campbell, Board Member	1.00	X				0	0	0	
John Luke, board Member	1.00	X				0	0	0	
Karla F Aaron, board Member	1.00	X				0	0	0	
Gerard M Anderson, board Member	1.00	X				0	0	0	
Mary Andringa, board Member	1.00	X				0	0	0	
Jacques Aschenbroch, Board Member	1.00	X				0	0	0	
Stan A Askren, board Member	1.00	X				0	0	0	
Alex M Azar, board Member	1.00	X				0	0	0	
Brent Baglien, board Member	1.00	X				0	0	0	
Tim Bailey, board Member	1.00	X				0	0	0	
William H Belden, board Member	1.00	X				0	0	0	
Richard Bell, board Member	1.00	X				0	0	0	
Michael L Bennett, board Member	1.00	X				0	0	0	
Rolf Bekert, board Member	1.00	X				0	0	0	
Ronald W Boles, board Member	1.00	X				0	0	0	
Gregory H Boyce, board Member	1.00	X				0	0	0	
Angelo Brismtzakis, board Member	1.00	X				0	0	0	
Michael J Bullinger, board Member	1.00	X				0	0	0	
Ronald D Bullock, board Member	1.00	X				0	0	0	
Ursula Burns, board Member	1.00	X				0	0	0	
Barry Caldwell, Board Member	1.00	X				0	0	0	
Leonard J Cali, board Member	1.00	X				0	0	0	
Susan Capps Morns, board Member	1.00	X				0	0	0	
A Bruce Clarke, board Member	1.00	X				0	0	0	
Ken W Cole, board Member	1.00	X				0	0	0	
Christopher M Connor, board Member	1.00	X				0	0	0	
John W Conway, board Member	1.00	X				0	0	0	
Len Cooper, board Member	1.00	X				0	0	0	
David M Cordani, board Member	1.00	X				0	0	0	
Sigmund L Cornelius, board Member	1.00	X				0	0	0	
Steven A Cosse, board Member	1.00	X				0	0	0	
Paul Cunningham, board Member	1.00	X				0	0	0	
William G Curme, board Member	1.00	X				0	0	0	
Walter P Czamecki, board Member	1.00	X				0	0	0	
Darl Davidson, board Member	1.00	X				0	0	0	
Peter Davidson, board Member	1.00	X				0	0	0	
Bruce Davis, board Member	1.00	X				0	0	0	
Steven J Demetriou, board Member	1.00	X				0	0	0	
Robert D Dixon, board Member	1.00	X				0	0	0	
Mark T Dobbins, board Member	1.00	X				0	0	0	
William H Downey, board Member	1.00	X				0	0	0	
Richard M Doyle, board Member	1.00	X				0	0	0	
Brett S Dugan, board Member	1.00	X				0	0	0	
Arthur J Dyer, board Member	1.00	X				0	0	0	
Thomas V Easterday, board Member	1.00	X				0	0	0	
Douglas Engel, board Member	1.00	X				0	0	0	
John J Engel, board Member	1.00	X				0	0	0	
Sheldon R Ernkson, board Member	1.00	X				0	0	0	
Eric C Fast, board Member	1.00	X				0	0	0	
John A Fees, Board Member	1.00	X				0	0	0	
Fred Festa, Board Member	1.00	X				0	0	0	
Russell M Flaum, Board Member	1.00	X				0	0	0	
William C Foote, board Member	1.00	X				0	0	0	
Jim Fuchs, Board Member	1.00	X				0	0	0	
Walter J Galvin, board Member	1.00	X				0	0	0	
Michael Gambrell, board Member	1.00	X				0	0	0	
David L Gann, board Member	1.00	X				0	0	0	
William E Gaskin, board Member	1.00	X				0	0	0	
Richard Gimmel, board Member	1.00	X				0	0	0	
Clarence Gooden, board Member	1.00	X				0	0	0	
James E Green, board Member	1.00	X				0	0	0	
Drew Greenblatt, board Member	1.00	X				0	0	0	
James W Griffith, board Member	1.00	X				0	0	0	
Kirk S Hachigain, Board Member	1.00	X				0	0	0	
Tim Hanley, board Member	1.00	X				0	0	0	
Michael S Hanley, board Member	1.00	X				0	0	0	
Roger A Hannay, board Member	1.00	X				0	0	0	
Stephanie Harkness, board Member	1.00	X				0	0	0	
R Keith Hamson, board Member	1.00	X				0	0	0	
Carl Hausmann, board Member	1.00	X				0	0	0	
Curt Hebert, board Member	1.00	X				0	0	0	
Herbert L Henkel, board Member	1.00	X				0	0	0	
Robert K Henry, board Member	1.00	X				0	0	0	
Ted M Henry, board Member	1.00	X				0	0	0	
William V Hickey, board Member	1.00	X				0	0	0	
Barbara C Higgins, board Member	1.00	X				0	0	0	
John P Hiler, board Member	1.00	X				0	0	0	
Randy Hoffman, board Member	1.00	X				0	0	0	
John Hofmeister, board Member	1.00	X				0	0	0	
Alan M Holaday, board Member	1.00	X				0	0	0	
G Edison Holland Jr, Board Member	1.00	X				0	0	0	
R David Hoover, board Member	1.00	X				0	0	0	
Jerry Howard, Board Member	1.00	X				0	0	0	
Mary L Howell, board Member	1.00	X				0	0	0	
Tod R Hullin, board Member	1.00	X				0	0	0	
Hannes Hunschofsky, board Member	1.00	X				0	0	0	
Kevin J Hunt, board Member	1.00	X				0	0	0	
Gary D Huss, board Member	1.00	X				0	0	0	
Collie L Hutter, board Member	1.00	X				0	0	0	
William B Inglee, board Member	1.00	X				0	0	0	
Al Jennings, board Member	1.00	X				0	0	0	
Kellie Johnson, board Member	1.00	X				0	0	0	
J Bradley Johnston, board Member	1.00	X				0	0	0	
Jill Jones, board Member	1.00	X				0	0	0	
Daniel Juneau, board Member	1.00	X				0	0	0	
Hannah Kain, board Member	1.00	X				0	0	0	
Pamela Kan, board Member	1.00	X				0	0	0	
DT Dee Kapur, Board Member	1.00	X				0	0	0	
Christopher J Keamey, board Member	1.00	X				0	0	0	
Gage A Kent, board Member	1.00	X				0	0	0	
Patrick J Kiely, board Member	1.00	X				0	0	0	
Peter D Kinnear, board Member	1.00	X				0	0	0	
Luther C Kissam, board Member	1.00	X				0	0	0	
Douglas A Kittenbnik, board Member	1.00	X				0	0	0	
Ward Klein, board Member	1.00	X				0	0	0	
Lewis Kling, board Member	1.00	X				0	0	0	
Kendig K Kneen, board Member	1.00	X				0	0	0	
Linda Knoll, board Member	1.00	X				0	0	0	
John J Koraleski, board Member	1.00	X				0	0	0	
Theodore L Kosloff, board Member	1.00	X				0	0	0	
Thomas R Lalla, board Member	1.00	X				0	0	0	
John C Landgraf, board Member	1.00	X				0	0	0	
Edwin Lange, board Member	1.00	X				0	0	0	
Alan F Lapoint, board Member	1.00	X				0	0	0	
Steven F Leer, board Member	1.00	X				0	0	0	
W Kirk Liddell, board Member	1.00	X				0	0	0	
Michael Linn, board Member	1.00	X				0	0	0	
Terrence G Linnert, board Member	1.00	X				0	0	0	
Gail A Lione, board Member	1.00	X				0	0	0	
Paul Loftus, board Member	1.00	X				0	0	0	
Robert A Lonergan, Board Member	1.00	X				0	0	0	
David H Long, board Member	1.00	X				0	0	0	
Leslie Longoria, board Member	1.00	X				0	0	0	
F Joseph Loughrey, board Member	1.00	X				0	0	0	
Al T Lubrano, board Member	1.00	X				0	0	0	
John F Lundgren, Board Member	1.00	X				0	0	0	
William Mansfield, Board Member	1.00	X				0	0	0	
Charles A Martin, board Member	1.00	X				0	0	0	
Darcy D Massey, Board Member	1.00	X				0	0	0	
Donald A McCabe, board Member	1.00	X				0	0	0	
Charles G McClure, board Member	1.00	X				0	0	0	
Michael W McLanahan, board Member	1.00	X				0	0	0	
Stewart G McMillan, board Member	1.00	X				0	0	0	
Chrs E McNeil, board Member	1.00	X				0	0	0	
Mark A Medley, board Member	1.00	X				0	0	0	
Dyke F Messinger, board Member	1.00	X				0	0	0	
Albert R Miller, board Member	1.00	X				0	0	0	
Samuel J Mitchell, board Member	1.00	X				0	0	0	
Stacey Mobley, board Member	1.00	X				0	0	0	
Attila Molinar, Board Member	1.00	X				0	0	0	
Ronald M Moquist, Board Member	1.00	X				0	0	0	
David C Moran, board Member	1.00	X				0	0	0	
Michael G Morris, board Member	1.00	X				0	0	0	
A Newth Morris, board Member	1.00	X				0	0	0	
Randy Mullett, board Member	1.00	X				0	0	0	
Philip S Mullin, Board Member	1.00	X				0	0	0	
Thomas Murphy, board Member	1.00	X				0	0	0	
Kenneth Murtha, board Member	1.00	X				0	0	0	
Albert Myres, board Member	1.00	X				0	0	0	
Richard Neuffer, board Member	1.00	X				0	0	0	
Larry Nichols, board Member	1.00	X				0	0	0	
Douglas R Oberhelman, board Member	1.00	X				0	0	0	
Ziad S Ojakli, board Member	1.00	X				0	0	0	
Jerome D Okarma, board Member	1.00	X				0	0	0	
Peter M Perez, board Member	1.00	X				0	0	0	
Nicholas T Pinchuk, board Member	1.00	X				0	0	0	
K Scott Portnoy, board Member	1.00	X				0	0	0	
Rice Powell, board Member	1.00	X				0	0	0	
Steven Pryor, board Member	1.00	X				0	0	0	
Bruce W Pulkkinen, board Member	1.00	X				0	0	0	
A F Raimondo, board Member	1.00	X				0	0	0	
Gary L Rainwater, board Member	1.00	X				0	0	0	
Alfred M Rankin, board Member	1.00	X				0	0	0	
Richard K Reece, board Member	1.00	X				0	0	0	
Natale Ricciardi, board Member	1.00	X				0	0	0	
Thomas Riordan, board Member	1.00	X				0	0	0	
Jeanne M Rivet, board Member	1.00	X				0	0	0	
Mark A Roche, board Member	1.00	X				0	0	0	
Thomas J Sabatino, board Member	1.00	X				0	0	0	
William R Sauey, board Member	1.00	X				0	0	0	
Ron Saxton, board Member	1.00	X				0	0	0	
Matt Schlapp, board Member	1.00	X				0	0	0	
Louis L Schorsch, board Member	1.00	X				0	0	0	
Rick Schostek, board Member	1.00	X				0	0	0	
Mary E Schroeder, board Member	1.00	X				0	0	0	
Donald W Seale, board Member	1.00	X				0	0	0	
John Seeger, board Member	1.00	X				0	0	0	
Stephen J Senkowski, board Member	1.00	X				0	0	0	
Dean C Simone, board Member	1.00	X				0	0	0	
Wallace E Smith, board Member	1.00	X				0	0	0	
Norris P Sneed, board Member	1.00	X				0	0	0	
W Fletcher Steele, board Member	1.00	X				0	0	0	
Jack M Stewart, board Member	1.00	X				0	0	0	
Al Stimac, Board Member	1.00	X				0	0	0	
Thomas R Stone, board Member	1.00	X				0	0	0	
Lee J Styslinger, Board Member	1.00	X				0	0	0	
Michael Surface, board Member	1.00	X				0	0	0	
John P Suma, board Member	1.00	X				0	0	0	
Gregory T Swenton, board Member	1.00	X				0	0	0	

Part VIII Statement of Revenue

			(A) Total Revenue	(B) Related or Exempt Function Revenue	(C) Unrelated Business Revenue	(D) Revenue Excluded from Tax under IRC 512, 513, or 514	
Contributions, gifts, grants and other similar amounts	1a	Federated campaigns 1a					
	b	Membership dues 26,596,647					
	c	Fundraising events 1b					
	d	Related organizations 1c					
	e	Government grants (contributions) 1d					
	f	All other contributions, gifts, grants, and similar amounts not included above 2,076,744					
	g	Noncash contributions included in lines 1a-1f \$ _____ 1e					
	h	Total (Add lines 1a-1f) 1f	28,673,391				
Program Service Revenue			Business Code				
	2a	Member Programs	515,134	515,134			
	b	Affiliation fees	443,180	443,180			
	c	Meetings	338,680	338,680			
	d	Publications	40,907	40,907			
	e						
	f	All other program service revenue					
g	Total. Add lines 2a-2f						
		\$ 1,337,901					
Other Revenue	3	Investment income (including dividends, interest other similar amounts)	426,749			426,749	
	4	Income from investment of tax-exempt bond proceeds					
	5	Royalties					
	6a		(i) Real				
			(ii) Personal				
		b	Gross Rents				
		c	Less rental expenses				
	d	Rental income or (loss)					
	e	Net rental income or (loss)					
	7a		(i) Securities				
			(ii) Other				
		b	Gross amount from sales of assets other than inventory 10,838,211				
c		Less cost or other basis and sales expenses 15,318,514					
d	Gain or (loss) -4,480,303						
e	Net gain or (loss)	-4,480,303	-4,480,303				
8a	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18 Attach Schedule G if total exceeds \$15,000 a						
b	Less direct expenses b						
c	Net income or (loss) from fundraising events						
9a	Gross income from gaming activities See part IV, line 19 Complete Schedule G if total exceeds \$15,000 a						
b	Less direct expenses b						
c	Net income or (loss) from gaming activities						
10a	Gross sales of inventory, less returns and allowances a						
b	Less cost of goods sold b						
c	Net income or (loss) from sales of inventory						
		Business Code					
11a	Miscellaneous Revenue		22,783			22,783	
b	Miscellaneous						
c							
d	All other revenue _____						
e	Total. Add lines 11a-11d						
		\$ 22,783					
12	Total Revenue. Add lines 1h, 2g, 3, 4, 5, 6d, 7d, 8c, 9c, 10c, and 11e		25,980,521	-3,142,402	0	449,532	

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) but are not required to complete columns (B), (C), and (D).**

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 governments and organizations in the U S See Part IV, line 21				
2	Grants and other assistance to individuals in the U S See Part IV, line 22				
3	Grants and other assistance to governments, organizations and individuals outside the U S See Part IV, lines 15 and 16				
4	Benefits paid to or for members				
5	Compensation of current officers, directors, trustees, and key employees	2,818,427			
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7	Other salaries and wages	13,846,280			
8	Pension plan contributions (include section 401(k) and section 403(b) employer contributions)	565,355			
9	Other employee benefits	1,017,471			
10	Payroll taxes	-1,811			
11	Fees for services (non-employees)				
a	Management				
b	Legal	672,820			
c	Accounting	57,395			
d	Lobbying				
e	Professional fundraising See Part IV, line 17				
f	Investment management fees				
g	Other	4,538,433			
12	Advertising and promotion	24,364			
13	Office expenses	1,388,080			
14	Information technology				
15	Royalties				
16	Occupancy	2,788,887			
17	Travel	1,106,446			
18	Payments of travel or entertainment expenses for any Federal, state or local public officials	3,569			
19	Conferences, conventions and meetings	692,815			
20	Interest				
21	Payments to affiliates				
22	Depreciation, depletion, and amortization	317,305			
23	Insurance	172,960			
24	Other expenses—Itemize expenses not covered above (Expenses grouped together and labeled miscellaneous may not exceed 5% of total expenses shown on line 25 below)				
a	FAS 158 Adjustments to	7,831,565			
b	additional Pension Expe	1,030,136			
c	Membership Dues	283,395			
d	Contributions	244,300			
e	Subscriptions	235,288			
f	All other expenses	69,117			
25	Total functional expenses. Add lines 1 through 24f	39,702,597			
26	Joint Costs. Check <input type="checkbox"/> if following SOP 98-2 Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

Part X Balance Sheet

		(A)		(B)
		Beginning of year		End of year
Assets	1 Cash—non-interest-bearing	452,899	1	743,246
	2 Savings and temporary cash investments	7,516,454	2	3,850,413
	3 Pledges and grants receivable, net		3	
	4 Accounts receivable, net	2,018,735	4	2,334,503
	5 Receivables from current and former officers, directors, trustees, key employees or other related parties <i>Complete Part II of Schedule L</i>		5	
	6 Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) <i>Complete Part II of Schedule L</i>		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges	188,167	9	373,605
	10a Land, buildings, and equipment cost basis	10a 7,539,035		
	b Less accumulated depreciation <i>Complete Part VI of Schedule D</i>	10b 6,741,436	942,221	10c 797,599
	11 Investments—publicly traded securities	16,930,769	11	11,838,933
	12 Investments—other securities See Part IV, line 11 <i>Complete Part VII of Schedule D</i>		12	
	13 Investments—program-related See Part IV, line 11 <i>Complete Part VIII of Schedule D</i>		13	
	14 Intangible assets		14	
	15 Other assets See Part IV, line 11 <i>Complete Part IX of Schedule D</i>	44,500	15	15,000
16 Total assets. Add lines 1 through 15 (must equal line 34)	28,093,745	16	19,953,299	
Liabilities	17 Accounts payable and accrued expenses	1,837,461	17	657,798
	18 Grants payable		18	
	19 Deferred revenue	12,727,367	19	13,159,337
	20 Tax-exempt bond liabilities		20	
	21 Escrow account liability <i>Complete Part IV of Schedule D</i>		21	
	22 Payable to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons <i>Complete Part II of Schedule L</i>		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable		24	
	25 Other liabilities <i>Complete Part X of Schedule D</i>	9,429,653	25	16,721,791
	26 Total liabilities. Add lines 17 through 25	23,994,481	26	30,538,926
Net Assets or Fund Balances	Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets	188,280	27	-12,375,437
	28 Temporarily restricted net assets	3,910,984	28	1,789,810
	29 Permanently restricted net assets		29	
	Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 30 through 34.			
	30 Capital stock or trust principal, or current funds		30	
	31 Paid-in or capital surplus, or land, building or equipment fund		31	
	32 Retained earnings, endowment, accumulated income, or other funds		32	
33 Total net assets or fund balances	4,099,264	33	-10,585,627	
34 Total liabilities and net assets/fund balances	28,093,745	34	19,953,299	

Part XI Financial Statements and Reporting

		Yes	No
1	Accounting method used to prepare the Form 990 <input type="checkbox"/> cash <input checked="" type="checkbox"/> accrual <input type="checkbox"/> other		
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?		No
2b	Were the organization's financial statements audited by an independent accountant?		No
2c	If "Yes" to lines 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?		
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
3b	If "Yes," did the organization undergo the required audit or audits?		

SCHEDULE C (Form 990 or 990-EZ)

Political Campaign and Lobbying Activities

OMB No 1545-0047

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

2008

Open to Public Inspection

Department of the Treasury Internal Revenue Service

To be completed by organizations described below. Attach to Form 990 or Form 990-EZ

If the organization answered "Yes," to Form 990, Part IV, Line 3, or Form 990-EZ, Part VI, line 46 (Political Campaign Activities)

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

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

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

If the organization answered "Yes," to Form 990, Part IV, Line 5 (Proxy Tax)

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

Name of the organization National Association of Manufacturers of the United States of America

Employer identification number

13-1084330

Part I-A To be completed by all organizations exempt under section 501(c) and section 527 organizations. (See the instructions for Schedule C for details.)

- 1 Provide a description of the organization's direct and indirect political campaign activities in Part IV
2 Political expenditures \$ 3,569
3 Volunteer hours 0

Part I-B To be completed by all organizations exempt under section 501(c)(3). (See the instructions for Schedule C for details.)

- 1 Enter the amount of any excise tax incurred by the organization under section 4955 \$
2 Enter the amount of any excise tax incurred by organization managers under section 4955 \$
3 If the organization incurred in a section 4955 tax, did it file Form 4720 for this year? Yes No
4a Was a correction made? Yes No
b If "Yes," describe in Part IV

Part I-C To be completed by all organizations exempt under section 501(c), except section 501(c)(3). (See the instructions for Schedule C for details.)

- 1 Enter the amount directly expended by the filing organization for section 527 exempt function activities \$ 3,569
2 Enter the amount of the filing organization's internal funds contributed to other organizations for section 527 exempt function activities \$ 0
3 Total of direct and indirect exempt function expenditures Add lines 1 and 2 and enter here and on Form 1120-POL, line 17b \$ 3,569
4 Did the filing organization file Form 1120-POL for this year? Yes No
5 State the names, addresses and Employer Identification Number (EIN) of all section 527 political organizations to which payments were made

Table with 5 columns: (a) Name, (b) Address, (c) EIN, (d) Amount paid from filing organization's internal funds, (e) Amount of political contributions received and promptly and directly delivered to a separate political organization.

Part II-A To be completed by organizations exempt under section 501(c)(3) that filed Form 5768 (election under section 501(h)). (See the instructions for Schedule C for details.)

- A** Check if the filing organization belongs to an affiliated group
- B** Check if the filing organization checked box A and "limited control" provisions apply

Limits on Lobbying Expenditures— (The term "expenditures" means amounts paid or incurred.)	(a) Filing Organization's Totals	(b) Affiliated Group Totals
1a Total lobbying expenditures to influence public opinion (grass roots lobbying)		
b Total lobbying expenditures to influence a legislative body (direct lobbying)		
c Total lobbying expenditures (add lines 1a and 1b)		
d Other exempt purpose expenditures		
e Total exempt purpose expenditures (add lines 1c and 1d)		
f Lobbying nontaxable amount Enter the amount from the following table in both columns—		
If the amount on line 1e, column (a) or (b) is:		
Not over \$500,000	The lobbying nontaxable amount is: 20% of the amount on line 1e	
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000	
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000	
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000	
Over \$17,000,000	\$1,000,000	
g Grassroots nontaxable amount (enter 25% of line 1f)		
h Subtract line 1g from line 1a Enter -0- if line g is more than line a		
i Subtract line 1f from line 1c Enter -0- if line f is more than line c		
j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

4-Year Averaging Period Under Section 501(h)
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the instructions for lines 1a through 1f of the instructions.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) Total
2a Lobbying non-taxable amount					
b Lobbying ceiling amount (150% of line 2a, column(e))					
c Total lobbying expenditures					
d Grassroots non-taxable amount					
e Grassroots ceiling amount (150% of line d, column (e))					
f Grassroots lobbying expenditures					

Part II-B To be completed by organizations exempt under section 501(c)(3) that have NOT filed Form 5768 (election under section 501(h)). (See the instructions for Schedule C for details.)

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

Part III-A To be completed by all organizations exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6). (See the instructions for Schedule C for details.)

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

Part III-B To be completed by all organizations exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) if BOTH Part III-A, questions 1 and 2 are answered "No" OR if Part III-A, question 3 is answered "Yes." (See the instructions for Schedule C for details.)

1 Dues, assessments and similar amounts from members	1 \$	29,091,570
2 Section 162(e) non-deductible lobbying and political expenditures <i>(do not include amounts of political expenses for which the section 527(f) tax was paid).</i>		
a Current Year	2a \$	7,455,664
b Carryover from last year	2b \$	-548,182
c Total	2c \$	6,907,482
3 Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3 \$	5,818,314
4 If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	4 \$	1,089,168
5 Taxable amount of lobbying and political expenditures (line 2c total minus 3 and 4)	5 \$	

Part IV Supplemental Information

Complete this part to provide the descriptions required for Part I-A, line 1, Part I-B, line 4, Part I-C, line 5, and Part II-B, line 1i. Also, complete this part for any additional information.

Identifier	Return Reference	Explanation
Part I-A, Line 1	Organizations Direct and Indirect Political Campaign Activities	The National Association of Manufacturers hosted events for two U S Senate candidates in the form of meetings of NAM member representatives and the candidates to discuss their issues and campaigns

SCHEDULE D (Form 990)

OMB No 1545-0047

Supplemental Financial Statements

2008

Open to Public Inspection

Department of the Treasury Internal Revenue Service

Attach to Form 990. To be completed by organizations that answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11, or 12.

Name of the organization

National Association of Manufacturers of the United States of America

Employer identification number

13-1084330

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

Table with 3 columns: Line number, (a) Donor advised funds, (b) Funds and other accounts. Rows 1-4.

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 may be used only for charitable purposes and not for the benefit of the donor or donor advisor or other impermissible private benefit? Yes No

Part II Conservation Easements. Complete if the organization answered "Yes" to 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 pleasure)
- Protection of natural habitat
- Preservation of open space
- Preservation of an historically important land area
- Preservation of certified historic structure

2 Complete lines 2a-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 8/17/06

Table with 2 columns: Line number, Held at the End of the Year. Rows 2a, 2b, 2c, 2d.

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the taxable 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, violations, and enforcement of the conservation easements it holds? Yes No

6 Staff or volunteer hours devoted to monitoring, inspecting and enforcing easements during the year

7 Amount of expenses incurred in monitoring, inspecting, and enforcing 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 170(h)(4)(B)(ii)? Yes No

9 In Part XIV, 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" to Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116, 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 XIV, the text of the footnote to its financial statements that describes these items

b If the organization elected, as permitted under SFAS 116, 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) Revenues included in 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 relating to these items

a Revenues included in Form 990, Part VIII, line 1 \$

b Assets included in Form 990, Part X \$

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

3 Using the organization's 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 XIV

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

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 why in Part XIV and complete the following table

Table with 2 columns: Description (1c-1f) and Amount

2a Did the organization include an amount on Form 990, Part X, line 21? Yes No

b If "Yes," explain the arrangement in Part XIV

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

Table with 6 columns: (a) Current Year, (b) Prior Year, (c) Two Years Back, (d) Three Years Back, (e) Four Years Back. Rows 1a-1g.

2 Provide the estimated percentage of the year end balance held as

- a Board designated or quasi-endowment, b Permanent endowment, c Term endowment

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

Table with 3 columns: Description (3a(i), 3a(ii), 3b) and Yes/No columns

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

Part VI Investments—Land, Buildings, and Equipment. See Form 990, Part X, line 10.

Table with 5 columns: Description of investment, (a) Cost or other basis (investment), (b) Cost or other basis (other), (c) Depreciation, (d) Book value. Rows 1a-1e and Total.

Part XI Reconciliation of Change in Net Assets from Form 990 to Financial Statements

1	Total revenue (Form 990, Part VIII, column (A), line 12)	1	
2	Total expenses (Form 990, Part IX, column (A), line 25)	2	
3	Excess or (deficit) for the year Subtract line 2 from line 1	3	
4	Net unrealized gains (losses) on investments	4	
5	Donated services and use of facilities	5	
6	Investment expenses	6	
7	Prior period adjustments	7	
8	Other (Describe in Part XIV)	8	
9	Total adjustments (net) Add lines 4 - 8	9	
10	Excess or (deficit) for the year per financial statements Combine lines 3 and 9	10	

Part XII Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

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

Part XIII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

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

Part XIV Supplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part XIV, lines 1b and 2b, Part V, line 4, Part X, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b

Identifier	Return Reference	Explanation

Schedule J
(Form 990)

Compensation Information

OMB No 1545-0047

2008

Open to Public Inspection

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

▶ **Attach to Form 990. To be completed by organizations that answered "Yes" to Form 990, Part IV, line 23.**

Department of the Treasury
Internal Revenue Service

Name of the organization

National Association of Manufacturers of the United States of America

Employer identification number

13-1084330

Part I Questions Regarding Compensation

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

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use Schedule J-1 if additional space needed.

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

Note. The sum of columns (B)(i)-(iii) must equal the applicable column (D) or column (E) amounts on Form 990, Part VII, line 1a

(A) Name		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other compensation				
John Engler	(i)	778,750	257,000	5,600	288,440		1,329,790	
	(ii)							
Jay Timmons	(i)	436,800	10,000	-1,755	13,869	6,421	465,335	
	(ii)							
LeAnne Wilson	(i)	291,200	10,000	-9,401	13,973	18,857	324,629	
	(ii)							
Richard Klein	(i)	253,334	10,000	-1,256	13,362	7,148	282,588	
	(ii)							
Dana Cole	(i)	184,748	2,500	-1,864	11,339	6,302	203,025	
	(ii)							
Jeffrey Pierce	(i)	142,000	169,666	-8,924	16,583	18,536	337,861	
	(ii)							
Ann Heins	(i)	158,137	122,213	-1,388	18,371	6,421	303,754	
	(ii)							
Aric Newhouse	(i)	220,210		-1,316	17,616		236,510	
	(ii)							
Jan Amundson	(i)	254,176	7,250	-4,951	16,193	6,421	279,089	
	(ii)							
Jerry Hodge	(i)	92,658	148,964	-4,020	21,524	18,857	277,983	
	(ii)							
Emily DeRocco	(i)	213,173	10,000	210	7,500	6,230	237,113	
	(ii)							
Frank Vargo	(i)	193,183		-66	11,815		204,932	
	(ii)							
Dorothy Coleman	(i)	186,088	3,500	-5,113	12,385	18,536	215,396	
	(ii)							
	(i)							
	(ii)							

Software ID:
Software Version:
EIN: 13-1084330
Name: National Association of Manufacturers
of the United States of America

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

(A) Name	(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
	(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other compensation				
John Engler	(i) (ii)	778,750	257,000	5,600	288,440	1,329,790	
Jay Timmons	(i) (ii)	436,800	10,000	-1,755	13,869	465,335	6,421
LeAnne Wilson	(i) (ii)	291,200	10,000	-9,401	13,973	324,629	18,857
Richard Klein	(i) (ii)	253,334	10,000	-1,256	13,362	282,588	7,148
Dana Cole	(i) (ii)	184,748	2,500	-1,864	11,339	203,025	6,302
Jeffrey Pierce	(i) (ii)	142,000	169,666	-8,924	16,583	337,861	18,536
Ann Heins	(i) (ii)	158,137	122,213	-1,388	18,371	303,754	6,421
Aric Newhouse	(i) (ii)	220,210		-1,316	17,616	236,510	
Jan Amundson	(i) (ii)	254,176	7,250	-4,951	16,193	279,089	6,421
Jerry Hodge	(i) (ii)	92,658	148,964	-4,020	21,524	277,983	18,857
Emily DeRocco	(i) (ii)	213,173	10,000	210	7,500	237,113	6,230
Frank Vargo	(i) (ii)	193,183		-66	11,815	204,932	
Dorothy Coleman	(i) (ii)	186,088	3,500	-5,113	12,385	215,396	18,536

Part III Supplemental Information

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

Identifier	Return Reference	Explanation
	Part I, Line 4a	John Engler, 457 Plan, \$275,000

**SCHEDULE O
(Form 990)**

Supplemental Information to Form 990

2008

**Open to Public
Inspection**

Department of the Treasury
Internal Revenue Service

▶ Attach to Form 990. To be completed by organizations to provide additional information for responses to specific questions for the Form 990 or to provide any additional information.

Name of the organization National Association of Manufacturers of the United States of America	Employer identification number 13-1084330
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Identifier	Return Reference	Explanation
Form 990, Part VI, Section A, line 2		Since the NAM's Board is over 200 and its members represent all types of manufacturing from small to large, we assume that directors may have family and/or business relationships with other directors

Identifier	Return Reference	Explanation
Form 990, Part VI, Section A, line 6		The dues-paying membership of NAM have the right to elect members of the board of directors

Identifier	Return Reference	Explanation
Form 990, Part VI, Section A, line 7a		The dues-paying membership of NAM have the right to elect members of the board of directors

Identifier	Return Reference	Explanation
Form 990, Part VI, Section A, line 7b		Board decisions are subject to approval of the membership

Identifier	Return Reference	Explanation
Form 990, Part VI, Section A, line 10		The 2008 NAM IRS form 990 was prepared by the NAM Controller and in consultation with our accounting firm Drafts were reviewed and approved by the NAM Chief Financial Officer. The issue of appropriate board review was addressed by the Chairman and Vice Chairman of the NAM Board. Their review took into consideration the goal of disclosure and oversight by the governing body consistent with the intent and spirit implied in question 10. It was decided that because the NAM board consists of over 200 member, and that the Finance Committee pursuant to the NAM Constitution is charged with exercising general supervision over the financial affairs of the association, that the Finance Committee should and would review the 990. Accordingly, the NAM Finance Committee did receive and review copies of the 2008 Form 990 and accompanying schedules before it was filed and then reported that it had done so to the full Board. However, pursuant to the specific instructions for this question, the NAM has answered "no"

Identifier	Return Reference	Explanation
Form 990, Part VI, Section B, line 15		The NAM's Compensation Committee, made up of Board members, annually determine the CEO's compensation. The process includes reviewing data from other like associations, third party consultants and other industry data. The committee sets the annual salary and any bonus compensation and provides documentation of their decisions. In addition to the annual performance appraisal system, officers' annual compensation is approved by the NAM Compensation Committee. The committee reviews data from various sources, including other like associations, third party consultants, and other industry data. This data helps to determine the compensation and the committee provides documentation of their decisions.

Identifier	Return Reference	Explanation
Form 990, Part VI, Section C, line 19		Governing documents, conflict of interest policy, and financial statements are made available upon request

Identifier	Return Reference	Explanation
Form 990, Part IV, line 12	Audited Financial Statements	The National Association of Manufacturers (NAM) does receive an annual audit of its financial statements, however these financials are consolidated with Manufacturers Services, Inc - a for-profit entity of which NAM is a 100% owner

Identifier	Return Reference	Explanation
Form 990, Part VII, Col A	Emily DeRocco Compensation	Emily DeRocco is the president of the Manufacturing Institute, the educational foundation of the National Association of Manufacturers (NAM). Although she is an employee of the NAM, she works exclusively for the Manufacturing Institute and her compensation and benefits are reimbursed to the NAM by the Manufacturing Institute.

Identifier	Return Reference	Explanation
Form 990, Part XI, line 2b	Audited Financial Statements & Oversight	The National Association of Manufacturers (NAM) does receive an annual audit of its financial statements, however these financials are consolidated with Manufacturers Services, Inc - a for-profit entity of which NAM is a 100% owner. The NAM Audit Committee assumes responsibility for oversight of the audit and selection of an independent accountant.

Identifier	Return Reference	Explanation
Form 990, Schedule J, Column B(iii)	Other Compensation	These amounts represent other taxable fringe benefits of the individuals listed throughout Schedule J.

**SCHEDULE R
(Form 990)**

Related Organizations and Unrelated Partnerships

OMB No 1545-0047

2008

Open to Public Inspection

▶ **Attach to Form 990. To be completed by organizations that answer "Yes" to Form 990, Part IV, lines 33, 34, 35, 36, or 37.**
▶ **See separate instructions.**

Department of the Treasury
Internal Revenue Service

Name of the organization
National Association of Manufacturers
of the United States of America

Employer identification number

13-1084330

Part I Identification of Disregarded Entities

(A) Name, address, and EIN 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

(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
The Manufacaturing Institute 1331 Pennsylvania Avenue NW Ste 600 Washington, DC20004 52-1073576	Educational Foundation	DC	501(c)(3)	Publicly Supported	NAM

Part III Identification of Related Organizations Taxable as a Partnership

(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, investment, unrelated)	(F) Share of total income	(G) Share of end-of- year assets	(H) Disproportionate allocations?		(I) Code V—UBI amount on Box 20 of K-1	(J) General or managing partner?	
							Yes	No		Yes	No

Part IV Identification of Related Organizations Taxable as a Corporation or Trust

(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
Manufacturers Services Inc 1331 Pennsylvania Avenue NW Ste 600 Washington, DC20004 04-3769589	Offering NAM members low-cost Services	DC	NAM	C	30,250	47,456	100 000 %

Part V Transactions with Related Organizations

Note. Complete line 1 if any entity is listed in Parts II, III or IV

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 **(iv)** rent from a controlled entity
- b** Gift, grant, or capital contribution to other organization(s)
- c** Gift, grant, or capital contribution from other organization(s)
- d** Loans or loan guarantees to or for other organization(s)
- e** Loans or loan guarantees by other organization(s)

- f** Sale of assets to other organization(s)
- g** Purchase of assets from other organization(s)
- h** Exchange of assets
- i** Lease of facilities, equipment, or other assets to other organization(s)

- j** Lease of facilities, equipment, or other assets from other organization(s)
- k** Performance of services or membership or fundraising solicitations for other organization(s)
- l** Performance of services or membership or fundraising solicitations by other organization(s)
- m** Sharing of facilities, equipment, mailing lists, or other assets
- n** Sharing of paid employees

- o** Reimbursement paid to other organization for expenses
- p** Reimbursement paid by other organization for expenses

- q** Other transfer of cash or property to other organization(s)
- r** Other transfer of cash or property from other organization(s)

	Yes	No
1a		No
1b	Yes	
1c		No
1d		No
1e		No
1f		No
1g		No
1h		No
1i		No
1j		No
1k	Yes	
1l		No
1m	Yes	
1n	Yes	
1o		No
1p	Yes	
1q		No
1r		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 other organization(s)	(B) Transaction type(a-r)	(C) Amount Involved
(1) The Manufactunng Institute	K	30,000
(2) The Manufactunng Institute	N	983,731
(3) The Manufactunng Institute	P	60,358
(4) The Manufactunng Institute	B	100,000
(5) The Manufactunng Institute	M	70,000
(6)		

