Exhibit A

efile	e GR/	APHIC	orint - DO NOT PROCESS As Filed Data -			DLN:	93493314006026
(99	∩	Return of Organization Exempt From	Income	Tax		OMB No 1545-0047
Form	33	U	Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Co				2015
Deve			<pre>foundations)</pre>	iv be made r	ublic		
Treasu		une nue Service	▶ Information about Form 990 and its instructions is at <u>ww</u>				Open to Public Inspection
		- F	endar year, or tax year beginning 01-01-2015 , and ending 12-31-201 C Name of organization	5			
_	ck if ap dress ch	plicable	National Rifle Association of America		-	-	lentification number
·	me cha	-	David human an		53-0	01161	30
<u> </u>	tial retu	irn	Doing business as				
Fir return/	ial termina	ted	Number and street (or P O box if mail is not delivered to street address) Room/suit	e	E Telep	hone nu	ımber
<u> </u>	ended r	- F	11250 Waples Mill Road		(703)267	-1000
App	lication	pending	City or town, state or province, country, and ZIP or foreign postal code Fairfax, VA 220307400		G Gross	receipt	s \$ 368,019,026
		₽	F Name and address of principal officer	H(a) Is th			
			Wilson H Phillips Jr 11250 Waples Mill Road		rdinates	•	🔽 Yes 🔽
			Fairfax, VA 22030	No H(b) Area	allsubor	dinates	
I ⊺a>	-exemp	pt status	501(c)(3) ▼ 501(c)(4) ◄ (Insert no) 4947(a)(1) or 527	inclu	ded?		
J We	ebsite	► www	nra org		•		t (see instructions)
K Form	of ora	anızatıon	Corporation Trust Association Other	L Year of fo	up exemp ormation 1		M State of legal domicile NY
		unization					_
Pa		Sumr	-				
		•	rribe the organization's mission or most significant activities afety, education, and training and advocacy on behalf of safe and respo	nsible aun o	wners		
e			·····,, · ······, ······, ············				
anc							
E E	,	hook thu	. hav b 🔽 if the avgenization discentioned its energians or dispessed a	fmore then		to pot	
Governance	20	neck this	box ▶ If the organization discontinued its operations or disposed o	i more than .	2 3 % 01 1	is net	assels
	3 N	umber of	voting members of the governing body (Part VI, line 1a)			3	76
Activities & (4 N	umber of	independent voting members of the governing body (Part VI, line 1b)			4	71
tivit			ber of individuals employed in calendar year 2015 (Part V , line 2a) $\ .$		• •	5	852
Ac			ber of volunteers (estimate if necessary)			6	150,000
			lated business revenue from Part VIII, column (C), line 12 ed business taxable income from Form 990-T, line 34		•••	7a 7b	27,286,963
				Pric	or Year		Current Year
	8	Contrib	utions and grants (Part VIII, line 1h)		103,475	,481	94,982,032
enu	9	Prograr	n service revenue (Part VIII, line 2g)		141,451	,858	180,255,185
enneveR	10	Investr	nent income (Part VIII, column (A), lines 3, 4, and 7d)		4,828		271,983
æ	11		evenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)		60,735	,818,	61,200,038
	12	Total re 12)	evenue—add lines 8 through 11 (must equal Part VIII, column (A), line		310,491	,277	336,709,238
	13	Grants	and similar amounts paid (Part IX, column (A), lines 1–3)		94	,459	91,500
	14	Benefit	s paid to or for members (Part IX, column (A), line 4)				0
£	15	Salarie: 5-10)	s, other compensation, employee benefits (Part IX, column (A), lines		56,577	,057	63,408,147
Expenses	16a	,	sional fundraising fees (Part IX, column (A), line 11e)		6,879	,238	4,997,495
xpe	b		draising expenses (Part IX, column (D), line 25) ▶38,020,218				
ш	17		xpenses (Part IX, column (A), lines 11a-11d, 11f-24e)		282,061	,231	235,037,425
	18	Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)					303,534,567
	19	Revenu	e less expenses Subtract line 18 from line 12		-35,120	,708	33,174,671
s or Nees				Beginning	of Current	t Year	End of Year
Net Assets or Fund Balances	20	Total a:	ssets (Part X, line 16)		207,610	,450	214,839,625
Md B	21		abilities (Part X, line 26)		165,010		139,481,463
Ž,	22	Netass	ets or fund balances Subtract line 21 from line 20		42,599	,724	75,358,162
Par			ture Block				
my kr	owled		erjury, I declare that I have examined this return, including accompany elief, it is true, correct, and complete Declaration of preparer (other th owledge				

	·			2016-11-10		
Sign	Signature of officer			Date		
Here	Wilson H Phillips Jr Treasurer and Chie	f Financial Offic				
	Type or print name and title					
Paid	Print/Type preparer's name James P Sweeney	Preparer's signature James P Sweeney	Date 2016-11-10	Check If self-employed	PTIN	
Preparer	, Firm's name 🕨 RSM US LLP		Firm's EIN 🕨			
Use Only	Leirm's address P 1861 Internation.	al Dr Ste 400		Phone no (703	3) 336-6400	
	McLean, VA 221	02				
May the IRS	discuss this return with the prepa	rer shown above? (see instruction	ons)		√Yes No	

		. (000
For Paperwork Reduction	n Act Notice, see the separate instruc	tions.

Form	rm 990 (2015)					Page 2
Par	art III Statement of Program	n Service Accomp	olishments			
	Check if Schedule O contair	ns a response or note "	to any line in this Part	III		🔽
1	Briefly describe the organization's					
	r NRA Bylaws, to protect and defend th forcement agencies and civilians in ma				onal defense to train law	
2	Did the organization undertake any	sıgnıficant program s	ervices during the yea	ar which were not listed o	n	
	the prior Form 990 or 990-EZ? .					
	If "Yes," describe these new service	es on Schedule O:				
3	Did the organization cease conduc services?		2		🔽 Yes 🔽 No	
	If "Yes," describe these changes o	n Schedule O				
4	Describe the organization's program expenses Section 501(c)(3) and 5 the total expenses, and revenue, if	501(c)(4) organization	s are required to repo			
4a	(Code) (Expense	es \$ 45,404,733	including grants of \$) (Revenue	e \$ 28,901,812)	
	outdoor loving Americans Explore wome the best in law enforcement, military, an- associations, and shops Explore competi matches Americas unique outdoor henta- the outdoors with a newcomer Firing tha be celebrated and memorable experience	d security firearms instruction tive shooting, challenging s ge is foundational to what i at first gun, stargazing from	on Explore clubs and rangi hooters from novice to wo makes this country great -{	es, supporting a network of ov rld-class levels to compete in r Be part of the NRAs mentoring	er 15,000 NRA-affiliated clubs, nore than 10,000 NRA-sanctior movement by sharing your pa	ned Ission for
4b) (Code) (Expense		including grants of \$) (Revenue	e \$ 28,484,485)	
	Membership support The highest value of with the community of outdoor lovers an- through a growing multimedia platform, i matter experts The NRA publishes four N as NRA Freestyle, NRA Women, and NRA aimed at educating, motivating, and ente owners Firearms safety is the cornerston	of being an NRA member is d safe and responsible show with real time, daily, week NRA Official Journals for NR, d Life of Duty, all part of NR entaining audiences of all ag	gun safety and training, in bung enthusiasts NRA mer y, and monthly updates, tr A members, other magazin A News There may be no jes than the NRA The NRA	cluding regular reinforcement nber communications give NRA renchant insights, and the mos les, and specialty digital chann other brand in America with a	of these lessons by keeping en A members unrivaled content d t authontative coverage from s els targeted to specific populat stronger suite of original progra	elivered subject ions such amming
4c	(Code) (Expense	es \$ 24,851,934	including grants of \$) (Revenue)	e \$)	
40	Legislative programs The NRA Institute fr protector and defender of the Second Am initiatives aimed at reducing violent crime grassroots work to preserve the Second A motivated members is the reason for the gun registries, range preservation, vetera of related matters Please visit NRAILA or	or Legislative Action was cre eendment, the NRA promote a, and promotes hunters rig Amendment for future gene NRAs strength NRAILA leg ins protection, international	eated in 1975 to advocate es firearms safety, advocal hts and conservation effor rations of shooters and ou islative issues involve firea gun control threats, open	on behalf of safe and responsi tes against efforts to erode gui ts NRA members recognize the tdoor sportsmen and sportswoi irms and ammunition regulatio	ble gun owners As the foremon nghts and freedoms, fights fo e vital importance of NRAILAs t men This legion of engaged an n, recreational shooting on pub	or true nd blic lands,
4d	d Other program services (Describe	e in Schedule O)				
	1 5 1	59 including grants	of\$) (Revenue \$	166,319,549)	
4e	• Total program service expenses ►	233,661,300)			
					Form 990	(2015)

Form 990	Form 990 (2015)									
Part IV	Checklist of Required Schedules									

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	1		No
2	Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)? 😒 . 🛛 .	2	Yes	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I 😒	3	Yes	
4	Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II	4		
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III 🛸	5	Yes	
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	6		No
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	7		No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III 😒 .	8	Yes	
9	Did the organization report an amount in Part X, line 21 for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>	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 \mathfrak{B}	10	Yes	
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			
а	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? <i>If "Yes," complete Schedule D, Part VII</i>	11b		No
	Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>	11c		No
	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i> .	11d		No
е	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	
	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	Yes	
13	Is the organization a school described in section 170(b)(1)(A)(II)? If "Yes," complete Schedule E	13		No
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a		No
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>	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? <i>If "Yes," complete Schedule F, Parts III and IV</i>	16		No
17	Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions)	17	Yes	
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18	Yes	
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If</i> "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
Ь	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		

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Form 990 (2015)
Part IV Checklist of Required Schedules (continued)

21	Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	21	Yes	
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	
	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		
	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		No
	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		No
26	Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? If "Yes," complete Schedule L, Part II	26		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	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)			
а	A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L,</i> Part IV	28a		No
b	A family member of a current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV	28b		No
С	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i>	28 c		No
29	Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M 🔒 🤔	29	Yes	
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? <i>If "Yes," complete Schedule R, Part I</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	Yes	
b	If 'Yes' to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line $2 \cdot . \cdot $	35b	Yes	
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2	36		
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O	38	Yes	
		F	orm 990	(2015)

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Form	990 (2015)			Page 5
Pai	rt V Statements Regarding Other IRS Filings and Tax Compliance			
	Check if Schedule O contains a response or note to any line in this Part V			. Г
			Yes	No
	Enter the number reported in Box 3 of Form 1096 Enter -0- if not applicable . 1a 1,105			
	Enter the number of Forms W-2G included in line 1a Enter -0- if not applicable 0			
С	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	Yes	
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			
Ь	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b	Yes	
	Note.If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)			
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year? \ldots .	3a	Yes	
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O	3b	Yes	
4 a	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		No
Ь	If "Yes," enter the name of the foreign country ▶ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR)			
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? $$.	5a		No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		No
с	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?			
-		5c		
	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?	6 a	Yes	
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b	Yes	
7	Organizations that may receive deductible contributions under section 170(c).			
	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		
	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b		
с	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			
h	required?	7g		
8	Form 1098-C?	7h		
	during the year?	8		
9a	Did the sponsoring organization make any taxable distributions under section 4966? \ldots .	9a		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person? \ldots .	9b		
10	Section 501(c)(7) organizations. Enter			
	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]		
11	Section 501(c)(12) organizations. Enter			
	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)			
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.			
а	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		
Ь	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			
с	Enter the amount of reserves on hand	Į		
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? <i>If "No," provide an explanation in Schedule O</i>	14b		

Form 990 ((20) 1	5)
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Form	990 (2015)			Page 6
Par	t VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, describe the circumstances, processes, or changes in Schedule O. See instructions.	or 10)b belo	w,
	Check if Schedule O contains a response or note to any line in this Part VI			🗸
Se	ection 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 76			
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O			
b	Enter the number of voting members included in line 1a, above, who are independent 1b 71			
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		No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5		No
6	Did the organization base members or stockholders?	6	Yes	
	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	Yes	
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	76 7b	Yes	
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the			
а	year by the following The governing body?	8 a	Yes	
	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		100	
	organization's mailing address? If "Yes," provide the names and addresses in Schedule O	9		No
Se	ection B. Policies (This Section B requests information about policies not required by the Internal R	leveni		
			Yes	No
	Did the organization have local chapters, branches, or affiliates?	10a		No
	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		
	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	Yes	
	Describe in Schedule O the process, if any, used by the organization to review this Form 990			
	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	
с	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?			
а	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)			
16 a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	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		
Se	ection C. Disclosure			
17	List the States with which a copy of this Form 990 is required to be filed ► AK, AL, AR, AZ, CA, CO, CT, DC,		<u> </u>	
	LA, MA, MD, ME, MN, MO, MS, NC NY, OH, OK, OR, PA, RI, SC, TN, J WV	,ND,	NH,NJ	,NM,

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 made these available. Check all that apply

○ Own website Another's website Upon request Other (explain in Schedule O) 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 19

State the name, address, and telephone number of the person who possesses the organization's books and records ▶Wilson H Phillips Jr Treasurer Nati 11250 Waples Mill Road Fairfax, VA 220307400 (703) 267-1000 20

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

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

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

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

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

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

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

• List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations

• List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations

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

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

(A) Name and Title	(B) A verage hours per week (list any hours	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)					5	(D) Reportable compensation from the organization (W-	(E) Reportable compensation from related organizations	(F) Estimated amount of other compensation from the	
	for related organizations below dotted line)	individual trustee or director	Institutional Trustee	Officer	key employee	Highest compensated employee	Former	2/1099-MISC)	(W-2/1099- MISC)	organization and related organizations	
See Additional Data Table											

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

(A) Name and Title		(B) Average hours per week (list any hours	more pers	than (on is	(C) tion (do not check han one box, unless in is both an officer a director/trustee)				(D) Reportable compensation from the organization (W-		(E) Reportable compensation from related organizations (W-		(F) Estimated amount of other compensation from the	
		for related organizations below dotted line)	individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	2/1099	-MISC)	2/1099-MISC	:)	organızat relat organıza	ed
See	Additional Data Table													
						-								
						-								
				-		-								
						_								
1b c d	Sub-Total	ts to Part VII, S		۹.					10,619	2 447				538,192
2	Total (add lines 1b and 1c) . Total number of individuals (in \$100,000 of reportable comp	ncluding but not	lımıted	to the	osel	lıste	d abov	e) w			han			
													Yes	No
3	Did the organization list any f e	ormer officer, dır	ector o	r trus	tee,	key	, emplo	yee,	, or highest	t compei	nsated employee		Tes	
	on line 1a? If "Yes," complete S					•	• •	•		• •		3		No
4	For any individual listed on lin organization and related organ individual						"Yes,"						N	
5	Did any person listed on line 1	a receive or acc	rue co	nnen	satu	• on fr			related or a	anizatioi	n or individual for	4	Yes	
-	services rendered to the organ											5		No
Se	ection B. Independent Co	ontractors												
1	Complete this table for your fir compensation from the organi:												tax year	
	Ч	(A) Name and business	address							De	(B) scription of services		(C Comper	
InfoC	ision										nip processing and on solicitations			,308,437
	Springside Dr n, OH 44333									contributio				
	man McQueen									Public rela	tions and advertising		13	,807,643
	NW Expressway noma City, OK 73118													
	naster									Postage s	hipping		g	,625,410
Arling	N Lynn St ton, VA 22209													
Communications Corp of America Fundraising printing mailing						ıg printing mailing		8,685,334						
Bosto	5 Freedom Way n, VA 22713													
Valtın										Fulfillmen	t center		8	,124,069
	Venture Dr it, VA 24551													

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 ► 154

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Part V		Statement o Check if Schedi	ule O contains a respo	nse or note to anv lu	ne in this Part VIII			🗸
					(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
ន ន	1a	Federated cam	paigns 1a					
ant	b	Membership du	es 1 b					
Gr	с	Fundraising eve	ents 1c					
ifts. ar A	d	Related organiz	ations 1d	19,068,256				
, Gi nila	е	Government grants	s (contributions) 1e					
ons Sir	f	_	ons, gifts, grants, and 1f					
Contributions, Gifts, Grants and Other Similar Amounts	'	sımılar amounts no	ot included above					
dtl Otl	g	Noncash contributi 1a-1f \$	ons included in lines	149,995				
Cont and	h	Total. Add lines	s1a-1f	🖕	94,982,032			
				Business Code				
snue	2a	Program fees			14,590,207	14,590,207		
Rev	b	Member dues			165,664,978	165,664,978		
Ce l	с							
Xer vi	d							
5 U	е							
Program Service Revenue	f	All other progra	am service revenue					
Ĕ	g	Total. Add lines	s2a-2f	<u></u> . ►	180,255,185			
	3		ome (including dividen		1,108,539			1,108,539
	4		ar amounts) Stment of tax-exempt bond	ł	,			,
	5				17,820,307			17,820,307
			(ı) Real	(II) Personal				
	6 a	Gross rents	1,351,081					
	b	Less rental	2,045,386					
	c	expenses Rental income	-694,305					
	d	or (loss) Net rental incoi	L me or (loss)	· · · · >	-694,305			-694,305
			(I) Securities	(II) O ther				
	7a	Gross amount from sales of assets other than inventory	21,093,303					
	b	Less cost or other basis and	21,929,859					
	_	sales expenses Gain or (loss)	-836,556					
	c d		-836,556 (s)		-836,556			-836,556
		Gross income f						
Other Rev e nue		events (not inc \$	luding	823,987				
)the			penses b	200,612				
U			(loss) from fundraising	events 🕨	623,375			623,375
		See Part IV , lin	а					
			penses b (loss) from gaming acti	vities				
	10a Gross sales of inventory, less returns and allowances .							
	Ь	less cost of a	a nodssold b	21,445,536				
		Less cost of goods sold b 7,13 Net income or (loss) from sales of inventory			14,311,605	13,288,158	1,023,447	
		Miscellaneous		Business Code				
	11a	Advertising		541800	24,702,441		24,702,441	
	b	Subscriptions		541800	2,220,969	2,220,969		
	с	O ther unrelated	d business activity	900004	1,561,075		1,561,075	
	d	All other reven	ue		654,571			654,571
	e	Total. Add lines	s 11a-11d	· · · ►	29,139,056			
	12	Total revenue.	See Instructions .			105 361 015	07 006 0	10 (77.07)
				F	336,709,238	195,764,312	27,286,963	18,675,931 Form 990 (2015)
								 (∠∪⊥J

Part IX Statement of Functional Expenses Section 501(c)(3) and 501(c)(4) organizations must complete all columns A

	ot include amounts reported on lines 6b, o, 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	12,000	12,000		
2	Grants and other assistance to domestic individuals See Part IV , line 22	79,500	79,500		
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	8,538,155	3,338,969	4,723,603	475,583
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	38,762,627	29,751,362	6,383,787	2,627,478
8	Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	7,397,948	4,712,450	2,168,676	516,822
9	Other employee benefits	5,304,035	3,892,944	1,040,550	370,54
10	Payroll taxes	3,405,382	2,499,411	668,071	237,900
11	Fees for services (non-employees)	5,405,502	2,455,411	000,071	237,500
 a	Management	0			
b	Legal	4,544,582	4,236,215	308,367	
с	Accounting	124,970		124,970	
d	Lobbying	1,144,100	1,144,100		
е	Professional fundraising services See Part IV, line 17	4,997,495			4,997,49
f	Investment management fees	113,365		113,365	
g	Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	0			
12	Advertising and promotion	36,948,713	30,059,840		6,888,873
13	Office expenses	7,529,022	4,649,329	2,879,693	
14	Information technology	10,159,314	5,758,299	4,401,015	
15	Royalties	0			
16	Occupancy	1,942,702	857,201	1,085,501	
17 18	Travel Payments of travel or entertainment expenses for any federal, state, or local public officials	7,695,386	5,718,842	1,976,544	
19	Conferences, conventions, and meetings	7,625,204	6,129,880	1,495,324	
20	Interest	1,259,802	818,036	441,766	
21	Payments to affiliates	0			
22	Depreciation, depletion, and amortization	3,453,780	2,529,536	924,244	
23	Insurance	1,188,011	1,188,011		
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)				
а	Additional member communications expenses	68,369,024	50,399,454		17,969,570
b	Additional training and community service expenses	33,302,500	33,302,500		
с	Additional printing and publications expenses	24,712,927	24,712,927		
d	Fulfillment materials	9,487,257	8,176,571	134,381	1,176,30
e	All other expenses	15,436,766	9,693,923	2,983,192	2,759,65
25	Total functional expenses. Add lines 1 through 24e	303,534,567	233,661,300	31,853,049	38,020,218
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 F if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

	τχ	Check if Schedule O contains a response or note to any	line in tl	nis Part X	<u></u>		<u></u>
					(A) Beginning of year		(B) End of year
	1	Cash-non-interest-bearing			5 5 ,	1	· ·
	2	Savings and temporary cash investments			16,369,381	2	20,168,474
	3	Pledges and grants receivable, net	2,160,545	3	1,758,68		
	4	Accounts receivable, net			57,547,065	4	64,092,54
	5	Loans and other receivables from current and former of trustees, key employees, and highest compensated em II of Schedule L					
Assets	6	Loans and other receivables from other disqualified per section 4958(f)(1)), persons described in section 495 contributing employers and sponsoring organizations o voluntary employees' beneficiary organizations (see in: II of Schedule L	B), and n 501(c)(9)		5		
As	7	Notes and loans receivable, net			3,018,999	7	3,004,582
-	8	Inventories for sale or use			15,786,159	8	10,878,594
	9	Prepaid expenses and deferred charges			4,251,978	9	5,207,830
	10a	Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	10a	75,679,606			
	ь	Less accumulated depreciation	10 b	36,792,542	38,542,719	10c	38,887,064
	11	Investments—publicly traded securities	· · ·		59,225,582	11	60,176,258
	12	Investments—other securities See Part IV, line 11			3,984,651	12	3,721,861
	13	Investments—program-related See Part IV, line 11				13	
	14	Intangible assets		14			
	15	Other assets See Part IV, line 11	6,723,371	15	6,943,734		
	16	Total assets. Add lines 1 through 15 (must equal line 3	207,610,450	16	214,839,625		
	17	Accounts payable and accrued expenses	78,771,321	17	78,902,061		
	18	Grants payable		18			
	19	Deferred revenue	44,691,740	19	26,873,323		
	20	Tax-exempt bond liabilities		20			
	21	Escrow or custodial account liability Complete Part IV		21			
_iabilities	22	Loans and other payables to current and former officers key employees, highest compensated employees, and					
iq		persons Complete Part II of Schedule L		22			
Ë	23	Secured mortgages and notes payable to unrelated thir	36,392,583	23	29,417,379		
	24	Unsecured notes and loans payable to unrelated third p		24			
	25	Other liabilities (including federal income tax, payables and other liabilities not included on lines 17-24) Complete Part X of Schedule D					
			• •		5,155,082	25	4,288,700
	26	Total liabilities. Add lines 17 through 25			165,010,726	26	139,481,463
ses		Organizations that follow SFAS 117 (ASC 958), check H lines 27 through 29, and lines 33 and 34.	nere 🕨	✓ and complete			
anc	27	Unrestricted net assets			-1,013,786	27	27,802,714
Bal	27	Temporarily restricted net assets	•••		7,998,213	27	7,349,401
p	29	Permanently restricted net assets			35,615,297	20	40,206,047
Net Assets or Fund Balances		Organizations that do not follow SFAS 117 (ASC 958),	check h	ere ► ┌─ and			
so	30	complete lines 30 through 34. Capital stock or trust principal, or current funds				30	
set	30	Paid-in or capital surplus, or land, building or equipmer	•••			30	
As	31	Retained earnings, endowment, accumulated income, o				31	
let	32	Total net assets or fund balances	oulerI	unus	42,599,724	32	75,358,162
Z	33	Total liabilities and net assets/fund balances	• •	· · ·	207,610,450		214,839,625
	- 10	rotar navinties and net assets/fully Ddidittes		•••	207,010,450	34	Form 990 (2015)

Pa	rt XI Reconcilliation of Net Assets				
	Check If Schedule O contains a response or note to any line in this Part XI	<u></u>			🗸
_					
1	Total revenue (must equal Part VIII, column (A), line 12)	1		336,7	709,238
2	Total expenses (must equal Part IX, column (A), line 25)			202	
3	Revenue less expenses Subtract line 2 from line 1	2		303,5	534,567
5		3		33,1	174,671
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4		42.5	599,724
5	Net unrealized gains (losses) on investments	5			173,402
6	Donated services and use of facilities	6		2,1	., 5,102
7	Investment expenses				
_		7			
8	Prior period adjustments	8			
9	Other changes in net assets or fund balances (explain in Schedule O)	9	1.		757,169
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10			358,162
Par	t XII Financial Statements and Reporting	10		13,5	150,102
	Check if Schedule O contains a response or note to any line in this Part XII				· [
				Yes	No
1	Accounting method used to prepare the Form 990 Cash 🔽 Accrual Other If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O	_			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?		2a		No
	If Yes,' check a box below to indicate whether the financial statements for the year were compiled or revi a separate basis, consolidated basis, or both	ewed on			
	Separate basis Consolidated basis Both consolidated and separate basis				
b	Were the organization's financial statements audited by an independent accountant?		2b	Yes	
	If Yes,' check a box below to indicate whether the financial statements for the year were audited on a sep basis, consolidated basis, or both	arate			
	\Box Separate basis \Box Consolidated basis \Box Both consolidated and separate basis				
с	If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversig of the audit, review, or compilation of its financial statements and selection of an independent accountant		2c	Yes	
	If the organization changed either its oversight process or selection process during the tax year, explain Schedule O	IN			
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in t Single Audit Act and OMB Circular A-133?	he	3a		No
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits		Зb		

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