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|--|--|---|
| 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) | OMB No 1545-0047 <div> <div>2011</div> <div>Open to Public Inspection</div> </div> |
| | The organization may have to use a copy of this return to satisfy state reporting requirements | |

| | | | |
|---|--|--|---|
| A For the 2011 calendar year, or tax year beginning 01-01-2011 and ending 12-31-2011 | | D Employer identification number 36-1525480 | |
| B Check if applicable <input checked="" type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending | C Name of organization NATIONAL RESTAURANT ASSOCIATION Doing Business As Number and street (or P O box if mail is not delivered to street address) Room/suite 2055 L Street NW City or town, state or country, and ZIP + 4 Washington, DC 200364957 | | E Telephone number (202) 331-5900 |
| | F Name and address of principal officer Dawn M Sweeney 2055 L Street NW Washington, DC 200364957 | | G Gross receipts \$ 111,219,690 |
| I Tax-exempt status <input type="checkbox"/> 501(c)(3) <input checked="" type="checkbox"/> 501(c) (6) ◀ (Insert no) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527 | | 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 ▶ | |
| J Website: ▶ www.restaurant.org | | | |
| K Form of organization <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶ | | L Year of formation 1939 | M State of legal domicile IL |

| | |
|---------------|----------------|
| Part I | Summary |
|---------------|----------------|

| | | | |
|---|---|------------|---------------------------|
| Activities & Governance | 1 Briefly describe the organization's mission or most significant activities The National Restaurant Association creates value for the industry and membership in the avenues of research, advocacy, and education. We conduct research on behalf of the industry on current trends. We advocate policy initiatives that affect the restaurant industry. We provide educational and networking opportunities for the industry. | | |
| | 2 Check this box <input checked="" type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets | | |
| | 3 Number of voting members of the governing body (Part VI, line 1a) | 3 | 95 |
| | 4 Number of independent voting members of the governing body (Part VI, line 1b) | 4 | 95 |
| | 5 Total number of individuals employed in calendar year 2011 (Part V, line 2a) | 5 | 226 |
| | 6 Total number of volunteers (estimate if necessary) | 6 | 0 |
| | 7a Total unrelated business revenue from Part VIII, column (C), line 12 | 7a | 1,240,952 |
| 7b Net unrelated business taxable income from Form 990-T, line 34 | 7b | 238,474 | |
| Revenue | 8 Contributions and grants (Part VIII, line 1h) | Prior Year | Current Year |
| | 9 Program service revenue (Part VIII, line 2g) | 5,231,108 | 1,430,376 |
| | 10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) | 18,133,941 | 23,275,946 |
| | 11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) | 820,333 | 27,576,510 |
| | 12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) | 32,342,729 | 39,117,492 |
| | | 56,528,111 | 91,400,324 |
| Expenses | 13 Grants and similar amounts paid (Part IX, column (A), lines 1–3) | 126,000 | 370,055 |
| | 14 Benefits paid to or for members (Part IX, column (A), line 4) | 0 | 0 |
| | 15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10) | 24,480,778 | 27,120,972 |
| | 16a Professional fundraising fees (Part IX, column (A), line 11e) | 0 | 0 |
| | b Total fundraising expenses (Part IX, column (D), line 25) <input checked="" type="checkbox"/> 0 | | |
| | 17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e) | 31,220,008 | 37,643,226 |
| | 18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25) | 55,826,786 | 65,134,253 |
| | 19 Revenue less expenses. Subtract line 18 from line 12 | 701,325 | 26,266,071 |
| | Net Assets or Fund Balances | | Beginning of Current Year |
| 20 Total assets (Part X, line 16) | | 40,137,456 | 64,492,494 |
| 21 Total liabilities (Part X, line 26) | | 22,150,372 | 20,696,814 |
| 22 Net assets or fund balances. Subtract line 21 from line 20 | | 17,987,084 | 43,795,680 |

Part II Signature Block

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

| | | | | | |
|---------------------------------|---|--|--|--|--|
| Sign Here | <div> <div></div> <div>Signature of officer</div> </div> | | | <div> <div></div> <div>2012-11-14</div> </div> | |
| | <div> <div></div> <div>Michaela Skalniak Vice President, Finance</div> </div> <div>Type or print name and title</div> | | | | |
| Paid Preparer's Use Only | <div> <div>Preparer's signature</div> <div></div> </div> | | <div> <div></div> <div>Date</div> </div> | <div> <div></div> <div>Check if self-employed</div> <div><input type="checkbox"/></div> </div> | <div> <div></div> <div>Preparer's taxpayer identification number (see instructions)</div> </div> |
| | <div> <div>Firm's name (or yours if self-employed), address, and ZIP + 4</div> <div></div> </div> | | | | <div> <div></div> <div>EIN</div> </div> |
| | | | | | <div> <div></div> <div>Phone no</div> </div> |

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

Part III

Statement of Program Service Accomplishments

Check if Schedule O contains a response to any question in this Part III

1

Briefly describe the organization's mission

Our vision is to lead America's restaurant industry into a new era of prosperity, prominence, and participation, enhancing the quality of life for all we serve

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

YesNo

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

YesNo

If "Yes," describe these changes on Schedule O

4

Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses Section 501(c)(3) and 501(c)(4) organizations and section 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 \$)

Food safety training and other educational programs include ServSafe, which is the industry standard for training employees in safe food handling During 2011, NRA tested 516,019 foodservice managers in ServSafe programs and issued a total of 438,320 certifications

4b

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

Government Relations and Communications The NRA monitors both Federal and State government and legislation for changes in their policies as they relate to the restaurant industry Depending on the specific issue, the NRA, along with the State Restaurant Associations, develops an appropriate position and response to the specific issue and works with government agencies/organizations to achieve the best possible outcome for the industry The NRA maintains and distributes publications on various matters that affect the industry

4c

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

Annual Trade Show The 2011 NRA Show attracted nearly 63,000 registrants from all over the United States and 112 countries More than 1,900 exhibitors, covering more than 515,000-square-feet, showcased the most innovative new products and services on the market today

4d

Other program services (Describe in Schedule O)









(Expenses \$ 0 including grants of \$ 0) (Revenue \$ 0)

4e

Total program service expenses

\$ 0

Part IV Checklist of Required Schedules

| | Yes | No |
|---|-----|-----|
| 1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A | 1 | No |
| 2 Is the organization required to complete Schedule B, Schedule of Contributors(see instructions)?  | 2 | Yes |
| 3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I | 3 | No |
| 4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II | 4 | |
| 5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III  | 5 | 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 | 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? If "Yes," complete Schedule D, Part IV | 9 | No |
| 10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V  | 10 | 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 | | |
| a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI.  | 11a | Yes |
| b Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII. | 11b | No |
| c Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII. | 11c | No |
| d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX. | 11d | No |
| e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X.  | 11e | Yes |
| f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X.  | 11f | Yes |
| 12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI, XII, and XIII | 12a | No |
| 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, XII, and XIII 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? If "Yes," complete Schedule F, Part I | 14b | 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 U S ? If "Yes," complete Schedule F, Part 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 assistance to individuals located outside the U S ? If "Yes," complete Schedule F, Part III and IV | 16 | No |
| 17 Did the organization report a total of more than \$15,000, of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I | 17 | No |
| 18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II  | 18 | Yes |
| 19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III | 19 | No |
| 20a Did the organization operate one or more hospitals? If "Yes," complete Schedule H | 20a | No |
| b If "Yes" to line 20a, did the organization attach its audited financial statement to this return? Note. All Form 990 filers that operated one or more hospitals must attach audited financial statements | 20b | |

Part IV

Checklist of Required Schedules (continued)

| | | | | |
|-----|--|-----|-----|----|
| 21 | Did the organization report more than \$5,000 of grants and other assistance to governments and organizations in the United States 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 and other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> | 22 | | No |
| 23 | Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i> | 23 | Yes | |
| 24a | Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer questions 24b-24d and complete Schedule K. If "No," go to line 25</i> | 24a | | No |
| b | Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? | 24b | | |
| c | Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? | 24c | | |
| d | Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? | 24d | | |
| 25a | Section 501(c)(3) 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> | 25a | | |
| b | Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> | 25b | | |
| 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> | 26 | | No |
| 27 | Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor, or a grant selection committee member, or to a person related to such an individual? <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) | | | |
| a | A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> | 28a | | No |
| b | A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> | 28b | | No |
| c | An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or owner? <i>If "Yes," complete Schedule L, Part IV</i> | 28c | | No |
| 29 | Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> | 29 | | 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> | 30 | | No |
| 31 | Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> | 31 | | 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> | 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 | Yes | |
| 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> | 34 | Yes | |
| 35a | Is any related organization a controlled entity of the filing organization within the meaning of section 512(b)(13)? | 35a | Yes | |
| b | Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> | 35b | Yes | |
| 36 | Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> | 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? <i>If "Yes," complete Schedule R, Part VI</i> | 37 | | No |
| 38 | Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19? Note. All Form 990 filers are required to complete Schedule O | 38 | Yes | |

| | | | |
|---|---|-----|-----|
| <div>Part V</div> <div>Statements Regarding Other IRS Filings and Tax Compliance</div> | | | |
| Check if Schedule O contains a response to any question in this Part V <input type="checkbox"/> | | | |
| | | Yes | No |
| 1a | Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable. . | 1a | 151 |
| b | Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable. | 1b | 0 |
| c | Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? | 1c | Yes |
| 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. . | 2a | 226 |
| b | If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions). | 2b | Yes |
| 3a | Did the organization have unrelated business gross income of \$1,000 or more during the year? | 3a | Yes |
| b | If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O. | 3b | Yes |
| 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 or securities account)? | 4a | No |
| b | If "Yes," enter the name of the foreign country: See instructions for 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? | 5a | No |
| b | Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction? | 5b | No |
| c | If "Yes" to line 5a or 5b, did the organization file Form 8886-T? | 5c | |
| 6a | Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible? | 6a | 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). | | | |
| a | Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor? | 7a | |
| b | If "Yes," did the organization notify the donor of the value of the goods or services provided? | 7b | |
| c | Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? | 7c | |
| d | If "Yes," indicate the number of Forms 8282 filed during the year. | 7d | |
| e | Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? | 7e | |
| f | Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? | 7f | |
| g | If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required? | 7g | |
| h | If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C? | 7h | |
| 8 Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year? | | 8 | |
| 9 Sponsoring organizations maintaining donor advised funds. | | | |
| a | Did the organization make any taxable distributions under section 4966? | 9a | |
| b | Did the organization make a distribution to a donor, donor advisor, or related person? | 9b | |
| 10 Section 501(c)(7) organizations. Enter | | | |
| a | Initiation fees and capital contributions included on Part VIII, line 12. | 10a | |
| b | Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities. | 10b | |
| 11 Section 501(c)(12) organizations. Enter | | | |
| a | Gross income from members or shareholders. | 11a | |
| b | Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them). | 11b | |
| 12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041? | | 12a | |
| b | If "Yes," enter the amount of tax-exempt interest received or accrued during the year. | 12b | |
| 13 Section 501(c)(29) qualified nonprofit health insurance issuers. | | | |
| a | Is the organization licensed to issue qualified health plans in more than one state? Note. All 501(c)(29) organizations must list in Schedule O each state in which they are licensed to issue qualified health plans, the amount of reserves required by each state, and the amount of reserves the organization allocated to each state. | 13a | |
| b | Enter the aggregate amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans. | 13b | |
| c | Enter the aggregate amount of reserves on hand. | 13c | |
| 14a Did the organization receive any payments for indoor tanning services during the tax year? | | 14a | No |
| b | If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O. | 14b | |

Part VI

Governance, Management, and Disclosure

For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.
Check if Schedule O contains a response to any question in this Part VI

Section A. Governing Body and Management

| | | | | |
|----|---|----|-----|----|
| | | | Yes | No |
| 1a | Enter the number of voting members of the governing body at the end of the tax year | 1a | 95 | |
| b | Enter the number of voting members included in line 1a, above, who are independent | 1b | 95 | |
| 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 have members or stockholders? | 6 | Yes | |
| 7a | Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? | 7a | 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? | 7b | Yes | |
| 8 | Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following | | | |
| a | The governing body? | 8a | Yes | |
| b | Each committee with authority to act on behalf of the governing body? | 8b | Yes | |
| 9 | Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O | 9 | | No |

Section B. Policies

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

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

Section C. Disclosure

| | | |
|----|---|--|
| 17 | List the States with which a copy of this Form 990 is required to be filed | IL |
| 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. <input type="checkbox"/> Own website <input type="checkbox"/> Another's website <input checked="" type="checkbox"/> Upon request | |
| 19 | Describe in Schedule O whether (and if so, how), the organization made its governing documents, conflict of interest policy, and financial statements available to the public. 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. | Caelie Skalniak 175 W Jackson Blvd Suite 1500 Chicago, IL 60604 (312) 715-6765 |

Check if Schedule O contains a response to any question in this Part VII ☒

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

Form **990** (2011)

Part VII

| | | | | | |
|-----------|--|----------|-----------|---|-----------|
| 1b | Sub-Total | ▼ | | | |
| c | Total from continuation sheets to Part VII, Section A | ▼ | | | |
| d | Total (add lines 1b and 1c) | ▼ | 6,896,469 | 0 | 2,020,533 |

2 Total number of individuals (including but not limited to those listed in Item 1) who received more than \$100,000 of reportable compensation from the organization. 60

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

Section B. Independent Contractors

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

| (A) Name and business address | (B) Description of services | (C) Compensation |
|---|--------------------------------|---------------------|
| GES Exposition Services Inc 7000 Lindell Avenue Las Vegas, NV 89118 | Exposition Services | 1,126,115 |
| Get Efficient Inc 1048 Dolphin Drive Cape Coral, FL 33904 | IT Integration Consultants | 1,013,997 |
| Electronic Knowledge Interchange 33 West Monroe 17th Floor Chicago, IL 60603 | IT Services | 901,129 |
| Manifest Solutions LLC 600 W Chicago Ave Suite 290 Chicago, IL 60654 | IT Consulting | 559,700 |
| Professional Examination Service Church Street Station New York, NY 102496443 | Exam Consultants | 535,761 |

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 ►51

Part VIII

Statement of Revenue

| | | | | (A) Total revenue | (B) Related or exempt function revenue | (C) Unrelated business revenue | (D) Revenue excluded from tax under sections 512, 513, or 514 | |
|---|---|--|---------------|----------------------|--|---|---|------------|
| Contributions, gifts, grants and other similar amounts | 1a | Federated campaigns . . . | 1a | 0 | | | | |
| | b | Membership dues | 1b | 0 | | | | |
| | c | Fundraising events | 1c | 359,653 | | | | |
| | d | Related organizations | 1d | 0 | | | | |
| | e | Government grants (contributions) | 1e | 0 | | | | |
| | f | All other contributions, gifts, grants, and similar amounts not included above | 1f | 1,070,723 | | | | |
| | g | Noncash contributions included in lines 1a-1f \$ 0 | | | | | | |
| | h | Total. Add lines 1a-1f | | | | | | 1,430,376 |
| Program Service Revenue | | | Business Code | | | | | |
| | 2a | Annual Trade Show | 541900 | 17,753,175 | 17,753,175 | 0 | 0 | |
| | b | Conferences & Seminars | 813910 | 735,715 | 735,715 | 0 | 0 | |
| | c | Member Programs/Partner products | 813910 | 1,240,952 | 0 | 1,240,952 | 0 | |
| | d | SRA License Revenue | 813910 | 155,000 | 0 | 0 | 155,000 | |
| | e | Membership Dues | 813910 | 3,391,104 | 3,391,104 | 0 | 0 | |
| | f | All other program service revenue | | 0 | 0 | 0 | 0 | |
| | g | Total. Add lines 2a-2f | | | 23,275,946 | | | |
| Other Revenue | 3 | Investment income (including dividends, interest and other similar amounts) | | | | | | |
| | | | | 514,598 | 0 | 0 | 514,598 | |
| | 4 | Income from investment of tax-exempt bond proceeds . . . | | 0 | 0 | 0 | 0 | |
| | 5 | Royalties | | 2,128,599 | 0 | 0 | 2,128,599 | |
| | 6a | (i) Real | | | | | | |
| | | 1,194,283 | | | | | | |
| | | (ii) Personal | | | | | | |
| | | | | | | | | |
| | b | Less rental expenses | | 559,999 | | | | |
| | c | Rental income or (loss) | | 634,284 | 0 | | | |
| | d | Net rental income or (loss) | | | 634,284 | 0 | 0 | 634,284 |
| | 7a | (i) Securities | | | | | | |
| | | 3,207,384 | | | | | | |
| | | (ii) Other | | | | | | |
| | | 39,650,000 | | | | | | |
| | b | Less cost or other basis and sales expenses | | 2,814,731 | 12,980,741 | | | |
| | c | Gain or (loss) | | 392,653 | 26,669,259 | | | |
| | d | Net gain or (loss) | | | 27,061,912 | 0 | 0 | 27,061,912 |
| | 8a | Gross income from fundraising events (not including \$ 359,653 of contributions reported on line 1c) See Part IV, line 18 | | a | | | | |
| | | | | | | | | |
| b | Less direct expenses | | a | 136,800 | | | | |
| c | Net income or (loss) from fundraising events . . . | | b | 77,011 | | | | |
| | | | | 59,789 | | 0 | 59,789 | |
| 9a | Gross income from gaming activities See Part IV, line 19 | | 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 | 39,681,704 | | | | |
| c | Net income or (loss) from sales of inventory . . . | | | 3,386,884 | | | | |
| | | | | 36,294,820 | 36,294,820 | 0 | 0 | |
| Miscellaneous Revenue | | Business Code | | | | | | |
| 11a | | | | | | | | |
| b | | | | | | | | |
| c | | | | | | | | |
| d | All other revenue | | | 0 | 0 | 0 | 0 | |
| e | Total. Add lines 11a-11d | | | 0 | | | | |
| 12 | Total revenue. See Instructions | | | 91,400,324 | 58,174,814 | 1,240,952 | 30,554,182 | |

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)
Check if Schedule O contains a response to any question in this Part IX

| Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII. | | (A) Total expenses | (B) Program service expenses | (C) Management and general expenses | (D) Fundraising expenses |
|--|---|-----------------------|---------------------------------|--|-----------------------------|
| 1 | Grants and other assistance to governments and organizations in the United States See Part IV, line 21 | 370,055 | | | |
| 2 | Grants and other assistance to individuals in the United States See Part IV, line 22 | | | | |
| 3 | Grants and other assistance to governments, organizations, and individuals outside the United States See Part IV, lines 15 and 16 | | | | |
| 4 | Benefits paid to or for members | | | | |
| 5 | Compensation of current officers, directors, trustees, and key employees | 5,950,993 | | | |
| 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 | 12,779,084 | | | |
| 8 | Pension plan contributions (include section 401(k) and section 403(b) employer contributions) | 2,836,789 | | | |
| 9 | Other employee benefits | 3,891,321 | | | |
| 10 | Payroll taxes | 1,662,785 | | | |
| 11 | Fees for services (non-employees) | | | | |
| a | Management | | | | |
| b | Legal | 615,644 | | | |
| c | Accounting | 76,397 | | | |
| d | Lobbying | 1,184,114 | | | |
| e | Professional fundraising See Part IV, line 17 | | | | |
| f | Investment management fees | 92,356 | | | |
| g | Other | 5,332,132 | | | |
| 12 | Advertising and promotion | 858,879 | | | |
| 13 | Office expenses | 1,349,200 | | | |
| 14 | Information technology | 1,199,781 | | | |
| 15 | Royalties | 3,800,000 | | | |
| 16 | Occupancy | 2,463,064 | | | |
| 17 | Travel | 1,800,410 | | | |
| 18 | Payments of travel or entertainment expenses for any federal, state, or local public officials | | | | |
| 19 | Conferences, conventions, and meetings | 5,163,742 | | | |
| 20 | Interest | 56,120 | | | |
| 21 | Payments to affiliates | 531,019 | | | |
| 22 | Depreciation, depletion, and amortization | 1,605,450 | | | |
| 23 | Insurance | 218,101 | | | |
| 24 | Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24f If line 24f amount exceeds 10% of line 25, column (A) amount, list line 24f expenses on Schedule O) | | | | |
| a | SRA payments | 8,069,540 | | | |
| b | Printing | 1,047,034 | | | |
| c | bank & credit card fees, taxes | 2,085,941 | | | |
| d | Bad debt and swap | 94,302 | | | |
| e | | | | | |
| f | All other expenses | 0 | | | |
| 25 | Total functional expenses. Add lines 1 through 24f | 65,134,253 | 0 | 0 | 0 |
| 26 | Joint costs. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720) 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 | | | 4,019,953 | 1 | 36,012,236 |
| | 2 | Savings and temporary cash investments | | | 0 | 2 | 0 |
| | 3 | Pledges and grants receivable, net | | | 0 | 3 | 0 |
| | 4 | Accounts receivable, net | | | 3,514,604 | 4 | 4,107,367 |
| | 5 | Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L | | | 0 | 5 | 0 |
| | 6 | Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B). Complete Part II of Schedule L | | | 0 | 6 | 0 |
| | 7 | Notes and loans receivable, net | | | 340,183 | 7 | 0 |
| | 8 | Inventories for sale or use | | | 751,043 | 8 | 585,405 |
| | 9 | Prepaid expenses and deferred charges | | | 847,572 | 9 | 1,563,464 |
| | 10a | Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D | 10a | 12,592,951 | | | |
| | b | Less: accumulated depreciation | 10b | 5,684,860 | 16,780,596 | 10c | 6,908,091 |
| | 11 | Investments—publicly traded securities | | | 13,273,973 | 11 | 13,598,771 |
| | 12 | Investments—other securities. See Part IV, line 11 | | | 0 | 12 | 0 |
| | 13 | Investments—program-related. See Part IV, line 11 | | | 0 | 13 | 0 |
| | 14 | Intangible assets | | | 0 | 14 | 0 |
| | 15 | Other assets. See Part IV, line 11 | | | 609,532 | 15 | 1,717,160 |
| | 16 | Total assets. Add lines 1 through 15 (must equal line 34) | | | 40,137,456 | 16 | 64,492,494 |
| Liabilities | 17 | Accounts payable and accrued expenses | | | 10,853,721 | 17 | 11,593,407 |
| | 18 | Grants payable | | | 0 | 18 | 0 |
| | 19 | Deferred revenue | | | 6,638,851 | 19 | 6,762,862 |
| | 20 | Tax-exempt bond liabilities | | | 0 | 20 | 0 |
| | 21 | Escrow or custodial account liability. Complete Part IV of Schedule D | | | 0 | 21 | 0 |
| | 22 | Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L | | | 0 | 22 | 0 |
| | 23 | Secured mortgages and notes payable to unrelated third parties | | | 425,126 | 23 | 305,101 |
| | 24 | Unsecured notes and loans payable to unrelated third parties | | | 0 | 24 | 0 |
| | 25 | Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D | | | 4,232,674 | 25 | 2,035,444 |
| | 26 | Total liabilities. Add lines 17 through 25 | | | 22,150,372 | 26 | 20,696,814 |
| 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 | | | 15,455,859 | 27 | 41,172,465 |
| | 28 | Temporarily restricted net assets | | | 2,531,225 | 28 | 2,623,215 |
| | 29 | Permanently restricted net assets | | | 0 | 29 | 0 |
| | 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 | | | 17,987,084 | 33 | 43,795,680 |
| | 34 | Total liabilities and net assets/fund balances | | | 40,137,456 | 34 | 64,492,494 |

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response to any question in this Part XI

| | | | |
|---|---|---|------------|
| 1 | Total revenue (must equal Part VIII, column (A), line 12) | 1 | 91,400,324 |
| 2 | Total expenses (must equal Part IX, column (A), line 25) | 2 | 65,134,253 |
| 3 | Revenue less expenses Subtract line 2 from line 1 | 3 | 26,266,071 |
| 4 | Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A)) | 4 | 17,987,084 |
| 5 | Other changes in net assets or fund balances (explain in Schedule O) | 5 | -457,475 |
| 6 | Net assets or fund balances at end of year Combine lines 3, 4, and 5 (must equal Part X, line 33, column (B)) | 6 | 43,795,680 |

Part XII Financial Statements and Reporting

Check if Schedule O contains a response to any question in this Part XII

| | | Yes | No |
|----|--|-----|----|
| 1 | Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O | | |
| 2a | Were the organization's financial statements compiled or reviewed by an independent accountant? | | No |
| b | Were the organization's financial statements audited by an independent accountant? | Yes | |
| c | If "Yes," to 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O | Yes | |
| d | If "Yes" to line 2a or 2b, check a box below to indicate whether the financial statements for the year were issued on a separate basis, consolidated basis, or both <input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separated basis | | |
| 3a | As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? | | No |
| b | If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits | | |

SCHEDULE C
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Political Campaign and Lobbying Activities

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

▶ Complete if the organization is described below.

▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

2011

Open to Public Inspection

If the organization answered “Yes,” to Form 990, Part IV, Line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

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

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

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

If the organization answered “Yes,” to Form 990, Part IV, Line 5 (Proxy Tax) or Form 990-EZ, line 35c (Proxy Tax), then

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

| | |
|---|--|
| Name of the organization NATIONAL RESTAURANT ASSOCIATION | Employer identification number 36-1525480 |
|---|--|

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

| | | |
|---|--|------|
| 1 | Provide a description of the organization's direct and indirect political campaign activities on behalf of or in opposition to candidates for public office in Part IV | |
| 2 | Political expenditures | ▶ \$ |
| 3 | Volunteer hours | |

Part I-B Complete if the organization is exempt under section 501(c)(3).

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

Part I-C Complete if the organization is exempt under section 501(c) except section 501(c)(3).

| | | |
|---|---|--|
| 1 | Enter the amount directly expended by the filing organization for section 527 exempt function activities | ▶ \$ |
| 2 | Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt funtion activities | ▶ \$ |
| 3 | Total exempt function expenditures Add lines 1 and 2 Enter here and on Form 1120-POL, line 17b | ▶ \$ |
| 4 | Did the filing organization file Form 1120-POL for this year? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 5 | Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments For each organization listed, enter the amount paid from the filing organization's funds Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC) If additional space is needed, provide information in Part IV | |

| (a) Name | (b) Address | (c) EIN | (d) Amount paid from filing organization's funds If none, enter -0- | (e) Amount of political contributions received and promptly and directly delivered to a separate political organization If none, enter -0- |
|----------|-------------|---------|---|--|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

Part II-A

Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

- A
- Check
- ☐
- if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures)
- B
- Check
- ☐
- if the filing organization checked box A and "limited control" provisions apply

| Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.) | | (a) Filing Organization's Totals | (b) Affiliated Group Totals | | | | | | | | | | | | |
|--|---|---|--|--------------------|------------------------------|---|---|---|---|--|--|-------------------|-------------|--|--|
| 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 | | | | | | | | | | | | | | |
| <table><tr><td>If the amount on line 1e, column (a) or (b) is:</td><td>The lobbying nontaxable amount is:</td></tr><tr><td>Not over \$500,000</td><td>20% of the amount on line 1e</td></tr><tr><td>Over \$500,000 but not over \$1,000,000</td><td>\$100,000 plus 15% of the excess over \$500,000</td></tr><tr><td>Over \$1,000,000 but not over \$1,500,000</td><td>\$175,000 plus 10% of the excess over \$1,000,000</td></tr><tr><td>Over \$1,500,000 but not over \$17,000,000</td><td>\$225,000 plus 5% of the excess over \$1,500,000</td></tr><tr><td>Over \$17,000,000</td><td>\$1,000,000</td></tr></table> | | If the amount on line 1e, column (a) or (b) is: | The lobbying nontaxable amount is: | Not over \$500,000 | 20% of the amount on line 1e | Over \$500,000 but not over \$1,000,000 | \$100,000 plus 15% of the excess over \$500,000 | Over \$1,000,000 but not over \$1,500,000 | \$175,000 plus 10% of the excess over \$1,000,000 | Over \$1,500,000 but not over \$17,000,000 | \$225,000 plus 5% of the excess over \$1,500,000 | Over \$17,000,000 | \$1,000,000 | | |
| If the amount on line 1e, column (a) or (b) is: | The lobbying nontaxable amount is: | | | | | | | | | | | | | | |
| Not over \$500,000 | 20% of the amount on line 1e | | | | | | | | | | | | | | |
| Over \$500,000 but not over \$1,000,000 | \$100,000 plus 15% of the excess over \$500,000 | | | | | | | | | | | | | | |
| Over \$1,000,000 but not over \$1,500,000 | \$175,000 plus 10% of the excess over \$1,000,000 | | | | | | | | | | | | | | |
| Over \$1,500,000 but not over \$17,000,000 | \$225,000 plus 5% of the excess over \$1,500,000 | | | | | | | | | | | | | | |
| Over \$17,000,000 | \$1,000,000 | | | | | | | | | | | | | | |
| g | Grassroots nontaxable amount (enter 25% of line 1f) | | | | | | | | | | | | | | |
| h | Subtract line 1g from line 1a If zero or less, enter -0- | | | | | | | | | | | | | | |
| i | Subtract line 1f from line 1c If zero or less, enter -0- | | | | | | | | | | | | | | |
| j | If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year? | | <input type="checkbox"/> Yes <input type="checkbox"/> No | | | | | | | | | | | | |

4-Year Averaging Period Under Section 501(h)
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the instructions for lines 2a through 2f on page 4.)

| Lobbying Expenditures During 4-Year Averaging Period | | | | | |
|--|----------|----------|----------|----------|-----------|
| Calendar year (or fiscal year beginning in) | (a) 2008 | (b) 2009 | (c) 2010 | (d) 2011 | (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 2d, column (e)) | | | | | |
| f Grassroots lobbying expenditures | | | | | |

Part II-B

Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

| | | (a) | | (b) |
|----|--|-----|----|--------|
| | | Yes | No | Amount |
| 1 | During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of | | | |
| a | Volunteers? | | | |
| b | Paid staff or management (include compensation in expenses reported on lines 1c through 1i)? | | | |
| c | Media advertisements? | | | |
| d | Mailings to members, legislators, or the public? | | | |
| e | Publications, or published or broadcast statements? | | | |
| f | Grants to other organizations for lobbying purposes? | | | |
| g | Direct contact with legislators, their staffs, government officials, or a legislative body? | | | |
| h | Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means? | | | |
| i | Other activities? 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

Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

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

Part III-B

Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) if BOTH Part III-A, lines 1 and 2 are answered "No" OR if Part III-A, line 3 is answered "Yes".

| | | | |
|---|--|----|--|
| 1 | Dues, assessments and similar amounts from members | 1 | |
| 2 | Section 162(e) non-deductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid). | 2a | |
| a | Current year | | |
| b | Carryover from last year | | |
| c | Total | | |
| 3 | Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues | 3 | |
| 4 | If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year? | 4 | |
| 5 | Taxable amount of lobbying and political expenditures (see instructions) | 5 | |

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 |
|------------|------------------|-------------|
|------------|------------------|-------------|

SCHEDULE D
(Form 990)

Supplemental Financial Statements

OMB No 1545-0047

2011

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

▶ Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b
▶ Attach to Form 990. ▶ See separate instructions.

Name of the organization
NATIONAL RESTAURANT ASSOCIATION

Employer identification number
36-1525480

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.

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

Part II

Conservation Easements. Complete if the organization answered "Yes" 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) ☐ Preservation of an historically importantly land area
☐ Protection of natural habitat ☐ Preservation of a certified historic structure
☐ Preservation of open space

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

| | |
|---|--|
| | Held at the End of the 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 |

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, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting and enforcing conservation easements during the year ▶ _____

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

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and 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

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

1b

If "Yes," explain the arrangement in Part XIV and complete the following table

| | |
|----|--------|
| | Amount |
| 1c | |
| 1d | |
| 1e | |
| 1f | |

2a

Did the organization include an amount on Form 990, Part X, line 21?

☐ Yes

☐ No

2b

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.

| | (a)Current Year | (b)Prior Year | (c)Two Years Back | (d)Three Years Back | (e)Four Years Back |
|---|-----------------|---------------|-------------------|---------------------|--------------------|
| 1a Beginning of year balance | 7,866,196 | 7,727,821 | 7,669,821 | 7,551,821 | |
| 1b Contributions | 129,500 | 138,375 | 58,000 | 118,000 | |
| 1c Investment earnings or losses | 0 | 0 | 0 | 0 | |
| 1d Grants or scholarships | 0 | 0 | 0 | 0 | |
| 1e Other expenditures for facilities and programs | 0 | 0 | 0 | 0 | |
| 1f Administrative expenses | 0 | 0 | 0 | 0 | |
| 1g End of year balance | 7,995,696 | 7,866,196 | 7,727,821 | 7,669,821 | |

2

Provide the estimated percentage of the year end balance held as

a

Board designated or quasi-endowment ▶ 0 %

b

Permanent endowment ▶ 1 00 %

c

Term endowment ▶ 0 %

3a

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

(i) unrelated organizations

3a(i)

☐ Yes

☐ No

(ii) related organizations

3a(ii)

☐ Yes

☐

b

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

3b

☐ Yes

☐

4

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

Part VI

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

| Description of property | (a) Cost or other basis (investment) | (b) Cost or other basis (other) | (c) Accumulated depreciation | (d) Book value |
|--|--------------------------------------|---------------------------------|------------------------------|----------------|
| 1a Land | 0 | 0 | | 0 |
| 1b Buildings | 0 | 0 | 0 | 0 |
| 1c Leasehold improvements | 0 | 1,674,945 | 764,354 | 910,591 |
| 1d Equipment | 0 | 3,071,105 | 2,295,512 | 775,593 |
| 1e Other | 0 | 7,846,901 | 2,624,994 | 5,221,907 |
| Total. Add lines 1a-1e (Column (d) should equal Form 990, Part X, column (B), line 10(c).) ▶ | | | | 6,908,091 |

Schedule D (Form 990) 2011

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 | Other losses | 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 IV, 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. Also complete this part to provide any additional information.

| Identifier | Return Reference | Explanation |
|------------------|----------------------------|--|
| SchD_P05_S00_L04 | Schedule D, Part V, Line 4 | The National Restaurant Association's related entity, the National Restaurant Association Educational Foundation exists to enhance the restaurant industry's service to the public through education, community engagement and promotion of career opportunities. The funds are used to provide scholarships to students studying in the foodservice industry. |
| SchD_P10_S00_L02 | Schedule D, Part X, Line 2 | The Organization is subject to income tax on any unrelated business income, net of related expenses. The accounting standard on Accounting for Uncertainty in Income Taxes addresses the determination of whether tax benefits claimed or expected to be claimed on a tax return should be recorded in the financial statements. Under this guidance, the Organization may recognize the tax benefit from an uncertain tax position only if it is more likely than not that the tax position will be sustained on examination by taxing authorities, based on the technical merits of the position. Examples of tax positions include the tax-exempt status of the Organization and various positions related to the potential sources of unrelated business taxable income (UBIT). For the reporting periods presented in these financial statements, there were no unrecognized tax benefits identified or recorded as liabilities. Liabilities for unrelated business income taxes were \$102,718 and \$72,207 at December 31, 2011 and 2010, respectively. |

SCHEDULE G
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information Regarding
Fundraising or Gaming Activities

Complete if the organization answered "Yes" to Form 990, Part IV, lines 17, 18, or 19,
or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.
▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

2011

Open to Public
Inspection

Name of the organization
NATIONAL RESTAURANT ASSOCIATION

Employer identification number
36-1525480

Part I Fundraising Activities. Complete if the organization answered "Yes" to Form 990, Part IV, line 17.

1

Indicate whether the organization raised funds through any of the following activities. Check all that apply.

a

☐ Mail solicitations

b

☐ Internet and e-mail solicitations

c

☐ Phone solicitations

d

☐ In-person solicitations

e

☐ Solicitation of non-government grants

f

☐ Solicitation of government grants

g

☐ Special fundraising events

2a

Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services?

☐ Yes ☐ No

b

If "Yes," list the ten highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization. Form 990-EZ filers are not required to complete this table.

| (i) Name and address of individual or entity (fundraiser) | (ii) Activity | (iii) Did fundraiser have custody or control of contributions? | | (iv) Gross receipts from activity | (v) Amount paid to (or retained by) fundraiser listed in col (i) | (vi) Amount paid to (or retained by) organization |
|---|---------------|--|----|-----------------------------------|--|---|
| | | Yes | No | | | |
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| Total ▶ | | | | | | |

3

List all states in which the organization is registered or licensed to solicit funds or has been notified it is exempt from registration or licensing.

Part II Fundraising Events.

Complete if the organization answered "Yes" to Form 990, Part IV, line 18, or reported more than \$15,000 on Form 990-EZ, line 6a. List events with gross receipts greater than \$5,000.

| Revenue | | | (a) Event #1 | (b) Event #2 | (c) Other Events | (d) Total Events |
|-----------------|----|--|---|--------------|------------------|----------------------------------|
| | | | Richard E Marriott Golf Invitational | (event type) | (total number) | (Add col (a) through col (c)) |
| | | | (event type) | | | |
| | 1 | Gross receipts | 496,453 | | | 496,453 |
| | 2 | Less Charitable contributions | 359,653 | | | 359,653 |
| Direct Expenses | 3 | Gross income (line 1 minus line 2) | 136,800 | | | 136,800 |
| | 4 | Cash prizes | 0 | | | 0 |
| | 5 | Non-cash prizes . . . | 0 | | | 0 |
| | 6 | Rent/facility costs . . . | 33,940 | | | 33,940 |
| | 7 | Food and beverages . . . | 25,571 | | 0 | 25,571 |
| | 8 | Entertainment | 0 | | 0 | 0 |
| | 9 | Other direct expenses . | 17,500 | | | 17,500 |
| | 10 | Direct expense summary Add lines 4 through 9 in column (d) ▶ | | | | (77,011) |
| | 11 | Net income summary Combine lines 3 and 10 in column (d) ▶ | | | | 59,789 |

Part III Gaming.

Complete if the organization answered "Yes" to Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

| Revenue | | | (a) Bingo | (b) Pull tabs/Instant bingo/progressive bingo | (c) Other gaming | (d) Total gaming |
|-----------------|---|---|---|---|---|----------------------------------|
| | | | | | | (Add col (a) through col (c)) |
| Direct Expenses | 1 | Gross revenue | | | | |
| | 2 | Cash prizes | | | | |
| | 3 | Non-cash prizes | | | | |
| | 4 | Rent/facility costs | | | | |
| | 5 | Other direct expenses . . . | | | | |
| | 6 | Volunteer labor | <input type="checkbox"/> Yes _____ <input type="checkbox"/> No | <input type="checkbox"/> Yes _____ <input type="checkbox"/> No | <input type="checkbox"/> Yes _____ <input type="checkbox"/> No | |
| | 7 | Direct expense summary Add lines 2 through 5 in column (d) ▶ | | | | () |
| | 8 | Net gaming income summary Combine lines 1 and 7 in column (d) ▶ | | | | |

9 Enter the state(s) in which the organization operates gaming activities _____

a Is the organization licensed to operate gaming activities in each of these states? ☐ Yes ☐ No

b If "No," Explain _____

10a Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year? ☐ Yes ☐ No

b If "Yes," Explain _____

- 11

Does the organization operate gaming activities with nonmembers?

☐ Yes ☐ No
- 12

Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming?

☐ Yes ☐ No

13

Indicate the percentage of gaming activity operated in

| | | |
|---|-----------------------------|-----|
| a | The organization's facility | 13a |
| b | An outside facility | 13b |

14

Provide the name and address of the person who prepares the organization's gaming/special events books and records

Name

Address

15a

Does the organization have a contract with a third party from whom the organization receives gaming revenue?

☐ Yes ☐ No

b

If "Yes," enter the amount of gaming revenue received by the organization and the amount of gaming revenue retained by the third party

c

If "Yes," enter name and address

Name

Address

16

Gaming manager information

Name

Gaming manager compensation

Description of services provided

☐ Director/officer

☐ Employee

☐ Independent contractor

17

Mandatory distributions

a

Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license?

☐ Yes ☐ No

b

Enter the amount of distributions required under state law distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year

Part IV

Complete this part to provide additional information for responses to question on Schedule G (see instructions.)

| | | |
|------------|-----------------|-------------|
| Identifier | ReturnReference | Explanation |
|------------|-----------------|-------------|

Part I General Information on Grants and Assistance

- 1

Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?

☒ Yes ☐ No
- 2

Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

Part II Grants and Other Assistance to Governments and Organizations in the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 21 for any recipient that received more than \$5,000. Check this box if no one recipient received more than \$5,000. Use Part IV and Schedule I-1 (Form 990) if additional space is needed ▶ ☐

| (a) Name and address of organization or government | (b) EIN | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|---|------------|------------------------------------|--------------------------|-----------------------------------|---|--|--|
| (1) National Restaurant Association Educational Foundation175 W Jackson Suite 1500 Chicago,IL 60604 | 36-6103388 | 501(c)(3) | 30,000 | 0 | FMV | | Scholarships |
| (2) American Legislative Exchange Council1101 Vermont Avenue NW Washington,DC 20005 | 52-0140979 | 501(c)(3) | 7,000 | 0 | FMV | | Private Sector Support |
| (3) Ovarian Cancer National Alliance901 E Street NW Suite 405 Washington,DC 20004 | 31-1581756 | 501(c)(3) | 9,100 | 0 | FMV | | Cancer Awareness |
| (4) Mount Vernon Ladies Association1250 Eye Street NW Suite 400 Washington,DC 20005 | 54-0564701 | 501(c)(3) | 9,250 | 0 | FMV | | Heritage Celebration |
| (5) Miriam's Kitchen2401 Virginia Avenue NW Washington,DC 20037 | 52-1584936 | 501(c)(3) | 11,500 | 0 | FMV | | 100 Bowls of Compassion |
| (6) Campaign to End Obesity 805 15th Street NW Suite 650 Washington,DC 20005 | 26-0389759 | 501(c)(3) | 15,000 | 0 | FMV | | Sponsor breakfast |
| (7) Anti-Defamation League 605 Third Avenue Suite 10-DR New York,NY 10158 | 13-1818723 | 501(c)(3) | 8,000 | 0 | FMV | | Tribute |
| (8) Common Threads500 N Dearborn Street Chicago,IL 60654 | 20-0106847 | 501(c)(3) | 8,750 | 0 | FMV | | Sponsorship of Common Threads World Festival |
| (9) Culinary Institute of America at Greystone2555 Main Street St Helena,CA 94574 | 06-0653264 | | 25,000 | 0 | FMV | | Alliance support |
| (10) International Women's Forum Inc2120 L Street NW Washington,DC 20037 | 84-0919612 | 501(c)(6) | 10,000 | 0 | FMV | | Alliance Support |
| | | | | | | | |
| | | | | | | | |

Part III

Grants and Other Assistance to Individuals in the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 22.
Use Schedule I-1 (Form 990) if additional space is needed.

| (a)Type of grant or assistance | (b)Number of recipients | (c)Amount of cash grant | (d)Amount of non-cash assistance | (e)Method of valuation (book, FMV, appraisal, other) | (f)Description of non-cash assistance |
|--------------------------------|-------------------------|-------------------------|----------------------------------|--|---------------------------------------|
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

Part IV

Supplemental Information. Complete this part to provide the information required in Part I, line 2, and any other additional information.

| Identifier | Return Reference | Explanation |
|------------------|----------------------------|--|
| SchI_P01_S00_L02 | Schedule I, Part I, Line 2 | For restricted grants, the NRA requires grantees to submit detailed project status reports, as specified in each grant agreement |

Software ID: 11000129
Software Version: v1.00
EIN: 36-1525480
Name: NATIONAL RESTAURANT ASSOCIATION

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| (a) Name and address of organization or government | (b) EIN | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|--|------------|------------------------------------|--------------------------|-----------------------------------|---|--|------------------------------------|
| National Restaurant Association Educational Foundation175 W Jackson Suite 1500 Chicago, IL 60604 | 36-6103388 | 501(c)(3) | 30,000 | 0 | FMV | | Scholarships |
| American Legislative Exchange Council1101 Vermont Avenue NW Washington, DC 20005 | 52-0140979 | 501(c)(3) | 7,000 | 0 | FMV | | Private Sector Support |

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| (a) Name and address of organization or government | (b) EIN | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|--|------------|------------------------------------|--------------------------|-----------------------------------|---|--|------------------------------------|
| Ovarian Cancer National Alliance 901 E Street NW Suite 405 Washington, DC 20004 | 31-1581756 | 501(c)(3) | 9,100 | 0 | FMV | | Cancer Awareness |
| Mount Vernon Ladies Association 1250 Eye Street NW Suite 400 Washington, DC 20005 | 54-0564701 | 501(c)(3) | 9,250 | 0 | FMV | | Heritage Celebration |

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| (a) Name and address of organization or government | (b) EIN | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|--|----------------|---|---------------------------------|--|--|---|---|
| Miriam's Kitchen 2401 Virginia Avenue NW Washington, DC 20037 | 52-1584936 | 501(c)(3) | 11,500 | 0 | FMV | | 100 Bowls of Compassion |
| Campaign to End Obesity 805 15th Street NW Suite 650 Washington, DC 20005 | 26-0389759 | 501(c)(3) | 15,000 | 0 | FMV | | Sponsor breakfast |

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| (a) Name and address of organization or government | (b) EIN | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|---|------------|------------------------------------|--------------------------|-----------------------------------|---|--|--|
| Anti-Defamation League605 Third Avenue Suite 10-DR New York, NY 10158 | 13-1818723 | 501(c)(3) | 8,000 | 0 | FMV | | Tribute |
| Common Threads 500 N Dearborn Street Chicago, IL 60654 | 20-0106847 | 501(c)(3) | 8,750 | 0 | FMV | | Sponsorship of Common Threads World Festival |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| (a) Name and address of organization or government | (b) EIN | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|--|------------|------------------------------------|--------------------------|-----------------------------------|---|--|------------------------------------|
| Culinary Institute of America at Greystone2555 Main Street St Helena, CA 94574 | 06-0653264 | | 25,000 | 0 | FMV | | Alliance support |
| International Women's Forum Inc 2120 L Street NW Washington, DC 20037 | 84-0919612 | 501(c)(6) | 10,000 | 0 | FMV | | Alliance Support |

Schedule J
(Form 990)

Compensation Information

OMB No 1545-0047

2011

Open to Public Inspection

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

▶ Complete if the organization answered "Yes" to Form 990, Part IV, question 23.

▶ Attach to Form 990. ▶ See separate instructions.

Name of the organization
NATIONAL RESTAURANT ASSOCIATION

Employer identification number

36-1525480

Part I

Questions Regarding Compensation

| | | | |
|----|---|-----|-----|
| | | Yes | No |
| 1a | Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a Complete Part III to provide any relevant information regarding these items | | |
| | <div><div><input checked="" type="checkbox"/> First-class or charter travel</div><div><input type="checkbox"/> Travel for companions</div><div><input type="checkbox"/> Tax idemnification and gross-up payments</div><div><input type="checkbox"/> Discretionary spending account</div></div> <div><div><input type="checkbox"/> Housing allowance or residence for personal use</div><div><input type="checkbox"/> Payments for business use of personal residence</div><div><input checked="" type="checkbox"/> Health or social club dues or initiation fees</div><div><input type="checkbox"/> Personal services (e g , maid, chauffeur, chef)</div></div> | | |
| b | If any of the boxes in line 1a are 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 | 1b | Yes |
| 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? | 2 | Yes |
| 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 | | |
| | <div><div><input checked="" type="checkbox"/> Compensation committee</div><div><input checked="" type="checkbox"/> Independent compensation consultant</div><div><input checked="" type="checkbox"/> Form 990 of other organizations</div></div> <div><div><input type="checkbox"/> Written employment contract</div><div><input checked="" type="checkbox"/> Compensation survey or study</div><div><input checked="" type="checkbox"/> Approval by the board or compensation committee</div></div> | | |
| 4 | During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization | | |
| a | Receive a severance payment or change-of-control payment? | 4a | No |
| b | Participate in, or receive payment from, a supplemental nonqualified retirement plan? | 4b | No |
| c | Participate in, or receive payment from, an equity-based compensation arrangement? | 4c | No |
| | If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III | | |
| | Only 501(c)(3) and 501(c)(4) organizations only must complete lines 5-9. | | |
| 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 | | |
| a | The organization? | 5a | |
| b | Any related organization? | 5b | |
| | If "Yes," to line 5a or 5b, describe in Part III | | |
| 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 | | |
| a | The organization? | 6a | |
| b | Any related organization? | 6b | |
| | If "Yes," to line 6a or 6b, describe in Part III | | |
| 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 | 7 | |
| 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 | 8 | |
| 9 | If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53 4958-6(c)? | 9 | |

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) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, columns (D) and (E) for that individual

| (A) Name | | (B) Breakdown of W-2 and/or 1099-MISC compensation | | | (C) Retirement and other deferred compensation | (D) Nontaxable benefits | (E) Total of columns (B)(i)-(D) | (F) Compensation reported in prior Form 990 or Form 990-EZ |
|----------------------------|------|--|-------------------------------------|-------------------------------------|--|-------------------------|---------------------------------|--|
| | | (i) Base compensation | (ii) Bonus & incentive compensation | (iii) Other reportable compensation | | | | |
| (1) DAWN M SWEENEY | (i) | 890,000 | 564,894 | 64,458 | 573,780 | 109,070 | 2,202,202 | 662,790 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (2) DAVID GILBERT | (i) | 500,000 | 414,225 | 1,242 | 253,221 | 17,081 | 1,185,769 | 269,363 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (3) MARVIN F IRBY | (i) | 302,500 | 94,947 | 1,195 | 95,633 | 13,708 | 507,983 | 69,020 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (4) PETER G KILGORE | (i) | 406,736 | 44,057 | 6,858 | 43,848 | 14,804 | 516,303 | 45,957 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (5) MICHAEL MCCALLUM | (i) | 339,545 | 42,166 | 1,242 | 56,427 | 13,348 | 452,728 | 42,610 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (6) MARY PAT HEFTMAN | (i) | 279,000 | 64,828 | 841 | 101,489 | 17,504 | 463,662 | 70,023 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (7) DAVID MATTHEWS | (i) | 250,000 | 27,773 | 3,564 | 64,167 | 16,504 | 362,008 | 31,373 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (8) JAMES BALDA | (i) | 265,000 | 29,814 | 540 | 41,263 | 15,804 | 352,421 | 32,174 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (9) PAUL HINEMAN | (i) | 255,000 | 68,604 | 561 | 126,489 | 13,204 | 463,858 | 64,000 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (10) ROBERT GIFFORD | (i) | 248,558 | 17,038 | 748 | 45,385 | 12,413 | 324,142 | 23,077 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (11) SUSAN HENSLEY ROBUSTO | (i) | 235,000 | 28,277 | 486 | 45,693 | 27,904 | 337,360 | 18,800 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (12) HUDSON RIEHLE | (i) | 238,154 | 25,015 | 2,412 | 43,861 | 14,081 | 323,523 | 25,423 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (13) JOAN MCGLOCKTON | (i) | 202,433 | 10,836 | 1,290 | 35,867 | 14,081 | 264,507 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (14) ANGELO AMADOR | (i) | 201,297 | 6,507 | 561 | 28,642 | 12,904 | 249,911 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (15) DAWN CACCIOTTI | (i) | 182,960 | 6,650 | 732 | 30,391 | 12,970 | 233,703 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |

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 |
|-------------------|-----------------------------|--|
| SchJ_P01_S00_L01a | Schedule J, Part I, Line 1a | The CEO is authorized to maintain two memberships in private clubs in Washington and New York for her duties for the Association. The Executive VP of Policy and Governmental Affairs also maintains a membership for business purposes. |

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

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

OMB No 1545-0047

2011

Open to Public Inspection

Name of the organization
NATIONAL RESTAURANT ASSOCIATION

Employer identification number
36-1525480

| Identifier | Return Reference | Explanation |
|-------------------|--|---|
| F990_P06_S0A_L06 | Form 990, Part VI, Section A, Line 6 | The NRA is organized as an association with members who have the right to participate in the organization's governance |
| F990_P06_S0A_L07a | Form 990, Part VI, Section A, Line 7a | The Board elects the officers of the governing body of the NRA who are nominated by the Board Governance Committee |
| F990_P06_S0A_L07b | Form 990, Part VI, Section A, Line 7b | Members have the right to approve decisions of the governing body's election of directors and officers |
| F990_P06_S0B_L11b | Form 990, Part VI, Section B, Line 11b | The Association's governing body consists of 95 individual members. The Form 990 is reviewed by the governing body's leadership which includes the following positions: Officers of the Association including the Chairman, Vice Chairman and the Treasurer/Chairman of the Finance Committee, and the Chairman of the Audit Committee of the Board. The 2011 Form 990 was distributed to and reviewed by this leadership group by teleconference prior to filing. |
| F990_P06_S0B_L12c | Form 990, Part VI, Section B, Line 12c | Officers and Directors are required to disclose conflicts of interests annually to the Chair of the Board of Directors. For each interest disclosed to the Chair, the Chair will determine whether to: (a) take no action, (b) assure full disclosure to the Board of Directors and other individuals covered by this policy, (c) ask the person to recuse from participation in related Association discussions or decisions, or (d) ask the person to resign from the Association position, or, if the person refuses to resign, become subject to possible removal in accordance with removal procedures in the Association Bylaws. The President and CEO and chief staff finance executive will monitor proposed or ongoing transactions for conflicts of interest and disclose them to the Chair in order to deal with potential or actual conflicts, whether discovered before or after the transaction has occurred. |
| F990_P06_S0B_L15 | Form 990, Part VI, Section B, Line 15 | The NRA Compensation Committee meets three times a year to review compensation. The Committee reviews and approves the compensation of the Chief Executive Officer, and reviews the compensation of her direct reports. An outside consultant is engaged to review compensation data with comparable organizations. This process was undertaken in 2011 for these officers. |
| F990_P06_S0C_L19 | Form 990, Part VI, Section C, Line 19 | The NRA makes all of its documents available for public disclosure upon written request at their office in Chicago. The financial statements are also available for public inspection upon written request. |
| F990_P07_S0A_L01a | Form 990, Part VII, Section A, Line 1a | The following board members of the National Restaurant Association also serve on the NRA Educational Foundation (related entity) board: Officers of either board are also indicated. Carlton Curtis is Chair of the NRAEF Board. Denise Fugo is Treasurer of the NRAEF Board. Phil Hickey, Treasurer, is a member of the NRAEF Board. Rosalyn Mallet, Vice Chair, is a member of the NRAEF Board. Sally Smith, Chair, is a member of the NRAEF Board. Xavier Teixido is Vice Chair of the NRAEF Board. Jeff Davis, Lorna Donatone, Sam Facchini, Ted Fowler, Phil Friedman, Michael Gibbons, Bob McAdam, Frank Puleo, Craig Reed, and Billy Sewell are all members of the NRAEF board. |
| F990_P11_S00_L05 | Form 990, Part XI, Line 5 | Unrealized investment loss -457,475 |

SCHEDULE R
(Form 990)

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

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

OMB No 1545-0047

2011

Open to Public Inspection

Name of the organization
NATIONAL RESTAURANT ASSOCIATION

Employer identification number
36-1525480

Part I Identification of Disregarded Entities (Complete if the organization answered "Yes" on Form 990, Part IV, line 33.)

| (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 |
|--|---|--|---------------------|---------------------------|----------------------------------|
| (1) National Restaurant Association Solutions LLC 175 W Jackson Blvd Chicago, IL 60604 20-4495726 | Creation, production and sale of training materials | IL | 60,999,346 | 17,934,635 | National Restaurant Association |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

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

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Exempt Code section | (e) Public charity status (if section 501(c)(3)) | (f) Direct controlling entity | (g) Section 512(b)(13) controlled organization | |
|---|--|--|----------------------------|---|----------------------------------|---|----|
| | | | | | | Yes | No |
| (1) National Restaurant Association Educational Foundation 175 W Jackson Blvd Chicago, IL 60604 36-6103388 | Enhancing the industry's service to public education, community, promotion of career opportunities | IL | 501(c)(3) | 11a | National Restaurant Association | Yes | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

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

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

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

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Direct controlling entity | (e) Type of entity (C corp, S corp, or trust) | (f) Share of total income | (g) Share of end-of-year assets | (h) Percentage ownership |
|--|-------------------------|---|-------------------------------------|--|---------------------------------|--|--------------------------------|
| (1) NRA Political Action Committee 2055 L Street NW Washington, DC 20036 52-1220888 | Lobbying for the NRA | IL | N/A | C | | | 0 % |
| (2) National Restaurant Association Services Inc 175 W Jackson Blvd Suite 1500 Chicago, IL 60604 36-1525480 | Marketing services | IL | National Restaurant Association | C | -645 | 740,667 | 1 00 % |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

Part V

Transactions With Related Organizations (Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35, 35A, or 36.)

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 related organization(s)

c

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

d

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

e

Loans or loan guarantees by related organization(s)

f

Sale of assets to related organization(s)

g

Purchase of assets from related organization(s)

h

Exchange of assets with related organization(s)

i

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

j

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

k

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

l

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

m

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

n

Sharing of paid employees with related organization(s)

o

Reimbursement paid to related organization(s) for expenses

p

Reimbursement paid by related organization(s) for expenses

q

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

r

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

Yes

No

Yes

Yes

Yes

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 | (b) Transaction type(a-r) | (c) Amount involved | (d) Method of determining amount involved |
|--|---------------------------------|------------------------|---|
| (1) National Restaurant Association Educational Foundation | m | 186,050 | FMV |
| (2) National Restaurant Association Educational Foundation | k | 721,950 | FMV |
| (3) National Restaurant Association Educational Foundation | q | 3,800,000 | FMV |
| (4) National Restaurant Association Educational Foundation | p | 1,901,335 | FMV |
| (5) | | | |
| (6) | | | |

Schedule R (Form 990) 2011

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

[illegible]

Part VII

Supplemental Information

Complete this part to provide additional information for responses to questions on Schedule R (see instructions)

| Identifier | Return Reference | Explanation | |
|------------|------------------|-------------|--|
|------------|------------------|-------------|--|

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

| (A) Name and Title | (B) Average hours per week | (C) Position (check all that apply) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|---|-------------------------------|--|-----------------------|---------|--------------|------------------------------|--------|--|---|---|
| | | Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| MICHAEL MCCALLUM CHIEF STRATEGY OFFICER | 40 | | | | X | | | 382,953 | 0 | 69,775 |
| MARY PAT HEFTMAN EVP, CONVENTION | 40 | | | | X | | | 344,669 | 0 | 114,993 |
| DAVID MATTHEWS SVP AND CIO | 40 | | | | X | | | 281,337 | 0 | 77,671 |
| JAMES BALDA SVP, MEMBERSHIP | 40 | | | | X | | | 294,814 | 0 | 55,067 |
| PAUL HINEMAN EVP, PRODUCTS & SVC | 40 | | | | X | | | 324,165 | 0 | 139,693 |
| ROBERT GIFFORD EVP, POLITICAL ADVOCACY | 40 | | | | X | | | 266,344 | 0 | 57,798 |
| SUSAN HENSLEY ROBUSTO SVP, PUBLIC AFFAIRS COMMUNICATIONS | 40 | | | | | X | | 263,763 | 0 | 67,597 |
| HUDSON RIEHLE SVP, RESEARCH | 40 | | | | | X | | 265,581 | 0 | 57,942 |
| JOAN MCGLOCKTON VP, INDUSTRY AFFAIRS | 40 | | | | | X | | 214,559 | 0 | 49,948 |
| ANGELO AMADOR VP, LABOR & WORKFORCE POLICY | 40 | | | | | X | | 208,365 | 0 | 41,546 |
| DAWN CACCIOTTI SVP, HUMAN RESOURCES | 40 | | | | | X | | 190,341 | 0 | 43,361 |

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

| (A) Name and Title | (B) Average hours per week | (C) Position (check all that apply) | | | | | | (D) Reportable compensation from the organization (W- 2/1099-MISC) | (E) Reportable compensation from related organizations (W- 2/1099- MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|---|--|---|-----------------------|---------|--------------|---------------------------------|--------|---|--|---|
| | | Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| Edward Tinsley Director | 2 | X | | | | | | 0 | 0 | 0 |
| Alfred L Thimm Jr Director | 2 | X | | | | | | 0 | 0 | 0 |
| Clarice Turner Director | 2 | X | | | | | | 0 | 0 | 0 |
| Joan Wagner Director | 2 | X | | | | | | 0 | 0 | 0 |
| Roy Steven Watson Director | 2 | X | | | | | | 0 | 0 | 0 |
| Robert Wong Director | 2 | X | | | | | | 0 | 0 | 0 |
| Richard Zdyb Director | 2 | X | | | | | | 0 | 0 | 0 |
| Fritzi Woods Director | 2 | X | | | | | | 0 | 0 | 0 |
| Joseph K Fassler Director | 2 | X | | | | | | 0 | 0 | 0 |
| Theodore M Fowler Jr Director | 2 | X | | | | | | 0 | 0 | 0 |
| Richard Marriott Director | 2 | X | | | | | | 0 | 0 | 0 |
| Xavier Teixido Director | 2 | X | | | | | | 0 | 0 | 0 |
| Burton Sack Past Chair | 2 | X | | | | | | 0 | 0 | 0 |
| Michael S Kaufman Past Chairman | 2 | X | | | | | | 0 | 0 | 0 |
| Theodore J Balestreri Past Chair | 2 | X | | | | | | 0 | 0 | 0 |
| Ralph O Brennan Past Chair | 2 | X | | | | | | 0 | 0 | 0 |
| Denise Marie Fugo Director | 2 | X | | | | | | 0 | 0 | 0 |
| Richard Rivera Past Chair | 2 | X | | | | | | 0 | 0 | 0 |
| Harris Rusitzky Past Chair | 2 | X | | | | | | 0 | 0 | 0 |
| Michael Gibbons Director | 2 | X | | | | | | 0 | 0 | 0 |
| DAWN M SWEENEY CEO | 40 | | | X | | | | 1,519,352 | 0 | 682,850 |
| DAVID GILBERT COO | 40 | | | X | | | | 915,467 | 0 | 267,302 |
| MARVIN F IRBY CFO and CAO | 40 | | | X | | | | 398,642 | 0 | 109,341 |
| PETER G KILGORE GENERAL COUNSEL CORPORATE SECRETARY | 40 | | | X | | | | 457,651 | 0 | 57,652 |
| JOHN SCOTT DEFIFE EVP POLICY & GOVT AFFAIRS | 40 | | | | X | | | 568,466 | 0 | 127,997 |

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

| (A) Name and Title | (B) Average hours per week | (C) Position (check all that apply) | | | | | | | (D) Reportable compensation from the organization (W- 2/1099-MISC) | (E) Reportable compensation from related organizations (W- 2/1099- MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|------------------------------------|--|---|-----------------------|---------|--------------|---------------------------------|--------|---|---|--|---|
| | | Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | | | | |
| John Metz Jr Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Brian P Moore Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Raphael Oliver Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Michael Osborn Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Christopher Pappas Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Justin Persons Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Edward Pfannmuller Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Margo Provost Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Frank Puleo Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Mike Rastrelli Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Craig Reed Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Richard J Roman Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Thomas Russo Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Casey Ryan Director | 2 | X | | | | | | 0 | 0 | 0 | |
| John Scharnweber Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Kevin Settles Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Billy Sewell Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Forrest Shoaf Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Richard T Snead Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Carl Sobocinski Director | 2 | X | | | | | | 0 | 0 | 0 | |
| David E Stockman Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Wes Stouder Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Gene Suellentrop Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Joe Taylor Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Richard Clinton Taylor Director | 2 | X | | | | | | 0 | 0 | 0 | |

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

| (A) Name and Title | (B) Average hours per week | (C) Position (check all that apply) | | | | | | | (D) Reportable compensation from the organization (W- 2/1099-MISC) | (E) Reportable compensation from related organizations (W- 2/1099- MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|-------------------------------|--|---|-----------------------|---------|--------------|---------------------------------|--------|---|---|--|---|
| | | Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | | | | |
| Philip Friedman Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Jaime Gonzalez Director | 2 | X | | | | | | 0 | 0 | 0 | |
| David Goronkin Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Frank A Grisanti Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Dewey Guida Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Desmond Hague Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Daniel Halpern Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Craig A Heath Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Geoff Hetrick Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Geoff Hill Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Steve Hilton Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Jim Hopper Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Tom Hutchinson Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Richie Jackson Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Kenneth James Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Joseph J Kadow Director | 2 | X | | | | | | 0 | 0 | 0 | |
| John P Kavanaugh Director | 2 | X | | | | | | 0 | 0 | 0 | |
| William Kohl Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Victor Lim Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Ivan Matsunaga Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Robert McAdam Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Steve McCoid Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Matthew McMahon Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Peter Meersman Director | 2 | X | | | | | | 0 | 0 | 0 | |
| Jeffery Messenger Director | 2 | X | | | | | | 0 | 0 | 0 | |

Additional Data

Software ID: 11000129

Software Version: v1.00

EIN: 36-1525480

Name: NATIONAL RESTAURANT ASSOCIATION

Form 990, Special Condition Description:

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| Special Condition Description |
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Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

| (A) Name and Title | (B) Average hours per week | (C) Position (check all that apply) | | | | | | (D) Reportable compensation from the organization (W- 2/1099-MISC) | (E) Reportable compensation from related organizations (W- 2/1099- MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|----------------------------------|--|---|-----------------------|---------|--------------|---------------------------------|--------|---|--|---|
| | | Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| Sally Smith Chairman | 5 | X | | X | | | | 0 | 0 | 0 |
| Rosalyn Mallet Vice Chair | 5 | X | | X | | | | 0 | 0 | 0 |
| Philip J Hickey Jr Treasurer | 5 | X | | X | | | | 0 | 0 | 0 |
| Michael Gibbons Past Chairman | 2 | X | | | | | | 0 | 0 | 0 |
| Maribeth Bisienere Director | 2 | X | | | | | | 0 | 0 | 0 |
| Mary Blankenbaker Director | 2 | X | | | | | | 0 | 0 | 0 |
| Thomas C Boucher Director | 2 | X | | | | | | 0 | 0 | 0 |
| Richard Brennan Jr Director | 2 | X | | | | | | 0 | 0 | 0 |
| John Campbell Director | 2 | X | | | | | | 0 | 0 | 0 |
| Michael M Carney Director | 2 | X | | | | | | 0 | 0 | 0 |
| Brian E Casey Director | 2 | X | | | | | | 0 | 0 | 0 |
| Steve Chucri Director | 2 | X | | | | | | 0 | 0 | 0 |
| Ira R Cohn Director | 2 | X | | | | | | 0 | 0 | 0 |
| Jot Condie Director | 2 | X | | | | | | 0 | 0 | 0 |
| Ken Conrad Director | 2 | X | | | | | | 0 | 0 | 0 |
| Patrick Conway Director | 2 | X | | | | | | 0 | 0 | 0 |
| J Karl Crase Director | 2 | X | | | | | | 0 | 0 | 0 |
| John G Crawford Director | 2 | X | | | | | | 0 | 0 | 0 |
| Carlton Curtis Director | 2 | X | | | | | | 0 | 0 | 0 |
| Kevin Davies Director | 2 | X | | | | | | 0 | 0 | 0 |
| Tommy Cvitanovich Director | 2 | X | | | | | | 0 | 0 | 0 |
| Jeffrey W Davis Director | 2 | X | | | | | | 0 | 0 | 0 |
| Lorna C Donatone Director | 2 | X | | | | | | 0 | 0 | 0 |
| Joseph Essa Director | 2 | X | | | | | | 0 | 0 | 0 |
| Sam J Facchini Director | 2 | X | | | | | | 0 | 0 | 0 |