

Form 990 Return of Organization Exempt From Income Tax Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations) Do not enter social security numbers on this form as it may be made public. Go to www.irs.gov/Form990 for instructions and the latest information. 2022 Open to Public Inspection

A For the 2022 calendar year, or tax year beginning 01-01-2022, and ending 12-31-2022

B Check if applicable: C Name of organization NATIONAL CARGO BUREAU INC D Employer identification number 13-5615188 E Telephone number (212) 785-8300 F Name and address of principal officer: IAN J LENNARD 180 MAIDEN LANE 903 NEW YORK, NY 10038 H(a) Is this a group return for subordinates? H(b) Are all subordinates included? H(c) Group exemption number I Tax-exempt status: J Website: WWW.NATCARGO.ORG K Form of organization: L Year of formation: 1952 M State of legal domicile: NY

Part I Summary

Table with 3 main sections: Activities & Governance (lines 1-7b), Revenue (lines 8-12), Expenses (lines 13-19), and Net Assets or Fund Balances (lines 20-22). Includes columns for Prior Year and Current Year.

Part II Signature Block

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

Signature of officer: IAN J LENNARD, PRESIDENT. Date: 2023-08-29. Print/Type preparer's name, Preparer's signature, Date, Check if self-employed, PTIN P00543209.

Paid

Preparer Use Only

Firm's name: PKF O'CONNOR DAVIES ADVISORY LLC; Firm's EIN: 87-3231666; Firm's address: 245 PARK AVENUE 12TH FLOOR, NEW YORK, NY 10167; Phone no. (212) 286-2600

May the IRS discuss this return with the preparer shown above? (see instructions) [X] Yes [] No
For Paperwork Reduction Act Notice, see the separate instructions. Cat. No. 11282Y Form 990 (2021)

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Part III Statement of Program Service Accomplishments

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

1 Briefly describe the organization's mission:

THE PURPOSE FOR WHICH NCB WAS FORMED IS TO FORMULATE AND RECOMMEND PROCEDURES, PRACTICES, RULES AND REGULATIONS FOR THE SAFE LOADING, STOWING, SECURING AND UNLOADING OF CARGO AND SUITABILITY OF CARGO HANDLING GEAR AND CARGO CONTAINERS, INCLUDING THE SECURITY AND INTEGRITY OF CONTAINERS; TO PROVIDE INSPECTION SERVICES IN RELATION TO THE LOADING, STOWING, SECURING AND UNLOADING OF CARGO AND CARGO CONTAINERS AND AS TO THE DESIGN, STRENGTH, SAFETY AND SUITABILITY OF CARGO HANDLING GEAR AND CARGO CONTAINERS, INCLUDING THE SECURITY AND INTEGRITY OF CONTAINERS; TO ISSUE CERTIFICATES, EITHER IN ITS OWN NAME OR AS AGENT, IN RESPECT OF THE FOREGOING; AND GENERALLY TO PROMOTE THE SAFETY OF LIFE AND CARGO AT SEA.

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 [X] No

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

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [] Yes [X] No

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

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

4a (Code:) (Expenses \$ including grants of \$) (Revenue \$)
THE BUREAU PROVIDES RECOMMENDATIONS FOR THE SAFE STOWAGE OF DANGEROUS GOODS AND OTHER CARGOES, AND DESIGN, STRENGTH, SAFETY AND SUITABILITY OF CARGO HANDLING GEAR AND CARGO CONTAINERS INCLUDING THE SECURITY AND INTEGRITY OF CONTAINERS. IT WORKS AT THE INDUSTRY LEVEL TO ACHIEVE UNIFORMITY OF SAFETY STANDARDS AND REGULATIONS AND TO REMOVE OBSTACLES THAT RESULT FROM LACK OF UNIFORMITY FOR THE STOWAGE OF CARGO. NCB OFFERS LOW COST CARGO LOADING INSPECTION SERVICE, WHETHER ABOARD VESSELS OR IN CONTAINERS, AND AN INSPECTION SERVICE OF CARGO, CONTAINERS AND CARGO HANDLING GEAR; AND GENERALLY TO PROMOTE THE SAFETY OF LIFE AND CARGO AT SEA.

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

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

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

4e Total program service expenses

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Part IV Checklist of Required Schedules

1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A

Table with 3 columns: Question number, Yes, No. Row 1: 1, Yes, No. Row 2: 2, Yes, No. Row 3: 3, Yes, No.

2 Is the organization required to complete Schedule B, Schedule of Contributors? See instructions.

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

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? <i>If "Yes," complete Schedule C, Part II</i>	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 Rev. Proc. 98-19? <i>If "Yes," complete Schedule C, Part III</i>	5	No
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</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? <i>If "Yes," complete Schedule D, Part II</i>	7	No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>	8	No
9	Did the organization report an amount in Part X, line 21 for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>	9	No
10	Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi endowments? <i>If "Yes," complete Schedule D, Part V</i>	10	No
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	11a	Yes
b	Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>	11b	No
c	Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>	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? <i>If "Yes," complete Schedule D, Part IX</i>	11d	Yes
e	Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>	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)? <i>If "Yes," complete Schedule D, Part X</i>	11f	Yes
12a	Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	12a	No
b	Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>	12b	Yes
13	Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>	13	No
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a	Yes
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>	14b	Yes
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>	15	No
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>	16	No
17	Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I</i> . See instructions.	17	No
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>	18	No
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>	19	No
20a	Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>	20a	No
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	
21	Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	21	Yes

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Part IV Checklist of Required Schedules (continued)

		Yes	No
22	Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>		No
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	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 lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		

d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <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	Did the organization report any amount on Part X, line 5 or 22 for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>	26		No
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <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 the Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):			
a	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>	28a		No
b	A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>	28b		No
c	A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <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		No
34	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	34	Yes	
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	Yes	
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <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 on Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O.	38	Yes	

Part V **Statements Regarding Other IRS Filings and Tax Compliance**

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

1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a	29			
b	Enter the number of Forms W-2G included on 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				

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

2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	123			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file. See instructions.	2b		Yes		
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a			No	
b	If "Yes," has it filed a Form 990-T for this year? <i>If "No" to line 3a, provide an explanation in Schedule O</i>	3b				
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		Yes		
b	If "Yes," enter the name of the foreign country: <u>UK</u> See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).					
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a			No	
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b			No	
c	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?	5c				
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a			No	
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b				

7 Organizations that may receive deductible contributions under section 170(c).			
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a	
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c	
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d	
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e	
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f	
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g	
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h	
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8	
9	Sponsoring organizations maintaining donor advised funds.		
a	Did the sponsoring organization make any taxable distributions under section 4966?	9a	
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b	
10	Section 501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on Part VIII, line 12	10a	
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b	
11	Section 501(c)(12) organizations. Enter:		
a	Gross income from members or shareholders	11a	
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b	
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a	
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year.	12b	
13	Section 501(c)(29) qualified nonprofit health insurance issuers.		
a	Is the organization licensed to issue qualified health plans in more than one state? Note. See the instructions for additional information the organization must report on Schedule O.	13a	
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b	
c	Enter the amount of reserves on hand	13c	
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a	No
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O	14b	
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	15	No
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16	No
17	Section 501(c)(21) organizations. Did the trust, any disqualified person, or mine operator engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953? If "Yes," complete Form 6069.	17	

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

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

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.		
b	Enter the number of voting members included in line 1a, above, who are independent		
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?		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?		No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	Yes	
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		No
6	Did the organization have members or stockholders?	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		No
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:			
a The governing body?	8a	Yes	
b Each committee with authority to act on behalf of the governing body?	8b	Yes	
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	9		No

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

		Yes	No
10a Did the organization have local chapters, branches, or affiliates?	10a		No
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b		
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a		No
b Describe on Schedule O the process, if any, used by the organization to review this Form 990.			
12a Did the organization have a written conflict of interest policy? If "No," go to line 13	12a	Yes	
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	Yes	
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on 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 on 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: CA

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

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

20 State the name, address, and telephone number of the person who possesses the organization's books and records:
 KRISTIAN WIEDE 180 MAIDEN LANE 903 NEW YORK, NY 10038 (212) 785-8300

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

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

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

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

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (box 5 of Form W-2, Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

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

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)					(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual director	Institutional	Officer	Key employee	Highest compensated employee			

		Trustee							
(1) IAN J LENNARD PRESIDENT	40.00 3.00	X	X					719,729	0 223,091
(2) KRISTIAN WIEDE CHIEF FINANCIAL OFFICER AS OF MAY 2022	40.00 3.00	X	X					363,042	0 110,846
(3) JOHN W MURRAY CHAIRMAN	1.00 0.00	X	X					0	0 0
(4) ROBERT C GALLAGHER CHAIRMAN THRU MARCH 2022	1.00 0.00	X	X					0	0 0
(5) SEAN M DALTON DEPUTY CHAIRMAN	1.00 0.00	X	X					0	0 0
(6) PHILIP H GREENE TREASURER	1.00 0.00	X	X					0	0 0
(7) ROGER ABLETT DIRECTOR	1.00 0.00	X						0	0 0
(8) JOSEPH BREGLIA DIRECTOR THRU MARCH 2022	1.00 0.00	X						0	0 0
(9) VIRGINIA CAMERON DIRECTOR	1.00 0.00	X						0	0 0
(10) JOSEPH J COX DIRECTOR	1.00 0.00	X						0	0 0
(11) MICHAEL CSORBA DIRECTOR THRU MARCH 2022	1.00 0.00	X						0	0 0
(12) RICHARD D DESIMONE DIRECTOR THRU MARCH 2022	1.00 0.00	X						0	0 0
(13) JEFF DIXON DIRECTOR	1.00 0.00	X						0	0 0
(14) IAN DUTHIE DIRECTOR	1.00 0.00	X						0	0 0
(15) JOHN J FERRARA DIRECTOR THRU MARCH 2022	1.00 0.00	X						0	0 0
(16) KAREN GRISWOLD DIRECTOR	1.00 0.00	X						0	0 0
(17) CLIFFORD JAGOE DIRECTOR	1.00 0.00	X						0	0 0

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(18) DEIRDRE H LITTLEFIELD DIRECTOR	1.00 0.00	X						0	0 0	
(19) DENNIS MARVIN DIRECTOR	1.00 0.00	X						0	0 0	
(20) THOMAS W MERRELL DIRECTOR	1.00 0.00	X						0	0 0	

(21) BRIAN MURPHY DIRECTOR	1.00 0.00	X						0	0	0
(22) JAMES P NAWOJCHIK DIRECTOR	1.00 0.00	X						0	0	0
(23) ROBERT H POUCH DIRECTOR	1.00 0.00	X						0	0	0
(24) RICHARD SOJA DIRECTOR	1.00 0.00	X						0	0	0
(25) JACK SULLIVAN DIRECTOR	1.00 0.00	X						0	0	0
(26) THOMAS J MCCULLOUGH CHIEF FINANCIAL OFFICER THRU FEB 2022	40.00 3.00			X				63,580	0	3,119
(27) SOSIMO FABIAN GENERAL COUNSEL CORPORATION SECRETARY AS OF OCT 2022	40.00 0.00			X				87,511	0	0
(28) MIKE DURKIN CHIEF INFORMATION OFFICER	40.00 0.00			X				118,632	0	2,861
(29) SCOTT D BROWN CHIEF, MARINE RISK ENGINEE	40.00 0.00				X			252,796	0	141,086
(30) ROBERT AHLBORN VP, LINER OPERATIONS	40.00 3.00				X			238,157	0	29,946
(31) ERIC T ROUNDS CHIEF SURVEYOR	40.00 0.00				X			227,990	0	83,745
(32) JORGE A PECCI-SAAVEDRA DIRECTOR, MARINE RISK ENGINEERING	40.00 0.00					X		210,545	0	38,143
(33) EDWARD F WALKER DEPUTY CHIEF SURVEYOR	40.00 0.00					X		209,219	0	72,720
(34) ROBERT T HARRIS DEPUTY CHIEF SURVEYOR	40.00 0.00					X		190,473	0	34,183
(35) PHILIP I ANDERSON CHIEF, TECHNICAL DIRECTOR	40.00 0.00					X		187,473	0	79,356
(36) MURAT KOKSEL DIRECTOR, LINER ACTIVITIES	40.00 0.00					X		175,529	0	29,167
1b Sub-Total										
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)								3,044,676	0	848,263

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization ▶ 56

	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>		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>	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>		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
PKF O'CONNOR DAVIES LLP 245 PARK AVENUE 12TH FLOOR NEW YORK, NY 10167	AUDITING & TAX SERVICES	115,850

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 ▶ 1

Part VIII **Statement of Revenue**

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

	(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
1a				
1b				

grants, reports, membership dues

Contributions, gifts, and other similar an

fundraising events	1c
related organizations	1d
government grants (contributions)	1e
f All other contributions, gifts, grants, and similar amounts not included above	1f
g Noncash contributions included in lines 1a-1f: \$	1g
h Total. Add lines 1a-1f	

		Business Code			
Program Service Revenue	2a INSPECTION SERVICES	480000	20,950,576	20,950,576	
	b COURSES/SEMINARS	611710	55,091	55,091	
	c IMDG CODE/STOWAGE	480000	49,367	49,367	
	d				
	e				
	f All other program service revenue.				
g Total. Add lines 2a-2f.			21,055,034		
3 Investment income (including dividends, interest, and other similar amounts)			3,823,728		3,823,728
4 Income from investment of tax-exempt bond proceeds					
5 Royalties					
6a Gross rents	6a	(i) Real			
	6b	(ii) Personal			
	6c				
	d Net rental income or (loss)				
7a Gross amount from sales of assets other than inventory	7a	(i) Securities	2,775,000	84,832	
	7b	(ii) Other	3,150,782	15,159	
	7c		-375,782	69,673	
	d Net gain or (loss)		-306,109		-306,109
Other Revenue	8a				
	8b				
	c Net income or (loss) from fundraising events				
9a	9a				
	9b				
	c Net income or (loss) from gaming activities				
10a	10a		7,950		
	10b		8,711		
	c Net income or (loss) from sales of inventory		-761	-761	
Miscellaneous Revenue		Business Code			

11a MISCELLANEOUS INCOME	900099	34,910			34,910
b MANAGEMENT FEES	900099	18,736			18,736
c					
d All other revenue					
e Total. Add lines 11a–11d		53,646			
12 Total revenue. See instructions		24,625,538	21,054,273	0	3,571,265

Form 990 (2021)

Form 990 (2021)

Part IX Statement of Functional Expenses

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	75,000			
2 Grants and other assistance to domestic individuals. See Part IV, line 22	1,500			
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16.				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	2,286,745			
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	10,637,859			
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	166,793			
9 Other employee benefits	1,506,296			
10 Payroll taxes	1,177,781			
11 Fees for services (non-employees):				
a Management				
b Legal	41,597			
c Accounting	129,000			
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	33,558			
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	367,003			
12 Advertising and promotion				
13 Office expenses	234,007			
14 Information technology	173,638			
15 Royalties				
16 Occupancy	678,509			
17 Travel	650,305			
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	30,650			
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	793,080			
23 Insurance	531,654			
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a LOCAL TAXES	97,921			
b EDUCATION AND TRAINING	50,317			

c	DUES AND SUBSCRIPTIONS	32,523		
d	RELOCATION EXPENSES	12,708		
e	All other expenses	21,322		
25	Total functional expenses. Add lines 1 through 24e	19,729,766		
26	Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720).			

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Part X **Balance Sheet**

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

		(A) Beginning of year		(B) End of year	
Assets	1	Cash—non-interest-bearing	1,063,234	1	1,325,296
	2	Savings and temporary cash investments	55,618	2	55,624
	3	Pledges and grants receivable, net		3	
	4	Accounts receivable, net	2,551,885	4	2,431,330
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7	Notes and loans receivable, net		7	
	8	Inventories for sale or use	1,883	8	1,325
	9	Prepaid expenses and deferred charges	618,825	9	601,138
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	3,131,615		
	10b	Less: accumulated depreciation	2,403,425		
	10c		815,666	10c	728,190
	11	Investments—publicly traded securities	85,906,505	11	71,928,945
	12	Investments—other securities. See Part IV, line 11	1,133,121	12	1,982,367
	13	Investments—program-related. See Part IV, line 11		13	
	14	Intangible assets	2,204,411	14	1,856,339
15	Other assets. See Part IV, line 11	48,693,317	15	40,626,892	
16	Total assets. Add lines 1 through 15 (must equal line 33)	143,044,465	16	121,537,446	
Liabilities	17	Accounts payable and accrued expenses	341,739	17	380,648
	18	Grants payable		18	
	19	Deferred revenue		19	
	20	Tax-exempt bond liabilities		20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23	Secured mortgages and notes payable to unrelated third parties		23	
	24	Unsecured notes and loans payable to unrelated third parties		24	
	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	1,570,204	25	2,405,825
	26	Total liabilities. Add lines 17 through 25	1,911,943	26	2,786,473
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.				
	27	Net assets without donor restrictions	141,132,522	27	118,750,973
	28	Net assets with donor restrictions		28	
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.				
	29	Capital stock or trust principal, or current funds		29	
	30	Paid-in or capital surplus, or land, building or equipment fund		30	
	31	Retained earnings, endowment, accumulated income, or other funds		31	
32	Total net assets or fund balances	141,132,522	32	118,750,973	
33	Total liabilities and net assets/fund balances	143,044,465	33	121,537,446	

Form 990 (2021)

Form 990 (2021)

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Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI [checked]

Table with 10 rows for reconciliation of net assets. Line 1: Total revenue 24,625,538; Line 2: Total expenses 19,729,766; Line 3: Revenue less expenses 4,895,772; Line 4: Net assets at beginning 141,132,522; Line 5: Net unrealized gains -15,037,226; Line 6: Donated services; Line 7: Investment expenses; Line 8: Prior period adjustments 326,664; Line 9: Other changes -12,566,759; Line 10: Net assets at end 118,750,973.

Part XII Financial Statements and Reporting

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

Form with questions 1-3b regarding accounting methods and audits. Question 1: Accounting method (Accrual checked). Question 2a: Financial statements compiled (No). Question 2b: Financial statements audited (Yes). Question 2c: Committee oversight (Yes). Question 3a: Federal award audit (No). Question 3b: Required audit (Yes).

Form 990 (2021)

Form 990 (2021)

Additional Data

Return to Form

Software ID:

Software Version:

Form 990, Special Condition Description:

Special Condition Description

SCHEDULE D (Form 990)

Supplemental Financial Statements

OMB No. 1545-0047

2022

Open to Public Inspection

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

Department of the Treasury Internal Revenue Service

Table with 2 columns: Name of the organization (NATIONAL CARGO BUREAU INC) and Employer identification number (13-5615188)

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

Table with 3 columns: Line number, (a) Donor advised funds, (b) Funds and other accounts. Includes questions 1-6 regarding donor advised funds.

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

Table with 3 columns: Line number, Description, and Held at the End of the Year (sub-table with 2a-2d). Includes questions 1-9 regarding conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

Table with 2 columns: Line number and Description. Includes questions 1a-1b and 2a-2b regarding collections of art and historical treasures.

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

Table with 2 columns: Line number and Description. Includes question 3 regarding significant use of collection items.

Preservation for future generations

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

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

Yes No

Part IV Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

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

Yes No

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

- c Beginning balance
- d Additions during the year
- e Distributions during the year
- f Ending balance

Amount	
1c	
1d	
1e	
1f	

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

Yes No

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

Part V Endowment Funds.

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

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

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

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

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

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

- (i) Unrelated organizations
- (ii) Related organizations

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

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

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

Part VI Land, Buildings, and Equipment.

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

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		19,614	11,350	8,264
d Equipment		2,888,895	2,206,095	682,800
e Other		223,106	185,980	37,126
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).) . . . ▶				728,190

Schedule D (Form 990) 2021

Part VII Investments - Other Securities.

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

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other _____		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		

(H)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.)		

Part VIII Investments - Program Related.

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

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

Part IX Other Assets.

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

(a) Description	(b) Book value
(1) SECURITY DEPOSITS	18,949
(2) PENSION ASSETS	38,385,027
(3) RIGHT OF USE ASSETS - OPERATING LEASES	2,222,916
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col.(B) line 15.)	40,626,892

Part X Other Liabilities.

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

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col.(B) line 25.)	2,405,825

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

Schedule D (Form 990) 2021

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

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

1	Total revenue, gains, and other support per audited financial statements	1	-3,526,937
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	-15,037,226
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	3,563,661
e	Add lines 2a through 2d	2e	-11,473,565
3	Subtract line 2e from line 1	3	7,946,628

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	33,558
b	Other (Describe in Part XIII.)	4b	16,645,352
c	Add lines 4a and 4b	4c	16,678,910
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.)	5	24,625,538

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.
 Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	20,660,978
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	2,518,497
e	Add lines 2a through 2d	2e	2,518,497
3	Subtract line 2e from line 1	3	18,142,481
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	33,558
b	Other (Describe in Part XIII.)	4b	1,553,727
c	Add lines 4a and 4b	4c	1,587,285
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.)	5	19,729,766

Part XIII Supplemental Information

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

Return Reference	Explanation
PART X, LINE 2:	THE BUREAU RECOGNIZES THE EFFECT OF INCOME TAX POSITIONS ONLY IF THOSE POSITIONS ARE MORE LIKELY THAN NOT TO BE SUSTAINED. MANAGEMENT HAS DETERMINED THAT THE BUREAU HAD NO UNCERTAIN TAX POSITIONS THAT WOULD REQUIRE FINANCIAL STATEMENT RECOGNITION OR DISCLOSURE. THE BUREAU IS NO LONGER SUBJECT TO EXAMINATIONS BY THE APPLICABLE TAXING JURISDICTIONS FOR YEARS PRIOR TO DECEMBER 31, 2019.
PART XI, LINE 2D - OTHER ADJUSTMENTS:	RELATED PARTY REVENUE INCLUDED PER AUDIT 3,032,368. CHANGE IN ALLOCATION OF INVESTMENT 522,582. RECLASS OF PUBLICATION EXPENSES TO PART VIII 8,711.
PART XI, LINE 4B - OTHER ADJUSTMENTS:	PENSION-RELATED CHANGES OTHER THAN NET PERIODIC PENSION BENEFIT 14,549,332. NET TRANSFER FROM RELATED PARTY 1,479,702. ELIMINATING ENTRIES 541,318. SCHOLARSHIP EXPENSES 75,000.
PART XII, LINE 2D - OTHER ADJUSTMENTS:	RELATED PARTY EXPENSE INCLUDED PER AUDIT 2,509,786. RECLASS OF PUBLICATION EXPENSES TO PART VIII 8,711.
PART XII, LINE 4B - OTHER ADJUSTMENTS:	SCHOLARSHIP EXPENSES 75,000. NET PERIODIC PENSION COST 1,459,991. ELIMINATING ENTRIES 18,736.

Schedule D (Form 990) 2021

Additional Data

[Return to Form](#)

Software ID:
 Software Version:

SCHEDULE F (Form 990)

Statement of Activities Outside the United States

OMB No. 1545-0047

2022

Open to Public Inspection

Complete if the organization answered "Yes" to Form 990, Part IV, line 14b, 15, or 16. Attach to Form 990. Go to www.irs.gov/Form990 for instructions and the latest information.

Department of the Treasury Internal Revenue Service

Name of the organization NATIONAL CARGO BUREAU INC

Employer identification number 13-5615188

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

- 1 For grantmakers. Does the organization maintain records to substantiate the amount of its grants and other assistance...
2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

Table with 6 columns: (a) Region, (b) Number of offices in the region, (c) Number of employees, agents, and independent contractors in the region, (d) Activities conducted in region (by type), (e) If activity listed in (d) is a program service, describe specific type of service(s) in the region, (f) Total expenditures for and investments in the region. Includes row for EUROPE and sub-totals.

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

Cat. No. 50082W

Schedule F (Form 990) 2022

Schedule F (Form 990) 2022

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

Table with 9 columns: (a) Name of organization, (b) IRS code section and EIN (if applicable), (c) Region, (d) Purpose of grant, (e) Amount of cash grant, (f) Manner of cash disbursement, (g) Amount of noncash assistance, (h) Description of noncash assistance, (i) Method of valuation (book, FMV, appraisal, other).

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

Schedule F (Form 990) 2022

Page 3

Part III Grants and Other Assistance to Individuals Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 16. Part III can be duplicated if additional space is needed.

Table with 8 columns: (a) Type of grant or assistance, (b) Region, (c) Number of recipients, (d) Amount of cash grant, (e) Manner of cash disbursement, (f) Amount of noncash assistance, (g) Description of noncash assistance, (h) Method of valuation (book, FMV, appraisal, other). The table is currently empty.

Schedule F (Form 990) 2022

Schedule F (Form 990) 2022

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Part IV Foreign Forms

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

Schedule F (Form 990) 2022

Schedule F (Form 990) 2022

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Part V Supplemental Information

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

Table with 2 columns: ReturnReference, Explanation. Row 1: PART III ACCOUNTING METHOD: SCHEDULE F, PART IV, LINE 3: NCB IS REQUIRED TO FILE FORM 5471 BECAUSE IT MEETS THE APPLICABLE FILING REQUIREMENT.

Schedule F (Form 990) 2022

Additional Data

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Software Version:

efile Public Visual Render Objectid: 202312419349301311 - Submission: 2023-08-29 TIN: 13-5615188

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

Schedule I (Form 990)

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

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

Attach to Form 990.

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

OMB No. 1545-0047

2022

Open to Public Inspection

Department of the Treasury Internal Revenue Service

Name of the organization NATIONAL CARGO BUREAU INC

Employer identification number 13-5615188

Part I General Information on Grants and Assistance

1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? Yes No

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

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

Table with 8 columns: (a) Name and address of organization or government, (b) EIN, (c) IRC section (if applicable), (d) Amount of cash grant, (e) Amount of non-cash assistance, (f) Method of valuation (book, FMV, appraisal, other), (g) Description of noncash assistance, (h) Purpose of grant or assistance. Rows include CALIFORNIA MARITIME ACADEMY, MAINE MARITIME ACADEMY, MASSACHUSETTS MARITIME ACADEMY, SUNY MARITIME COLLEGE, and TEXAS A&M MARITIME ACADEMY.

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table 5

3 Enter total number of other organizations listed in the line 1 table 0

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

Cat. No. 50055P

Schedule I (Form 990) 2022

Schedule I (Form 990) 2022

Page 2

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

Table with 6 columns: (a) Type of grant or assistance, (b) Number of recipients, (c) Amount of cash grant, (d) Amount of noncash assistance, (e) Method of valuation (book, FMV, appraisal, other), (f) Description of noncash assistance. Rows 1-7 are empty.

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

Table with 2 columns: Return Reference, Explanation. Row 1: PART I, LINE 2: NCB AWARDS SCHOLARSHIPS TO CADETS PURSUING A 4-YEAR COLLEGE DEGREE STUDYING FOR THE US COAST GUARD DECK LICENSE OR DUAL (DECK/ENGINE) LICENSE PROGRAM...

Schedule I (Form 990) 2022

Additional Data

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Schedule J (Form 990)

Compensation Information

OMB No. 1545-0047

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees
Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

2022
Open to Public Inspection

Department of the Treasury Internal Revenue Service

Name of the organization NATIONAL CARGO BUREAU INC

Employer identification number 13-5615188

Part I Questions Regarding Compensation

Form with questions 1a through 9 regarding compensation, including checkboxes for travel, housing, and other benefits, and a table for Yes/No responses.

Schedule J (Form 990) 2022

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

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that are not listed on Form 990, Part VII.
Note. The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

Table with 7 columns: (A) Name and Title, (B) Breakdown of W-2, 1099-MISC compensation, and/or 1099-NEC, (C) Retirement and other deferred compensation, (D) Nontaxable benefits, (E) Total of columns (B)(i)-(D), (F) Compensation in column (B) reported as deferred on prior Form 990. Rows include Ian J Lennard, Kristian Wiede Chief, Scott D Brown, Eric T Rounds, Edward F Walker, Robert Ahlborn, Philip Anderson, Jorge A Pecci-Saavedra, and Robert T Harris.

10MURAT KOKSEL DIRECTOR, LINER ACTIVITIES	(i)	118,265	47,081	10,183	18,104	11,063	204,696	0
	(ii)	0	0	0	0	0	0	0

Schedule J (Form 990) 2022

Schedule J (Form 990) 2022

Part III Supplemental Information

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

Return Reference	Explanation
PART I, LINES 4A-B	IAN LENNARD, PRESIDENT, PARTICIPATED IN A SUPPLEMENTAL NONQUALIFIED RETIREMENT PLAN 457(F) AND A CONTRIBUTION WAS MADE ON HIS BEHALF TO THE PLAN BY NCB IN THE AMOUNT OF \$45,018. PURSUANT TO THE TERMS AND CONDITIONS OF THE SEVERANCE AGREEMENT, NCB MADE A SEVERANCE PAYMENT TO THOMAS MCCULLOUGH IN THE AMOUNT OF \$36,310. THE PAYMENT WERE TREATED AS TAXABLE COMPENSATION TO THE RECIPIENT AND REPORTED ON SCHEDULE J, PART II, COLUMN B(III).

Schedule J (Form 990) 2022

Additional Data

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Software ID:
Software Version:

efile Public Visual Render	ObjectID: 202312419349301311 - Submission: 2023-08-29	TIN: 13-5615188
SCHEDULE O (Form 990)	Supplemental Information to Form 990 or 990-EZ	OMB No. 1545-0047
Department of the Treasury Internal Revenue Service	Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information. ▶ Attach to Form 990 or 990-EZ. ▶ Go to www.irs.gov/Form990 for the latest information.	2021 Open to Public Inspection
Name of the organization NATIONAL CARGO BUREAU INC	Employer identification number 13-5615188	

Return Reference	Explanation
FORM 990, PART VI, SECTION A, LINE 4	THE BOARD OF DIRECTORS AMENDED THE BY-LAWS IN 2022. CHANGES MADE TO THE AMENDED BY-LAWS INCLUDED AND NOT LIMITED TO THE FOLLOWING: - ARTICLE III, SECTION 1: THE TWO INSIDE DIRECTORS POSITIONS UPDATED FROM THE PRESIDENT AND CORPORATE SECRETARY TO THE PRESIDENT AND CHIEF FINANCIAL OFFICER - ARTICLE IV, SECTION 1: ADDED THE CHIEF FINANCIAL OFFICER POSITION AS OFFICER OF THE ORGANIZATION - ARTICLE IV, SECTION 8: ADDED THE RESPONSIBILITIES OF THE CHIEF FINANCIAL OFFICER
FORM 990, PART VI, SECTION A, LINE 6	THE MEMBERSHIP OF THE NATIONAL CARGO BUREAU, INC. IS COMPOSED OF PERSONS WHO ARE PROMINENTLY IDENTIFIED WITH STEAMSHIP MANAGEMENT OR MARINE INSURANCE UNDERWRITING ORGANIZATIONS, PERSONS IN OR OFFICIALLY CONNECTED WITH THE US GOVERNMENT OR A BRANCH OR DEPARTMENT THEREOF, AND PERSONS IN CIVIL LIFE PROMINENT IN BRANCHES OF SCIENCE APPERTAINING TO OR AFFECTING THE CARRIAGE OF CARGO IN THE MARITIME COMMERCE OF THE US.
FORM 990, PART VI, SECTION A, LINE 7A	THE NATIONAL CARGO BUREAU, INC. HAS MEMBERS WHO SERVE ON THE NOMINATING COMMITTEE WHICH WILL MEET AND DETERMINE THOSE TO BE NOMINATED FOR THE BOARD DIRECTORS OF THE GOVERNING BODY.
FORM 990, PART VI, SECTION B, LINE 11B	NATIONAL CARGO BUREAU, INC. HAS ITS FORM 990 PREPARED BY AN OUTSIDE ACCOUNTING FIRM AND HAS ESTABLISHED THE FOLLOWING REVIEW PROCESS TO ENSURE THAT THE INFORMATION REPORTED IS COMPLETE AND ACCURATE. WHEN THE FORM 990 HAS BEEN PREPARED, IT IS PROVIDED TO THE BUREAU FROM THE OUTSIDE ACCOUNTANTS. IT IS INITIALLY REVIEWED BY THE CHIEF FINANCIAL OFFICER OF THE ORGANIZATION AND THEN PROVIDED TO THE PRESIDENT FOR FINAL REVIEW AND APPROVAL. THE BOARD RECEIVES A COPY OF THE FORM 990 AFTER IT HAS BEEN FILED AT THE NEXT SCHEDULED MEETING FOLLOWING THE IRS FILING.
FORM 990, PART VI, SECTION B, LINE 12C	THE ORGANIZATION HAS A CONFLICT OF INTEREST POLICY THAT APPLIES TO ALL MEMBERS OF THE BOARD OF DIRECTORS, OFFICERS AND KEY EMPLOYEES. THE BOARD OF DIRECTORS ARE RESPONSIBLE FOR THE ADOPTION, IMPLEMENTATION OF AND COMPLIANCE WITH THE CONFLICT OF INTEREST POLICY. UPON INITIAL APPOINTMENT, ELECTION OR EMPLOYMENT, EACH KEY PERSON (INCLUDING MEMBERS OF THE BOARD OF DIRECTORS, OFFICERS AND KEY EMPLOYEES) MUST COMPLETE THE CONFLICT OF INTEREST QUESTIONNAIRE AND PROVIDE IT TO NCB'S PRESIDENT AND CHAIRMAN OF BOARD TO BE REVIEWED BY THE BOARD. IN ADDITION, ANNUALLY EVERY DIRECTOR MUST COMPLETE THE REQUIRED CONFLICT OF INTEREST QUESTIONNAIRE AND DISCLOSE ANY POTENTIAL CONFLICT OF INTEREST. THE CHAIRMAN OF THE BOARD WILL REVIEW IN ADVANCE THE AGENDA OF EACH ANNUAL, REGULAR AND SPECIAL MEETING OF THE BOARD AND OF ANY COMMITTEES AND IDENTIFY, TO THE EXTENT POSSIBLE, POTENTIAL CONFLICT OF INTEREST. IF A POTENTIAL CONFLICT OF INTEREST IS IDENTIFIED, THE CHAIRMAN OF THE BOARD WILL NOTIFY AND ADVISE THE INDIVIDUAL WITH THE POTENTIAL CONFLICT PRIOR TO THE APPLICABLE MEETING. IN ADDITION, EACH KEY PERSON ATTENDING A MEETING OF THE BOARD OR COMMITTEE WHO BELIEVES THERE IS OR MAY BE A POTENTIAL OR ACTUAL CONFLICT OF INTEREST EITHER FOR HIMSELF OR HERSELF OR ANY OTHER KEY PERSON MUST IDENTIFY THE ISSUE FOR CONSIDERATION BY THE BOARD IF THE CHAIRMAN OF THE BOARD HAS NOT DONE SO. IF A KEY PERSON MAY HAVE A CONFLICT OF INTEREST, THE KEY PERSON MUST, IF APPLICABLE, LEAVE THE MEETING OF THE BOARD OR COMMITTEE DELIBERATING AND VOTING ON THE MATTER GIVING RISE TO THE CONFLICT OF INTEREST AFTER PROVIDING ALL MATERIAL INFORMATION RELEVANT TO THE EXISTENCE OF A CONFLICT. THE MINUTES OF EACH MEETING OF THE BOARD OR COMMITTEE MUST CONTAIN THE NAME(S) OF KEY PARTIES, THE NATURE OF THE INTEREST, AND THE DECISION AS TO WHETHER A CONFLICT OF INTEREST IN FACT EXISTED.
FORM 990, PART VI, SECTION B, LINE 15	OFFICERS OF THE COMPANY ARE INDEPENDENTLY EVALUATED BY THE BOARD OF DIRECTORS. PREVIOUS YEAR'S PERFORMANCE IS EVALUATED AND SIMILAR POSITIONS WITHIN THE INDUSTRY AND OTHER 501(C)(6) ORGANIZATIONS WITH SIMILAR ASSET/REVENUE STRUCTURES ARE USED AS A GUIDE IN ORDER TO ARRIVE AT A SATISFACTORY LEVEL OF COMPENSATION. IN 2022, AN OUTSIDE PARTY CONDUCTED AN INDEPENDENT STUDY WHICH EVALUATED THE COMPENSATION LEVELS OF EACH POSITION AGAINST THE CURRENT MARKETPLACE. THE RESULT OF THE STUDY IS PRESENTED TO NCB'S COMPENSATION COMMITTEE FOR EVALUATION. THE COMPENSATION COMMITTEE WILL MAKE OFFICER'S COMPENSATION RECOMMENDATIONS TO THE EXECUTIVE COMMITTEE. PRIOR TO MAKING A RECOMMENDATION TO THE BOD, THE EXECUTIVE COMMITTEE WILL CONSIDER ANY AND ALL RECOMMENDATIONS FROM THE COMPENSATION COMMITTEE. THE OFFICER'S COMPENSATION REVIEW PORTION OF THE BOARD OF DIRECTORS MEETING IS HELD WITHOUT THE OFFICER'S PRESENCE AND CONCLUSIONS ARE RECORDED IN THE MINUTES OF THE MEETING. THIS PROCESS IS USED IN DETERMINING THE COMPENSATION FOR THE PRESIDENT, CHIEF FINANCIAL OFFICER, AND CORPORATE SECRETARY. THERE IS A FOUR STEP PROCESS IN DETERMINING COMPENSATION FOR EMPLOYEES (EXCEPT OFFICERS) IN THE ORGANIZATION: 1) THE COMPENSATION COMMITTEE RECOMMENDS TO THE EXECUTIVE COMMITTEE AN AVERAGE ANNUAL INCREASE BASED ON CORPORATE PERFORMANCE, INDUSTRY CONDITIONS AND ECONOMIC OUTLOOK. 2) THE EXECUTIVE COMMITTEE WILL CONSIDER THE COMPENSATION COMMITTEES RECOMMENDATION AND WILL PROVIDE A RECOMMENDATION TO THE BOARD OF DIRECTORS. 3) THE STUDY RESULTS AND THE EXECUTIVE COMMITTEE'S RECOMMENDATION IS DISCUSSED BY THE BOARD OF DIRECTORS WHO CONCURS OR OVERRIDES DECISION BASED ON THEIR ANALYSIS. 4) EMPLOYEES ARE SUBJECT TO A WRITTEN CALENDAR YEAR EVALUATION BY THEIR IMMEDIATE SUPERVISOR, WHICH IS THEN REVIEWED BY THE PRESIDENT AND DEPUTY CHIEF. PERFORMANCE IS QUANTIFIED BASED ON A NUMERIC SYSTEM. INCREASES ARE REWARDED BASED ON A PERCENTAGE ABOVE OR BELOW THE MEAN. THE AVERAGE RAISE WOULD BE DETERMINED BY THE BOARD OF DIRECTORS.
FORM 990, PART VI, SECTION C, LINE 19	NATIONAL CARGO BUREAU MAKES ITS TAX RETURNS, AUDITED FINANCIAL STATEMENTS AND GOVERNING DOCUMENTS AVAILABLE TO ALL INTERESTED PARTIES. A BOOKLET WHICH DETAILS THE DIRECTORY OF MEMBERS, OFFICERS, COMMITTEES, BY-LAWS STATEMENT IS DISTRIBUTED ANNUALLY. THE TAX RETURNS APPEAR PUBLICLY ON THE GUIDESTAR.ORG WEBSITE AND HAVE BEEN VERIFIED FOR ACCURACY AND AVAILABILITY. THE CORPORATE FINANCIAL STATEMENTS ARE ALSO PROVIDED UPON REQUEST.

FORM 990, PART VII, COLUMNS (E) AND (F):	MIKE DURKIN IS BRITISH AND RESIDES IN THE UK. ALL OF HIS COMPENSATION REPORTED IN PART VII AND SCHEDULE J IS TAXED IN THE UK. HE RECEIVES NO US COMPENSATION. THE COMPENSATION REPORTED IN PART VII AND SCHEDULE J WAS CONVERTED FROM BRITISH POUND TO U.S. DOLLARS.
FORM 990, PART XI, LINE 9:	PENSION-RELATED CHANGES OTHER THAN NET PERIODIC PENSION BENEFIT -14,549,332. NET PERIODIC PENSION COST 1,459,991. CHANGE IN ALLOCATION OF INVESTMENT 522,582.
FORM 990, PART XII, LINE 2C:	THE ORGANIZATION HAS AN AUDIT COMMITTEE THAT ASSUMES RESPONSIBILITY FOR OVERSIGHT OF THE AUDIT OF ITS FINANCIAL STATEMENTS. THE BOARD OF DIRECTORS IS RESPONSIBLE FOR THE SELECTION OF AN INDEPENDENT ACCOUNTANT. THIS PROCESS DID NOT CHANGE FROM THE PRIOR YEAR.

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

Cat. No. 51056K

Schedule O (Form 990) 2021

Additional Data

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SCHEDULE R (Form 990)

Related Organizations and Unrelated Partnerships

OMB No. 1545-0047

2022

Open to Public Inspection

Department of the Treasury Internal Revenue Service Name of the organization NATIONAL CARGO BUREAU INC

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

Employer identification number 13-5615188

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

Table with 6 columns: (a) Name, address, and EIN of disregarded entity; (b) Primary activity; (c) Legal domicile; (d) Total income; (e) End-of-year assets; (f) Direct controlling entity.

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

Table with 7 columns: (a) Name, address, and EIN of related organization; (b) Primary activity; (c) Legal domicile; (d) Exempt Code section; (e) Public charity status; (f) Direct controlling entity; (g) Section 512(b)(13) controlled entity?

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

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Schedule R (Form 990) 2021

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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.

Table with 11 columns: (a) Name, address, and EIN of related organization; (b) Primary activity; (c) Legal domicile; (d) Direct controlling entity; (e) Predominant income; (f) Share of total income; (g) Share of end-of-year assets; (h) Disproportionate allocations; (i) Code V-UBI amount; (j) General or managing partner; (k) Percentage ownership.

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.

Table with 9 columns: (a) Name, address, and EIN of related organization; (b) Primary activity; (c) Legal domicile; (d) Direct controlling entity; (e) Type of entity; (f) Share of total income; (g) Share of end-of-year assets; (h) Percentage ownership; (i) Section 512(b)(13) controlled entity?

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

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

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

Table with 13 rows (a-s) and 3 columns (Yes, No, Yes/No). Rows include: Receipt of interest, Gift/grant/contribution, Lease of facilities, Dividends, Sale of assets, etc.

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.

Table with 4 columns: (a) Name of related organization, (b) Transaction type (a-s), (c) Amount involved, (d) Method of determining amount involved. Includes entries for EXIS TECHNOLOGIES LIMITED.

Part VI Unrelated Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

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.

Table with 11 main columns: (a) Name, address, and EIN of entity; (b) Primary activity; (c) Legal domicile; (d) Predominant income; (e) Are all partners section 501(c)(3) organizations?; (f) Share of total income; (g) Share of end-of-year assets; (h) Disproportionate allocations?; (i) Code V-UBI amount; (j) General or managing partner?; (k) Percentage ownership.

Schedule R (Form 990) 2021

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Part VII **Supplemental Information**

Provide additional information for responses to questions on Schedule R. See instructions.

Return Reference	Explanation
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Schedule R (Form 990) 2021

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