

Form **990**

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

2003

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

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

A For the 2003 calendar year, or tax year beginning and ending

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	Please use IRS label or print or type. See Specific Instructions.	C Name of organization Chamber of Commerce of the USA		D Employer identification number 53-0045720
		Number and street (or P.O. box if mail is not delivered to street address) 1615 H Street NW	Room/suite	E Telephone number 202-463-5590
		City or town, state or country, and ZIP + 4 Washington, DC 20062-2000		

• Section 501(c)(3) organizations and 4947(a)(1) nonexempt charitable trusts must attach a completed Schedule A (Form 990 or 990-EZ).

H and I are not applicable to section 527 organizations.

H(a) Is this a group return for affiliates? Yes No

H(b) If "Yes," enter number of affiliates ▶

H(c) Are all affiliates included? N/A Yes No (If "No," attach a list.)

H(d) Is this a separate return filed by an organization covered by a group ruling? Yes No

G Website: ▶ **www.uschamber.com**

J Organization type (check only one) ▶ 501(c)(6) (Insert no.) 4947(a)(1) or 527

K Check here if the organization's gross receipts are normally not more than \$25,000. The organization need not file a return with the IRS; but if the organization received a Form 990 Package in the mail, it should file a return without financial data. Some states require a complete return.

I Group Exemption Number ▶

M Check if the organization is not required to attach Sch. B (Form 990, 990-EZ, or 990-PF).

L Gross receipts: Add lines 6b, 8b, 9b, and 10b to line 12 ▶ **76317411.**

Part Revenue, Expenses, and Changes in Net Assets or Fund Balances

1 Contributions, gifts, grants, and similar amounts received:					
Revenue	a Direct public support	1a	51497730.		
	b Indirect public support	1b	3461893.		
	c Government contributions (grants)	1c	629876.		
	d Total (add lines 1a through 1c) (cash \$ 55589499. noncash \$)			1d	55589499.
	2 Program service revenue including government fees and contracts (from Part VII, line 93)			2	1210686.
	3 Membership dues and assessments			3	16742023.
	4 Interest on savings and temporary cash investments			4	971.
	5 Dividends and interest from securities			5	
	6 a Gross rents See Statement 1	6a	701619.		
	b Less: rental expenses See Statement 2	6b	90184.		
c Net rental income or (loss) (subtract line 6b from line 6a)			6c	611435.	
7 Other investment income (describe)			7		
8 a Gross amount from sales of assets other than inventory	(A) Securities	8a			
	(B) Other	8b			
	Less: cost or other basis and sales expenses	8c			
	d Net gain or (loss) (combine line 8c, columns (A) and (B))			8d	
9 Special events and activities (attach schedule). If any amount is from gaming, check here <input type="checkbox"/>					
a Gross revenue (not including \$ of contributions reported on line 1a)		9a			
	Less: direct expenses other than fundraising expenses	9b			
	c Net income or (loss) from special events (subtract line 9b from line 9a)			9c	
10 a Gross sales of inventory, less returns and allowances		10a			
	Less: cost of goods sold	10b			
	c Gross profit or (loss) from sales of inventory (attach schedule) (subtract line 10b from line 10a)			10c	
11 Other revenue (from Part VII, line 103)			11	2072613.	
12 Total revenue (add lines 1d, 2, 3, 4, 5, 6c, 7, 8d, 9c, 10c, and 11)			12	76227227.	
Expenses	13 Program services (from line 44, column (B))			13	
	14 Management and general (from line 44, column (C))			14	
	15 Fundraising (from line 44, column (D))			15	
	16 Payments to affiliates (attach schedule)			16	
	17 Total expenses (add lines 16 and 44, column (A))			17	77875130.
18 Excess or (deficit) for the year (subtract line 17 from line 12)			18	-1647903.	
19 Net assets or fund balances at beginning of year (from line 73, column (A))			19	-15583545.	
20 Other changes in net assets or fund balances (attach explanation) See Statement 3			20	1385971.	
21 Net assets or fund balances at end of year (combine lines 18, 19, and 20)			21	-15845477.	

323001
12-17-03

LHA For Paperwork Reduction Act Notice, see the separate instructions.

Form 990 (2003)



OGDEN UT 84201-0038

In reply refer to: 0437746088
Oct. 13, 2004 LTR 400C
53-0045720 200312 67 000
02696
BODC: TE

CHAMBER OF COMMERCE OF THE UNITED
% CONTROLLER
1615 H ST NW
WASHINGTON DC 20062-0001153



100159

Taxpayer Identification Number: 53-0045720
Tax Period(s): Dec. 31, 2003

Form: 990

Dear Taxpayer:

Thank you for the inquiry dated Aug. 31, 2004.

The date to file your return for the tax period identified above has been extended to Nov. 15, 2004.

If you have any questions, please call us toll free at 1-800-829-0115.

If you prefer, you may write to us at the address shown at the top of the first page of this letter.

Whenever you write, please include this letter and, in the spaces below, give us your telephone number with the hours we can reach you. Keep a copy of this letter for your records.

Telephone Number () _____ Hours _____

Do not include amounts reported on line 6b, 8b, 9b, 10b, or 16 of Part I.		(A) Total	(B) Program services	(C) Management and general	(D) Fundraising
22	Grants and allocations (attach schedule)				
	cash \$ _____ noncash \$ _____				
23	Specific assistance to individuals (attach schedule)				
24	Benefits paid to or for members (attach schedule)				
25	Compensation of officers, directors, etc.	3781093.			
26	Other salaries and wages	27141840.			
27	Pension plan contributions	4761182.			
28	Other employee benefits	3512248.			
29	Payroll taxes	2241997.			
30	Professional fundraising fees				
31	Accounting fees	160162.			
32	Legal fees	355517.			
33	Supplies	1026327.			
34	Telephone	1892622.			
35	Postage and shipping	1073009.			
36	Occupancy	2834159.			
37	Equipment rental and maintenance	876270.			
38	Printing and publications	1674963.			
39	Travel	5702392.			
40	Conferences, conventions, and meetings	2088682.			
41	Interest	997785.			
42	Depreciation, depletion, etc. (attach schedule)	3071163.			
43	Other expenses not covered above (itemize):				
a	_____				
b	_____				
c	_____				
d	_____				
e	See Statement 4	14683719.			
44	Total functional expenses (add lines 22 through 43). Organizations completing columns (B)-(D), carry these totals to lines 13-15	77875130.			

Joint Costs. Check if you are following SOP 98-2.

Are any joint costs from a combined educational campaign and fundraising solicitation reported in (B) Program services? Yes No

If "Yes," enter (i) the aggregate amount of these joint costs \$ _____; (ii) the amount allocated to Program services \$ _____;

(iii) the amount allocated to Management and general \$ _____; and (iv) the amount allocated to Fundraising \$ _____

Part III Statement of Program Service Accomplishments

What is the organization's primary exempt purpose? _____

Public policy advocate for the business community

All organizations must describe their exempt purpose achievements in a clear and concise manner. State the number of clients served, publications issued, etc. Discuss achievements that are not measurable. (Section 501(c)(3) and (4) organizations and 4947(a)(1) nonexempt charitable trusts must also enter the amount of grants and allocations to others.)

Program Service Expenses
(Required for 501(c)(3) and (4) orgs., and 4947(a)(1) trusts; but optional for others.)

a Legislative & Public Affairs: Keeps abreast of the activities in Congress. Brings the business community up to date on various happenings on Capitol Hill

(Grants and allocations \$ _____)

b Program Development and Implementation of various congressional bills affecting business community are analyzed

(Grants and allocations \$ _____)

c Economic policy: Forecasting of economic activity and tax policy

(Grants and allocations \$ _____)

d

(Grants and allocations \$ _____)

e Other program services (attach schedule)

(Grants and allocations \$ _____)

f Total of Program Service Expenses (should equal line 44, column (B), Program services) _____

Part IV Balance Sheets

Note: Where required, attached schedules and amounts within the description column should be for end-of-year amounts only.

		(A) Beginning of year	(B) End of year
Assets	45 Cash - non-interest-bearing		4904516.
	46 Savings and temporary cash investments		
	47 a Accounts receivable	21820763.	
	b Less: allowance for doubtful accounts	1349000.	20471763.
	48 a Pledges receivable		
	b Less: allowance for doubtful accounts		
	49 Grants receivable		
	50 Receivables from officers, directors, trustees, and key employees		
	51 a Other notes and loans receivable		
	b Less: allowance for doubtful accounts		
	52 Inventories for sale or use		
	53 Prepaid expenses and deferred charges	403006.	540688.
	54 Investments - securities Stmt 5 <input checked="" type="checkbox"/> Cost <input type="checkbox"/> FMV	85626.	109794.
	55 a Investments - land, buildings, and equipment: basis		
b Less: accumulated depreciation			
56 Investments - other			
57 a Land, buildings, and equipment: basis	32325268.		
b Less: accumulated depreciation	19070684.	13254584.	
58 Other assets (describe)			
59 Total assets (add lines 45 through 58) (must equal line 74)		33096040.	39281345.
Liabilities	60 Accounts payable and accrued expenses	33732447.	51860000.
	61 Grants payable		
	62 Deferred revenue	379290.	2365575.
	63 Loans from officers, directors, trustees, and key employees		
	64 a Tax-exempt bond liabilities		
	b Mortgages and other notes payable	14567848.	901247.
65 Other liabilities (describe)			
66 Total liabilities (add lines 60 through 65)		48679585.	55126822.
Net Assets or Fund Balances	Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 67 through 69 and lines 73 and 74.		
	67 Unrestricted	-41747545.	-37987477.
	68 Temporarily restricted	26164000.	22142000.
	69 Permanently restricted		
	Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 70 through 74.		
	70 Capital stock, trust principal, or current funds		
	71 Paid-in or capital surplus, or land, building, and equipment fund		
	72 Retained earnings, endowment, accumulated income, or other funds		
73 Total net assets or fund balances (add lines 67 through 69 or lines 70 through 72; column (A) must equal line 19; column (B) must equal line 21)	-15583545.	-15845477.	
74 Total liabilities and net assets / fund balances (add lines 66 and 73)	33096040.	39281345.	

Form 990 is available for public inspection and, for some people, serves as the primary or sole source of information about a particular organization. How the public perceives an organization in such cases may be determined by the information presented on its return. Therefore, please make sure the return is complete and accurate and fully describes, in Part III, the organization's programs and accomplishments.

Other Information		Yes	No
76	Did the organization engage in any activity not previously reported to the IRS? If "Yes," attach a detailed description of each activity	76	X
77	Were any changes made in the organizing or governing documents but not reported to the IRS? If "Yes," attach a conformed copy of the changes.	77	X
78 a	Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return?	78a	X
b	If "Yes," has it filed a tax return on Form 990-T for this year?	78b	X
79	Was there a liquidation, dissolution, termination, or substantial contraction during the year? If "Yes," attach a statement	79	X
80 a	Is the organization related (other than by association with a statewide or nationwide organization) through common membership, governing bodies, trustees, officers, etc., to any other exempt or nonexempt organization?	80a	X
b	If "Yes," enter the name of the organization See Statement 10 and check whether it is <input type="checkbox"/> exempt or <input type="checkbox"/> nonexempt.		
81 a	Enter direct or indirect political expenditures. See line 81 instructions	81a	0
b	Did the organization file Form 1120-POL for this year?	81b	X
82 a	Did the organization receive donated services or the use of materials, equipment, or facilities at no charge or at substantially less than fair rental value?	82a	X
b	If "Yes," you may indicate the value of these items here. Do not include this amount as revenue in Part I or as an expense in Part II. (See instructions in Part III.)	82b	210733
83 a	Did the organization comply with the public inspection requirements for returns and exemption applications?	83a	X
b	Did the organization comply with the disclosure requirements relating to quid pro quo contributions?	83b	X
84 a	Did the organization solicit any contributions or gifts that were not tax deductible?	84a	X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	84b	X
85	501(c)(4), (5), or (6) organizations. a Were substantially all dues nondeductible by members?	85a	X
b	Did the organization make only in-house lobbying expenditures of \$2,000 or less? If "Yes" was answered to either 85a or 85b, do not complete 85c through 85h below unless the organization received a waiver for proxy tax owed for the prior year.	85b	X
c	Dues, assessments, and similar amounts from members	85c	61623959
d	Section 162(e) lobbying and political expenditures	85d	17709321
e	Aggregate nondeductible amount of section 6033(e)(1)(A) dues notices	85e	18963267
f	Taxable amount of lobbying and political expenditures (line 85d less 85e)	85f	-1253946
g	Does the organization elect to pay the section 6033(e) tax on the amount on line 85f?	85g	N/A
h	If section 6033(e)(1)(A) dues notices were sent, does the organization agree to add the amount on line 85f to its reasonable estimate of dues allocable to nondeductible lobbying and political expenditures for the following tax year?	85h	N/A
86	501(c)(7) organizations. Enter: a Initiation fees and capital contributions included on line 12	86a	N/A
b	Gross receipts, included on line 12, for public use of club facilities	86b	N/A
87	501(c)(12) organizations. Enter: a Gross income from members or shareholders	87a	N/A
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	87b	N/A
88	At any time during the year, did the organization own a 50% or greater interest in a taxable corporation or partnership, or an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Part IX	88	X
89 a	501(c)(3) organizations. Enter: Amount of tax imposed on the organization during the year under: section 4911 <input type="checkbox"/> N/A ; section 4912 <input type="checkbox"/> N/A ; section 4955 <input type="checkbox"/> N/A		
b	501(c)(3) and 501(c)(4) organizations. Did the organization engage in any section 4958 excess benefit transaction during the year or did it become aware of an excess benefit transaction from a prior year? If "Yes," attach a statement explaining each transaction	89b	N/A
c	Enter: Amount of tax imposed on the organization managers or disqualified persons during the year under sections 4912, 4955, and 4958		N/A
d	Enter: Amount of tax on line 89c, above, reimbursed by the organization		N/A
90 a	List the states with which a copy of this return is filed District of Columbia		
b	Number of employees employed in the pay period that includes March 12, 2003	90b	526
91	The books are in care of Stan Harrell Telephone no. 202-463-5590		
Located at 1615 H St NW Washington, DC		ZIP + 4 20062-2000	
92	Section 4947(a)(1) nonexempt charitable trusts filing Form 990 in lieu of Form 1041- Check here <input type="checkbox"/> and enter the amount of tax-exempt interest received or accrued during the tax year	92	N/A



Part VII Analysis of Income-Producing Activities (See page 33 of the instructions.)

Note: Enter gross amounts unless otherwise indicated.

	Unrelated business income		Excluded by section 512, 513, or 514		(E) Related or exempt function income
	(A) Business code	(B) Amount	(C) Exclu- sion code	(D) Amount	
93 Program service revenue:					
a Meetings					435000.
b Miscellaneous					153191.
c Publications & Cassette					622264.
d Royalty			15	231.	
e					
f Medicare/Medicaid payments					
g Fees and contracts from government agencies					
94 Membership dues and assessments					16742023.
95 Interest on savings and temporary cash investments			14	971.	
96 Dividends and interest from securities					
97 Net rental income or (loss) from real estate:					
a debt-financed property					
b not debt-financed property			16	596278.	
98 Net rental income or (loss) from personal property	532420	15157.			
99 Other investment income					
100 Gain or (loss) from sales of assets other than inventory					
101 Net income or (loss) from special events					
102 Gross profit or (loss) from sales of inventory					
103 Other revenue:					
a Affiliate Admin Charges					1538468.
b Advertising	541900	534000.			
c The Coalition Trust					145.
d					
e					
104 Subtotal (add columns (B), (D), and (E))		549157.		597480.	19491091.
105 Total (add line 104, columns (B), (D), and (E))					20637728.

Note: Line 105 plus line 1d, Part I, should equal the amount on line 12, Part I.

Part VIII Relationship of Activities to the Accomplishment of Exempt Purposes (See page 34 of the instructions.)

Line No.	Explain how each activity for which income is reported in column (E) of Part VII contributed importantly to the accomplishment of the organization's exempt purposes (other than by providing funds for such purposes).
▼	See Statement 11

Part IX Information Regarding Taxable Subsidiaries and Disregarded Entities (See page 34 of the instructions.)

(A) Name, address, and EIN of corporation, partnership, or disregarded entity	(B) Percentage of ownership interest	(C) Nature of activities	(D) Total income	(E) End-of-year assets
N/A	%			
	%			
	%			
	%			

Part X Information Regarding Transfers Associated with Personal Benefit Contracts (See page 34 of the instructions.)

(a) Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? Yes No

(b) Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? Yes No

Note: If "Yes" to (b), file Form 8870 and Form 4720 (see instructions).

Please Sign Here

Under penalty 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: Stan M. Harrell Date: 11/12/04 Type or print name and title: STAN M. HARRELL - SVP, CFO; CEO

Paid Preparer's Use Only

Preparer's signature: [Signature] Date: 11/9/04 Check if self-employed: Preparer's SSN or PTIN: _____

Firm's name (or yours if self-employed), address, and ZIP + 4: Ernst and Young LLP
8484 Westpark Drive
McLean, VA 22102

EIN: _____ Phone no.: 703-747-1000

Form 990	Rental Income	Statement	1
<u>Kind and Location of Property</u>	<u>Activity Number</u>	<u>Gross Rental Income</u>	
Meeting Rooms and Roof Rental	1	596278.	
Equipment Rentals	2	105341.	
Total to Form 990, Part I, line 6a		701619.	

Form 990	Rental Expenses	Statement	2
<u>Description</u>	<u>Activity Number</u>	<u>Amount</u>	<u>Total</u>
- SubTotal -	2	90184.	90184.
Total to Form 990, Part I, line 6b			90184.

Form 990	Other Changes in Net Assets or Fund Balances	Statement	3
<u>Description</u>		<u>Amount</u>	
Minimum Pension Liability Reserve Adjustment		1386116.	
Income from Business Trust		-145.	
Total to Form 990, Part I, line 20		1385971.	

Form 990	Other Expenses				Statement	4
<u>Description</u>	<u>(A) Total</u>	<u>(B) Program Services</u>	<u>(C) Management and General</u>	<u>(D) Fundraising</u>		
Advertising	529399.					
Consulting	6089163.					
Production						
Subcontracting	16435.					
Dues to Other Organizations	85814.					
Honorarium/Speakers	29449.					

Commission/External	
Reps	51362.
Help Desk	335838.
Website Development	
Cost	240137.
Application	
Management	982823.
Business Processing	7648.
Transcription/	
Interpretation	10054.
Photographic	
Services	52431.
Lists	26562.
Employee	
Recruitment/Sales	76556.
Bank Service Charge	248357.
Contribution	735049.
IT Mgmt Costs	3007271.
IT License Fees	23064.
Miscellaneous	971026.
Bad Debt Expense	1165281.
Total to Fm 990, ln 43	14683719.

Form 990	Non-Government Securities	Statement	5
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Security Description	Corporate Stocks	Corporate Bonds	Other Publicly Traded Securities	Other Securities	Total Non-Gov't Securities
Investments				109794.	109794.
To 990, ln 54 Col B				109794.	109794.

Form 990	Other Revenue Not Included on Form 990	Statement	6
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Description	Amount
Revenue of Affiliates	58651222.
Coalition Business Trust Loss	-145.
Rounding	1.
Equipment Rental Expenses	90184.
Total to Form 990, Part IV-A	58741262.

Form 990 Other Expenses Not Included on Form 990 Statement 7

Description	Amount
Expense of Affiliates	36664767.
Rounding	1.
Equipment Rental Expenses	90184.
Total to Form 990, Part IV-B	36754952.

Form 990 Other Revenue Included on Form 990 Statement 8

Description	Amount
Reclass Admin Charges from Expense to Revenue	1538468.
Reclass Contract Allocation from Expense to Revenue	534000.
Total to Form 990, Part IV-A	2072468.

Form 990 Other Expenses Included on Form 990 Statement 9

Description	Amount
Reclass Admin Charges from Expense to Revenue	1538468.
Reclass Contract Allocation from Expense to Revenue	534000.
Total to Form 990, Part IV-B	2072468.

Form 990 Identification of Related Organizations Part VI, Line 80b Statement 10

Name of Organization	Exempt	NonExempt
Center for International Private Enterprise	X	
Center for Workplace Preparation	X	
Institute for Legal Reform	X	
National Chamber Foundation	X	
National Chamber Litigation Center	X	
Center for Corporate Citizenship	X	
Coalition for Reform	X	
National Asbestos Resource Defense Council	X	
US Chamber Foundation for Legal Reform	X	

Form 990

Part VIII - Relationship of Activities to
Accomplishment of Exempt Purposes

Statement 11

Line	Explanation of Relationship of Activities
93a	Meetings to educate members on issues which impact membership
93b	Other activities related to exempt purposes
93c	Information and education which affects the business community
94	Dues receipts. Members are advised of issues impacting businesses
103a	Administrative support charges to affiliates that support the
103a	organization's exempt purpose
103c	A Trust that supports the organization's exempt purpose

CHAMBER OF COMMERCE OF THE USA		EIN: 53-0645720		
Statement 12				
Form 990 Depreciable Assets - Land Bldg, Equip & Depr				
Description	Cost 01/01/2003	Additions 2003	Ending Balance 12/31/2003	
Land	801,756		801,756	
Building - Headquarters	22,985,670	44,775	23,030,445	
Furniture & Equipment	2,177,067	101,259	2,278,325	
IT Software	4,520,714	75,308	4,596,022	
Telephone Software	117,323		117,323	
IT Equipment	571,059	121,569	692,627	
Telephone Equipment	657,853	151,137	808,990	
Construction in Progress	(220)		(220)	
Total Fixed Assets	31,831,220	494,048	32,325,268	
Building - Headquarters	(12,312,269)	(1,127,187)	(13,439,456)	
Furniture & Equipment	(1,430,683)	(415,398)	(1,846,081)	
IT Software	(1,947,625)	(998,274)	(2,945,899)	
Telephone Software	(19,896)	(40,696)	(60,592)	
IT Equipment	(270,776)	(219,945)	(490,720)	
Telephone Equipment	(18,274)	(269,663)	(287,937)	
	(15,999,522)	(3,071,163)	(19,070,684)	
Net Asset	15,831,699	(2,577,115)	13,254,584	

CHAMBER OF COMMERCE OF THE USA

Statement 13

EIN 53-0045720

Form 990 Part IV Mortgages and Notes Payables

Lender's Name	Note Date	Repayment Terms	Security	Original Loan Amount	Balance Per Book Due
Relationship	Maturity Date	Loan Purpose	Consideration Fair Market Value	Interest Rate	
Mercantile Safe Deposit and Trust Comp	July 2002	Working Capital	30,000,000 or 75% of Building Value	12,944,261	0
Telecom Online	Dec 2005	Buyout of Partner Interest	Interest in ChamberBiz	1,229,096	901,247
Total Notes Payable					901,247

CHAMBER OF COMMERCE OF THE USA				
Statement 14		EIN: 53-0045720		
Form 990 Part V List of Officers, Directors, Trustees, and Key Employees				
(A) Name and Address	(B) Title and average hours	(C) Compensation	(D) Contribution to employee benefit plans & deferred	(E) Expense account and other allowances
Thomas Donohue 1615 H St NW Washington, DC 20062-2000	President & CEO 40	1,693,540	18,335 *	0
Robert Bruce Josten 1615 H St NW Washington, DC 20062-2000	Executive VP 40	630,754	101,181	0
Suzanne Clark 1615 H St NW Washington, DC 20062-2000	Exec VP & COO 40	373,944	16,272	0
Stan Harrell 1615 H St NW Washington, DC 20062-2000	Sr VP CFO, CIO 40	253,138	12,385	0
<p><i>* The organization also provides to the employee certain supplemental retirement benefits that are not included in the reported amount. This benefit is computed on the employee's total compensation less the compensation up to the limit for tax-qualified retirement plans. These benefits provide retirement income for an accumulated nineteen year service period in accordance with the employee's employment contract. For the reported year, the organization incurred an obligation to provide at a future date total supplemental retirement benefits valued at \$7,390,184. It should be noted that the parties have agreed that no additional supplemental retirement benefits will be accrued during any future service the employee provides to the organization.</i></p>				

Mr. Randolph J. Agle
1615 H Street, NW
Washington, DC 20062

Mr. Harry C. Alford
1615 H Street, NW
Washington, DC 20062

Mr. Philip F. Anschutz
1615 H Street, NW
Washington, DC 20062

Mr. John W. Bachmann
1615 H Street, NW
Washington, DC 20062

Mr. William J. Bandy, Jr.
1615 H Street, NW
Washington, DC 20062

Mr. Jeffrey C. Barbakow
1615 H Street, NW
Washington, DC 20062

Mr. John E. Barnes
1615 H Street, NW
Washington, DC 20062

Mr. Thomas D. Bell, Jr.
1615 H Street, NW
Washington, DC 20062

Mr. Michael P. Benard
1615 H Street, NW
Washington, DC 20062

Mr. James G. Berges
1615 H Street, NW
Washington, DC 20062

Amb. John A. Bohn
1615 H Street, NW
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December 31, 2003

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