

## **The MLC's Form 990 For 2024**

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The MLC's Form 990 For 2024

# Introduction to The MLC's Form 990 for 2024

## Overview

The Mechanical Licensing Collective (The MLC), along with all other tax-exempt nonprofit organizations, is required to file a Form 990 with the IRS annually. These forms contain a variety of financial and other information related to the operations of the filing organizations.

We file our Form 990 for each year by the deadline in mid-November of the following year. Our Form 990 for 2024 contains data and information as of the end of the 2024 calendar year. In accordance with federal regulations, we also publish a copy of each Form 990 we file on our website within 60 days of the filing date. You can find copies of each of the Form 990s we have filed, including our Form 990 for 2024, on our website [here](#).

We have prepared this introduction to our Form 990 for 2024 to highlight and further explain some of the key data points reported for 2024. Our hope is that this introduction will help readers better understand the data reported in our Form 990 — in particular, the data related to the following topics:

- **Royalties Pending Distribution** – Each Form 990 contains data regarding the pending royalties that we were holding as of the end of the covered year. Our Form 990 for 2024 breaks down the total amount of royalties we were holding pending distribution at the end of 2024 into several categories. This introduction explains each of these categories of pending royalties and provides additional information about the total amount of royalties we had distributed as of the end of 2024.
- **Held Funds** – Each Form 990 contains data regarding the funds we were holding in banks and investments as of the beginning and end of the covered year. This introduction provides additional details regarding these held funds.

For readers interested in more up-to-date information about the amount of royalties we have distributed and are still holding pending distribution, there are several other documents we publish that we recommend you reference.

First, we provide a detailed breakdown of all of our royalty distributions in our Annual Reports, which we publish each year in June. Our most recent Annual Report for 2024 (published in June 2025) contains data for royalties distributed and royalties pending distribution through our March 2025 distribution, providing more recent royalty data than our Form 990 for 2024. Copies of our 2024 Annual Report, as well as our previous Annual Reports, can be found on our website [here](#).

Second, our monthly Member newsletters summarize each royalty distribution in detail, including the total amounts of royalties we processed, distributed, and are still holding pending distribution. These newsletters are published shortly after each distribution, making them the most current source of information. Copies of every Member newsletter we have published to date, including the most recent from December 2025, can be found on our website [here](#).

Third, our Blanket Royalties Dashboard offers a clear, up-to-date view of the status of all of the blanket mechanical royalties that have been reported to us by digital service providers (DSPs) operating under the blanket license we administer, including breakdowns of amounts matched versus unmatched, royalties covered by voluntary licenses versus royalties collected by The MLC, and royalties distributed versus royalties held. The dashboard contains cumulative data for all initial blanket usage reported to us since we began full operations in January 2021. To view the Blanket Royalties Dashboard, click [here](#).

Fourth, our Historical Royalties Dashboard offers a clear, up-to-date view of historical unmatched royalties transferred to us by DSPs, including breakdowns of amounts transferred and distributed by Phonorecord rate period and by DSP. To view the Historical Royalties Dashboard, click [here](#).

### Cumulative Metrics for All Blanket Royalty Distributions Completed as of December 2024

It is helpful when reviewing information about the blanket royalties we are holding pending distribution to consider the total value of the royalty pools we have processed for the same period. The Form 990 requires us to report the total amount of royalties we were holding as of the end of the covered year from every distribution we have completed since we began operating in January 2021. During that same period (from January 2021 through December 2024), the total value of the royalty pools we processed was over \$3.3 billion.

The following chart shows the cumulative total value of the royalty pools we had processed to date as of December 2024 (including the usage that was in process for the January 2025 distribution), along with a breakdown of this total into additional life-to-date (LTD) categories.

BREAKDOWN OF BLANKET ROYALTY DISTRIBUTIONS (\$ in millions) LTD as of Dec. 2024	Blanket	Blanket Adjustments	Total Blanket
<b>Blanket Royalty Adjustments Reported</b>	-	<b>\$288.5</b>	<b>\$288.5</b>
<i>Less Royalties for Voluntary Licenses</i>	-	\$16.4	\$16.4
<b>Blanket Royalty Adjustments to be Processed</b>	-	<b>\$272.1</b>	<b>\$272.1</b>
<b>Total Royalty Pools Processed by The MLC</b>	<b>\$3,340.1</b>	<b>\$6.0</b>	<b>\$3,346.2</b>
<i>Less Royalties for Voluntary Licenses</i>	\$230.7	\$1.7	\$232.4
<b>Total Royalties Collected by The MLC</b>	<b>\$3,109.5</b>	<b>\$276.5</b>	<b>\$3,385.9</b>
Royalties Directly Distributed by The MLC	\$2,420.9	\$2.4	\$2,423.3
Royalties to be Distributed	\$116.3	\$272.1	\$388.3
Royalties Pending After Distribution	\$572.4	-	\$572.4
Royalty Adjustments Pending After Distribution	-	\$2.0	\$2.0
<b>Total Royalties Distributed</b>	<b>\$2,651.5</b>	<b>\$4.1</b>	<b>\$2,655.7</b>
Royalties Directly Distributed by The MLC	\$2,420.9	\$2.4	\$2,423.3
Royalties Distributed by DSPs via Voluntary Licenses (est.)	\$230.7	\$1.7	\$232.4

It is also helpful when reviewing the blanket royalties pending distribution to consider the percentage of total blanket royalties we have matched to registered works in our database. We track and regularly report two different match rates: the initial percentage of the total royalty pools reported to us for each month of usage that we have matched after we have completed our initial distribution of royalties related to that month (i.e., our “initial match rate”), and the current percentage of those royalty pools that we have matched after taking into account our subsequent efforts to reprocess the remaining unmatched usage from that month (i.e., our “current match rate”). In each instance, we calculate these match rates based on the **dollar** value of the royalty pools we have processed and matched.

- Our cumulative initial match rate for the blanket royalties we processed between January 2021 (when we began full operations) and the completion of our December 2024 royalty distribution was 84.4% (i.e., we initially matched an average of 84.4% of the dollar value of the royalty pools we processed in each month during this period to a registered musical work in our database).

- After taking into account our efforts to reprocess the remaining unmatched usage from January 2021 through the completion of our December 2024 royalty distribution, our cumulative match rate for the blanket royalties we processed during this period increased to 91.0% (i.e., we had matched 91.0% of the dollar value of the royalty pools we processed in each month during this period to a registered musical work in our database).
- After taking into account our efforts to reprocess the remaining unmatched usage from January 2021 through the completion of our December 2025 royalty distribution (i.e., our most recently completed royalty distribution as of the publication of this introduction), our cumulative current match rate for the blanket royalties we processed through December 2024 has increased to 93.0% (based on an average of the monthly averages).

## Breakdown of Royalties Pending Distribution

The IRS requires us to report in our Form 990 the total amount of all of the royalties we were holding as of the end of the covered period that were still pending distribution for any reason. Our Form 990 for 2024 contains four different categories of these “royalties pending distribution,” each of which is comprised of additional subcategories of royalties (detailed in the chart later in this section). These four categories are: (1) historical unmatched royalties, (2) blanket royalties pending after distribution, (3) blanket royalty adjustments pending after distribution, and (4) blanket royalties to be distributed. We have provided additional details regarding each of these four categories below.

### ***1. Historical Unmatched Royalties***

This category refers to the historical unmatched royalties transferred to us by DSPs that we had not yet distributed as of the end of the covered period. DSPs initially transferred approximately \$426.7 million in historical unmatched royalties to us in February 2021. This amount decreased to \$397.2 million after the Copyright Royalty Board (the government organization responsible for setting the applicable royalty rates) finalized the rates for the Phonorecords III (Phono 3) period for usages that took place in 2018, 2019, and 2020, and DSPs reported adjustments for these periods that took into account the final Phono 3 rates. (The total value of historical unmatched royalties transferred to us for the Phono 3 period decreased from \$373.6 million to \$343.9 million.)

The total amount of historical unmatched royalties we had distributed as of the end of 2024 was approximately \$189.5 million, leaving \$207.7 million that had not yet been distributed. As of the December 2025 distribution, we have distributed an additional \$39.2 million, bringing the total amount of previously unmatched historical royalties we have distributed to \$228.8 million (over 57.6% of the total amount of historical royalties originally transferred to us), leaving \$168.5 million in historical unmatched royalties remaining (or 42.4% of the total amount originally transferred) that have not yet been distributed.

The following chart provides a breakdown by rate period of the matched historical royalties we have been able to distribute as of the completion of our December 2025 distribution, as well as the percentage of previously unmatched royalties transferred to us for each rate period that we have been able to distribute.

Rate Period	Adjusted Total Transferred	Total Distributed	Percent Distributed
Phono 1	\$0.5 M	\$0.47 M	93.2%
Phono 2	\$52.8 M	\$28.4 M	53.8%
Phono 3	\$343.9 M	\$199.9 M	58.1%
<b>TOTAL</b>	<b>\$397.2 M</b>	<b>\$228.8 M</b>	<b>57.6%</b>

## **2. Blanket Royalties Pending After Distribution**

This category refers to the blanket royalties we were still holding after we had completed our initial effort to process and distribute these royalties and our subsequent efforts (through the end of the covered period) to reprocess the remaining royalties that we were not able to distribute during that initial distribution. As a reminder, between our first distribution in 2021 and our December 2024 distribution (the period covered by our Form 990 is as of the end of December 2024), we processed approximately \$3.3 billion in total blanket royalty pools reported to us by DSPs. On our Form 990 for 2024, we reported that we were holding \$572.4 million of the total amount of the blanket royalty pools reported to us (approximately 17.1% of the total royalty pools reported). Those royalties still pending after distribution can be broken down further into the following three subcategories: (i) blanket unmatched royalties, (ii) blanket unclaimed royalties, and (iii) blanket held royalties.

### *i. Blanket Unmatched Royalties*

These are unpaid blanket royalties for sound recording uses reported to us by DSPs after January 1, 2021 that we had not yet been able to match to a registered musical work in our database as of the end of the covered period. In our Form 990 for 2024, we reported that we were holding approximately \$306.6 million in blanket unmatched royalties at the end of the year, which represented 9.2% of the total royalty pools we had processed for the same period.

### *ii. Blanket Unclaimed Royalties*

These are blanket royalties for uses we were able to match to a registered musical work in our database, so these are not unmatched royalties. However, not every song to which we matched uses had been 100% claimed. Blanket unclaimed royalties are the royalties for matched uses that are associated with those unclaimed shares. As of the end of 2024, we were holding approximately \$238.6 million in blanket unclaimed royalties, which represented 7.1% of the total royalty pools we had processed for the same period.

### *iii. Blanket Held Royalties*

These are blanket royalties we were able to match to a registered musical work in our database that we subsequently placed on hold for various legal or other reasons, such as ownership disputes, legal holds, overclaim holds, statutory termination holds, and payee reviews. As of the end of 2024, we were holding approximately \$27.2 million in blanket held royalties, which represented approximately 0.8% of the total royalty pools we had processed for the same period. We will remove these holds and distribute these royalties to the appropriate rightsholders once the underlying legal or other issues impacting them have been resolved.

## **3. Blanket Royalty Adjustments Pending After Distribution**

This category refers to the blanket royalty adjustments we were still holding after we had completed both our initial effort to process and distribute these royalties and all of our subsequent efforts to reprocess the remaining royalties that we were not able to distribute during that initial distribution, through the end of the covered period. We began distributing blanket royalty adjustments in September 2024; between then and our last distribution in 2024 (the period covered by our Form 990 is as of the end of December 2024), we processed approximately \$6.0 million in total blanket adjustment royalty pools reported to us by DSPs. On our Form 990 for 2024, we reported that we were holding \$2.0 million in blanket royalties that were still pending after distribution, which can be broken down further into the following three subcategories: (i) blanket unmatched royalty adjustments, (ii) blanket unclaimed royalty adjustments, and (iii) blanket held royalty adjustments.

*i. Blanket Unmatched Royalty Adjustments*

These are unpaid blanket royalty adjustments for sound recording uses reported to us by DSPs after January 1, 2021 that we had not yet been able to match to registered musical work in our database as of the end of the covered period. In our Form 990 for 2024, we reported that we were holding approximately \$1.3 million in blanket unmatched royalties at the end of the year, which represented 20.9% of the total adjustment royalty pools we had processed for the same period.

*ii. Blanket Unclaimed Royalty Adjustments*

These are blanket royalty adjustments for uses we were able to match to a registered musical work in our database, so these are not unmatched royalties. However, because not every song to which we matched uses had been 100% claimed, a portion of these matched blanket royalty adjustments are associated with those unclaimed shares. As of the end of 2024, we were holding approximately \$0.6 million in blanket unclaimed royalty adjustments, which represented 9.3% of the total adjustment royalty pools we had processed for the same period.

*iii. Blanket Held Royalty Adjustments*

These are blanket royalty adjustments we were able to match to a registered musical work in our database that we subsequently placed on hold for various legal or other reasons, such as ownership disputes, legal holds, overclaim holds, statutory termination holds, and payee reviews. As of the end of 2024, we were holding approximately \$0.1 million in blanket held royalty adjustments, which represented approximately 2.2% of the total adjustment royalty pools we had processed for the same period. We will remove these holds and distribute these royalties to the appropriate rightsholders once the underlying legal or other issues impacting them have been resolved.

**4. Blanket Royalties to be Distributed**

This category consists of blanket royalties and blanket royalty adjustments that have been reported to us, but have not yet been fully processed and distributed. On our Form 990 for 2024, we reported \$388.3 million in total royalties pending distribution, which can be broken down further into the following four subcategories: (i) blanket matched royalties distributable next distribution, (ii) blanket royalty adjustments to be processed, (iii) blanket royalty adjustments to be debited, and (iv) blanket royalty adjustments to be credited to DSPs upon recovery.

*i. Blanket Matched Royalties Distributable Next Distribution*

These are matched blanket royalties we were holding at the end of 2024 in connection with the January 2025 monthly royalty distribution process that began before the end of 2024, but was still “in progress” as of the end of 2024. Because we process and distribute royalties to rightsholders approximately 75 days from the end of a usage month, consistent with the process set forth in the Code of Federal Regulations, these royalties for October 2024 usage were in the middle of being processed at the end of 2024 (the cut-off for the data included in our Form 990 for 2024). This subcategory totaled \$100.0 million at the end of 2024, which was subsequently included in our January 2025 distribution.

*ii. Blanket Royalty Adjustments to be Processed*

This subcategory consists primarily of blanket royalty adjustments that DSPs reported to us for usage from 2021 and 2022 following the finalization of the Phono 3 rates. It also includes a small amount of royalty adjustments relating to underpayments for usage from 2023 and 2024 that were reported to us by DSPs in their Annual Reports of Usage (ARoUs) for those years. Finally, it includes royalties initially categorized as unmatched that, upon subsequent review, we determined to be uses of public domain works or uses of non-musical works.

These uses of public domain and non-musical works are not eligible for royalties payable under the blanket mechanical license we administer, so we will reallocate them in the future to the royalty-bearing musical works to which usage for the relevant monthly periods had previously been allocated, effectively increasing the per-stream rate for those payable works on a pro-rata basis. This subcategory totaled \$287.8 million at the end of 2024.

*iii. Blanket Royalty Adjustments to be Debited*

This subcategory relates to the blanket royalty adjustments for overpayments certain DSPs reported in their 2023 ARoUs. This subcategory represents the value of the overpayments we had not yet debited/recovered from rightsholders as of the end of 2024. The total amount of such overpayments to be debited/recovered was \$31.9 million as of the end of 2024. This amount is shown as a negative number in the chart below because we accrued the debit (an offset to the underpayments owed to the rightsholders) to be recovered from rightsholders for the overpayment.

*iv. Blanket Royalty Adjustments to be Credited to DSPs Upon Recovery*

This subcategory also relates to the blanket royalty adjustments for overpayments certain DSPs reported in their 2023 ARoUs. This subcategory includes the value of the \$31.9 million in overpayments we had not yet debited/recovered from rightsholders (as referenced in subcategory iii above) because we cannot credit those amounts to DSPs unless and until we have debited/recovered them from rightsholders, plus \$0.6 million in overpayments that we had debited/recovered from rightsholders as of the end of 2024, but had not yet credited to DSPs as of the end of 2024, for a total of \$32.5 million at the end of 2024.

The following chart provides a breakdown of the four categories of total royalties pending distribution as of December 2024. For your reference, we have also included the current values for each category as of the completion of our December 2025 distribution.

ROYALTIES PENDING DISTRIBUTION (\$ in millions)	LTD as of Dec. 2024	LTD as of Dec. 2025
<b>Historical Unmatched Royalties</b>	<b>\$207.7</b>	<b>\$168.5</b>
Phono 1	\$0.05	\$0.03
Phono 2	\$25.8	\$24.4
Phono 3	\$181.9	\$144.0
<b>Blanket Royalties Pending After Distribution</b>	<b>\$572.4</b>	<b>\$446.5</b>
Blanket Unmatched Royalties	\$306.6	\$233.3
Blanket Unclaimed Royalties	\$238.6	\$193.8
Blanket Held Royalties	\$27.2	\$19.4
<b>Blanket Royalty Adjustments Pending After Distribution</b>	<b>\$2.0</b>	<b>\$1.7</b>
Blanket Unmatched Royalty Adjustments	\$1.3	\$1.1
Blanket Unclaimed Royalty Adjustments	\$0.6	\$0.5
Blanket Held Royalty Adjustments	\$0.1	\$0.1
<b>Blanket Royalties to be Distributed</b>	<b>\$388.3</b>	<b>\$14.1</b>
Blanket Matched Royalties Distributable Next Distribution	\$100.0	\$0
Blanket Royalty Adjustments to be Processed	\$287.8	\$93.4
Blanket Royalty Adjustments to be Debited	\$(31.9)	\$(11.8)
Blanket Royalty Adjustments to be Credited to DSPs upon Recovery	\$32.5	\$14.1

## **Supplemental Information Regarding Funds Held in Banks and Investments**

In our Form 990 for 2024, we provided information regarding funds we were holding in banks and investments as of the beginning and end of 2024. These included assessment funds that we subsequently use to fund our operations, royalty funds we were not yet able to distribute and on which we are required to earn interest in accordance with the Music Modernization Act (MMA), and royalty funds we were holding pending distribution.

We hold all of the royalty funds we receive from DSPs in banks and investments that comply with our investment and cash management policies. These policies were developed in consultation with fee-based advisors we retained to advise us on how to fulfill our obligation to earn interest on the royalty funds we hold as required by the MMA. (These advisors have no financial interest in our investment strategies or decisions, they do not receive any commissions on our investments, and the fees we pay them are not based on a percentage of the profits we earn from any of our investments.) You can find copies of these policies on our website [here](#).

In each Form 990 we file, the IRS requires us to break down the funds we are holding at the end of each covered period into the following categories:

- Savings and temporary cash investments
- Investments - publicly traded securities
- Cash - non-interest bearing

At the beginning of 2024, we were holding \$7.7 million in “Savings and temporary cash investments”; by the end of 2024, we were holding \$5.9 million in this same category. At the beginning of 2024, we were holding \$1.2 billion in “Investments - publicly traded securities”; by the end of 2024, we were holding \$1.4 billion in this same category. At the end of 2024, we did not have any cash in non-interest-bearing accounts. Funds held in these categories comply with our investment and cash management policies, which can be found on our website [here](#).

## **In Closing**

We hope this introduction, along with the additional information on our website, is helpful in understanding the information contained in our Form 990 for 2024. Our current and past Form 990s can be viewed [here](#). For the most up-to-date information regarding our royalty distributions, access our monthly Member newsletters [here](#), our Blanket Royalties Dashboard [here](#), and our Historical Royalties Dashboard [here](#). You can also view our comprehensive Annual Reports [here](#).

## Return of Organization Exempt From Income Tax

Department of the Treasury  
Internal Revenue Service

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](http://www.irs.gov/Form990) for instructions and the latest information.

2024

Open to Public  
Inspection

## A For the 2024 calendar year, or tax year beginning

and ending

B Check if applicable:		C Name of organization MECHANICAL LICENSING COLLECTIVE		D Employer identification number 84-2642688	
Address change		Doing business as		E Telephone number (629) 240-8300	
Name change		Number and street (or P.O. box if mail is not delivered to street address) 333 11TH AVENUE SOUTH		F Gross receipts \$ 111,325,211.	
Initial return		Room/suite 200		G Gross receipts \$ 111,325,211.	
Final return/terminated		City or town, state or province, country, and ZIP or foreign postal code NASHVILLE, TN 37203		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> X No	
Amended return				H(b) Are all subordinates included? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> X No	
Application pending				If "No," attach a list. See instructions.	

I Tax-exempt status:  501(c)(3)  501(c)(6) (insert no.) 4947(a)(1) or 527

J Website: WWW.THEMLC.COM

K Form of organization:  Corporation  Trust  Association  Other L Year of formation: 2019 M State of legal domicile: DE

## Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: ADMINISTER MECHANICAL LICENSES AND PROCESS ROYALTIES FOR SONGWRITERS AND MUSIC PUBLISHERS, MAINTAIN MUSICAL WORKS COPYRIGHT OWNERSHIP DATABASE AND EDUCATE THE PUBLIC.
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.
	3 Number of voting members of the governing body (Part VI, line 1a) . . . . .
	4 Number of independent voting members of the governing body (Part VI, line 1b) . . . . .
	5 Total number of individuals employed in calendar year 2024 (Part V, line 2a) . . . . .
	6 Total number of volunteers (estimate if necessary) . . . . .
	7a Total unrelated business revenue from Part VIII, column (C), line 12 . . . . .
	b Net unrelated business taxable income from Form 990-T, Part I, line 11 . . . . .
	8 Contributions and grants (Part VIII, line 1h) . . . . .
	9 Program service revenue (Part VIII, line 2g) . . . . .

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PUBLIC INSPECTION

10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) . . . . .	Prior Year	Current Year
11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) . . . . .	NONE	NONE
12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) . . . . .	32,900,000.	39,050,000.
13 Grants and similar amounts paid (Part IX, column (A), lines 1-3) . . . . .	51,757,502.	72,275,211.
14 Benefits paid to or for members (Part IX, column (A), line 4) . . . . .	NONE	NONE
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) . . . . .	13,782,186.	15,645,661.
16a Professional fundraising fees (Part IX, column (A), line 11e) . . . . .	NONE	NONE
b Total fundraising expenses (Part IX, column (D), line 25) . . . . .		
17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) . . . . .	56,803,934.	70,536,173.
18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) . . . . .	70,586,120.	86,181,834.
19 Revenue less expenses. Subtract line 18 from line 12 . . . . .	14,071,382.	25,143,377.
20 Total assets (Part X, line 16) . . . . .	Beginning of Current Year	End of Year
21 Total liabilities (Part X, line 26) . . . . .	1,229,445,353.	1,419,879,405.
22 Net assets or fund balances. Subtract line 21 from line 20. . . . .	1,196,743,342.	1,358,515,542.
	32,702,011.	61,363,863.

## Part II Signature Block

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

Sign Here			11/17/2025
	Signature of officer		
	KRIS AHREND	CEO	Date
Type or print name and title			

Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed	PTIN
	RICHARD RUVELSON	RICHARD RUVELSON	11/17/2025		P00234075
	Firm's name	WITHUMSMITH+BROWN, PC	Firm's EIN	22-2027092	
Firm's address	1800 TYSONS BLVD SUITE 800 TYSONS, VA 22102	Phone no.	301-272-6000		

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

For Paperwork Reduction Act Notice, see the separate instructions.

Form 990 (2024)

JSA

4E1065 2.000

5958QG T36Y

V24-7.4F 9079531

4

### **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:

ADMINISTER MECHANICAL LICENSES AND PROCESS ROYALTIES FOR SONGWRITERS AND MUSIC PUBLISHERS, MAINTAIN MUSICAL WORKS COPYRIGHT OWNERSHIP DATABASE AND EDUCATE THE PUBLIC.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?  Yes  No

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

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

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

4 Describe the 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 \$ \_\_\_\_\_)  
SEE SCHEDULE O

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

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

**4d Other program services (Describe on Schedule O.)**

1

#### 4e Total program service expenses

**Part IV Checklist of Required Schedules**

	<b>Yes</b>	<b>No</b>
1		X
2		X
3		X
4		
5		X
6		
7		X
8		X
9		X
10		X
11a	X	
11b		X
11c		X
11d		X
11e	X	
11f		X
12a	X	
12b		X
13		X
14a	X	
14b		X
15		X
16		X
17		X
18		X
19		X
20a		X
20b		
21		X

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

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? If "Yes," complete Schedule C, Part II . . . . .

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? If "Yes," complete Schedule C, Part III . . . . .

6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I . . . . .

7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II . . . . .

8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III . . . . .

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? If "Yes," complete Schedule D, Part IV . . . . .

10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? If "Yes," complete Schedule D, Part V . . . . .

11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.

a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI . . . . .

b Did the organization report an amount for investments-other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII . . . . .

c Did the organization report an amount for investments-program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII . . . . .

d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX . . . . .

e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X . . . . .

f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X . . . . .

12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII . . . . .

b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional . . . . .

13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E . . . . .

14a Did the organization maintain an office, employees, or agents outside of the United States? . . . . .

b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV . . . . .

15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV . . . . .

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? If "Yes," complete Schedule F, Parts III and IV . . . . .

17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I. See instructions . . . . .

18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II . . . . .

19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III . . . . .

20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H . . . . .

b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return? . . . . .

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? If "Yes," complete Schedule I, Parts I and II . . . . .

**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? If "Yes," complete Schedule I, Parts I and III . . . . .	22	X
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J . . . . .	23	X
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? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a . . . . .	24a	X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? . . . . .	24b	
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? . . . . .	24c	
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? . . . . .	24d	
25a <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part 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? If "Yes," complete Schedule L, Part 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? If "Yes," complete Schedule L, Part II . . . . .	26	X
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? If "Yes," complete Schedule L, Part III . . . . .	27	X
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? If "Yes," complete Schedule L, Part IV . . . . .	28a	X
b A family member of any individual described in line 28a? If "Yes," complete Schedule L, Part IV . . . . .	28b	X
c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? If "Yes," complete Schedule L, Part IV . . . . .	28c	X
29 Did the organization receive more than \$25,000 in noncash contributions? If "Yes," complete Schedule M . . . . .	29	X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M . . . . .	30	X
31 Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I . . . . .	31	X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II . . . . .	32	X
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? If "Yes," complete Schedule R, Part I . . . . .	33	X
34 Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1 . . . . .	34	X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)? . . . . .	35a	X
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2 . . . . .	35b	
36 <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2 . . . . .	36	
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI . . . . .	37	X
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? <b>Note:</b> All Form 990 filers are required to complete Schedule O . . . . .	38	X

**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 . . . . .

	Yes	No
1a Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable . . . . .	1a	7,013
b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable . . . . .	1b	NONE
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? . . . . .	1c	X

<b>Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)</b>			Yes	No
<b>2a</b>	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	<b>2a</b>	120	
<b>b</b>	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	<b>2b</b>	X	
<b>3a</b>	Did the organization have unrelated business gross income of \$1,000 or more during the year?	<b>3a</b>	X	
<b>b</b>	If "Yes," has it filed a Form 990-T for this year? <i>If "No" to line 3b, provide an explanation on Schedule O</i>	<b>3b</b>		
<b>4a</b>	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)?	<b>4a</b>	X	
<b>b</b>	If "Yes," enter the name of the foreign country _____ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).			
<b>5a</b>	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	<b>5a</b>	X	
<b>b</b>	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	<b>5b</b>	X	
<b>c</b>	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	<b>5c</b>		
<b>6a</b>	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?	<b>6a</b>	X	
<b>b</b>	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	<b>6b</b>		
<b>7</b>	<b>Organizations that may receive deductible contributions under section 170(c).</b>	<b>7a</b>		
<b>a</b>	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?	<b>7b</b>		
<b>b</b>	If "Yes," did the organization notify the donor of the value of the goods or services provided?	<b>7c</b>		
<b>c</b>	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	<b>7d</b>		
<b>d</b>	If "Yes," indicate the number of Forms 8282 filed during the year	<b>7e</b>		
<b>e</b>	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	<b>7f</b>		
<b>f</b>	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	<b>7g</b>		
<b>g</b>	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	<b>7h</b>		
<b>h</b>	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	<b>8</b>		
<b>8</b>	<b>Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	<b>9a</b>		
<b>9</b>	<b>Sponsoring organizations maintaining donor advised funds.</b>	<b>9b</b>		
<b>10</b>	<b>Section 501(c)(7) organizations.</b> Enter:	<b>10a</b>		
<b>a</b>	Initiation fees and capital contributions included on Part VIII, line 12	<b>10b</b>		
<b>b</b>	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities			
<b>11</b>	<b>Section 501(c)(12) organizations.</b> Enter:	<b>11a</b>		
<b>a</b>	Gross income from members or shareholders	<b>11b</b>		
<b>b</b>	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)			
<b>12a</b>	<b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?	<b>12a</b>		
<b>b</b>	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	<b>12b</b>		
<b>13</b>	<b>Section 501(c)(29) qualified nonprofit health insurance issuers.</b>	<b>13a</b>		
<b>a</b>	Is the organization licensed to issue qualified health plans in more than one state?			
<b>Note:</b> See the instructions for additional information the organization must report on Schedule O.				
<b>b</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	<b>13b</b>		
<b>c</b>	Enter the amount of reserves on hand	<b>13c</b>		
<b>14a</b>	Did the organization receive any payments for indoor tanning services during the tax year?	<b>14a</b>	X	
<b>b</b>	If "Yes," has it filed a Form 720 to report these payments? <i>If "No," provide an explanation on Schedule O</i>	<b>14b</b>		
<b>15</b>	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?	<b>15</b>	X	
If "Yes," see the instructions and file Form 4720, Schedule N.				
<b>16</b>	Is the organization an educational institution subject to the section 4968 excise tax on net investment income?	<b>16</b>	X	
If "Yes," complete Form 4720, Schedule O.				
<b>17</b>	<b>Section 501(c)(21) organizations.</b> Did the trust, or any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953?	<b>17</b>		
If "Yes," complete Form 6069.				

**Part VI Governance, Management, and Disclosure.** For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on 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 . . . . .	1a	14
	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 on Schedule O.	1b	14
b	Enter the number of voting members included on line 1a, above, who are independent. . . . .	2	<input checked="" type="checkbox"/>
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? . . . . .	3	<input checked="" type="checkbox"/>
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person? . . . . .	4	<input checked="" type="checkbox"/>
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? . . . . .	5	<input checked="" type="checkbox"/>
5	Did the organization become aware during the year of a significant diversion of the organization's assets? . . . . .	6	<input checked="" type="checkbox"/>
6	Did the organization have members or stockholders? . . . . .	7a	<input checked="" type="checkbox"/>
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? . . . . .	7b	<input checked="" type="checkbox"/>
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? . . . . .	8a	<input checked="" type="checkbox"/>
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:	8b	<input checked="" type="checkbox"/>
a	The governing body? . . . . .	9	<input checked="" type="checkbox"/>
b	Each committee with authority to act on behalf of the governing body? . . . . .		
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 on Schedule O. . . . .		

### 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	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>
b	Describe on Schedule O the process, if any, used by the organization to review this Form 990.	12a	<input checked="" type="checkbox"/>
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13 . . . . .	12b	<input checked="" type="checkbox"/>
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? . . . . .	12c	<input checked="" type="checkbox"/>
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done . . . . .	13	<input checked="" type="checkbox"/>
13	Did the organization have a written whistleblower policy? . . . . .	14	<input checked="" type="checkbox"/>
14	Did the organization have a written document retention and destruction policy? . . . . .	15a	<input checked="" type="checkbox"/>
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?	15b	<input checked="" type="checkbox"/>
a	The organization's CEO, Executive Director, or top management official . . . . .	16a	<input checked="" type="checkbox"/>
b	Other officers or key employees of the organization . . . . .	16b	
	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? . . . . .		
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? . . . . .		

### Section C. Disclosure

17	List the states with which a copy of this Form 990 is required to be filed	<input type="text"/> NONE
18	Section 6104 requires an organization to make its Forms 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.	<input checked="" type="checkbox"/> Own website <input type="checkbox"/> Another's website <input checked="" type="checkbox"/> Upon request <input type="checkbox"/> Other (explain on Schedule O)
19	Describe on 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.	<input type="text"/> RICHARD MARSHALL 333 11TH AVENUE SOUTH, SUITE 200 NASHVILLE, TN 37203

**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, box 6 of 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, and 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 trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former				
(1) KRIS AHREND	40.00			X					815,740.	NONE	35,579.
CEO	NONE										
(2) RICHARD THOMPSON	40.00			X					558,064.	NONE	91,924.
CTO	NONE										
(3) ILENE WEINTRAUB	40.00			X					558,252.	NONE	41,935.
CFO	NONE										
(4) ELLEN TRULEY	40.00				X				459,400.	NONE	29,417.
CHIEF MKTG & EXT AFF OFFICER	NONE										
(5) LINDSEY MAJOR	40.00				X				307,567.	NONE	19,105.
CHIEF MBR EXPERIENCE OFFICER	NONE										
(6) ANDREW MITCHELL	40.00				X				290,240.	NONE	33,611.
CHIEF ANALYT & AUTOM OFFICER	NONE										
(7) MAURICE RUSSELL	40.00				X				291,548.	NONE	30,203.
HEAD OF RIGHTS MANAGEMENT	NONE										
(8) RAPHAEL AMSELLI	40.00					X			274,471.	NONE	46,587.
SENIOR DIRECTOR TECHNOLOGY	NONE										
(9) LEIGH MCCORKLE	40.00					X			259,115.	NONE	17,724.
CHIEF PEOPLE OFFICER	NONE										
(10) RICHARD MARSHALL	40.00					X			262,877.	NONE	10,598.
GENERAL COUNSEL (EFF. 6/30/24)	NONE										
(11) JOYA CARMICHAEL	40.00					X			261,048.	NONE	10,559.
CHIEF ADMINISTRATION OFFICER	NONE										
(12) MAKESSA BENJAMIN	40.00						X		246,944.	NONE	21,214.
HEAD OF MEMBER FINANCE	NONE										
(13) NATHAN OSHER	40.00						X		231,811.	NONE	35,044.
ASST GEN COUN - PUB. RELATIONS	NONE										
(14) MARGARET EGGERS	40.00						X		231,120.	NONE	17,817.
CONTROLLER	NONE										

**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)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
			Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
( 15 )	DAETWAUN BOGAN	40.00					X		224,957.	NONE	16,445.
	HEAD OF 3RD PARTY PARTNERSHIPS	NONE									
( 16 )	KRISTEN JOHNS	40.00			X				173,863.	NONE	18,291.
	CHIEF LEGAL OFF. (THRU 6/30/24)	NONE									
( 17 )	ALISA COLEMAN	40.00			X	X			NONE	NONE	NONE
	DIRECTOR/CHAIR OF THE BOARD	NONE									
( 18 )	KEVIN KADISH	2.00			X	X			NONE	NONE	NONE
	DIRECTOR/VICE CHAIR	NONE									
( 19 )	OAK FELDER	2.00			X	X			NONE	NONE	NONE
	DIRECTOR/SECRETARY	NONE									
( 20 )	RELL LAFARGUE	2.00			X	X			NONE	NONE	NONE
	DIRECTOR/TREASURER	NONE									
( 21 )	MICHAEL ABITBOL	2.00			X				NONE	NONE	NONE
	DIRECTOR	NONE									
( 22 )	JEFF BRABEC	2.00			X				NONE	NONE	NONE
	DIRECTOR	NONE									
( 23 )	BOB BRUDERMAN	2.00			X				NONE	NONE	NONE
	DIRECTOR	NONE									
( 24 )	TIM COHAN	2.00			X				NONE	NONE	NONE
	DIRECTOR	NONE									
( 25 )	SCOTT CUTLER	2.00			X				NONE	NONE	NONE
	DIRECTOR	NONE									
<b>1b Sub-total</b>									5,447,017.	NONE	476,053.
<b>c Total from continuation sheets to Part VII, Section A</b>									NONE	NONE	NONE
<b>d Total (add lines 1b and 1c)</b>									5,447,017.	NONE	476,053.
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 ►											
44											

	Yes	No
3		
4		
5		

**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
2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization ►		

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

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 ►

3 Did the organization list any **former** officer, director, or trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual* . . . . .

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? *If "Yes," complete Schedule J for such individual* . . . . .

5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? *If "Yes," complete Schedule J for such person* . . . . .

---

## **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.

SEE SCHEDULE O	(A) Name and business address	(B) Description of services	(C) Compensation
2	Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization ►	13	

## **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		
Contributions, Gifts, Grants, and Other Similar Amounts	1a							
	b	1b						
	c	1c						
	d	1d						
	e	1e						
	f	1f						
	g	1g	\$					
	h	Total. Add lines 1a-1f		NONE				
Program Service Revenue		Business Code						
	2a ASSESSMENTS	900099	39,050,000.	39,050,000.				
	b							
	c							
	d							
	e							
	f	All other program service revenue						
	g	Total. Add lines 2a-2f		39,050,000.				
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		72,275,211.		NONE	72,275,211.	
	4	Income from investment of tax-exempt bond proceeds			NONE			
	5	Royalties			NONE			
	6a	Gross rents	6a					
	b	Less: rental expenses	6b					
	c	Rental income or (loss)	6c	NONE	NONE			
	d	Net rental income or (loss)				NONE		
	7a	Gross amount from sales of assets other than inventory	7a	(i) Securities	(ii) Other			
b	Less: cost or other basis and sales expenses	7b						
c	Gain or (loss)	7c						
d	Net gain or (loss)				NONE			
8a	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18	8a						
b	Less: direct expenses	8b		NONE				
c	Net income or (loss) from fundraising events				NONE			
9a	Gross income from gaming activities. See Part IV, line 19	9a		NONE				
b	Less: direct expenses	9b		NONE				
c	Net income or (loss) from gaming activities				NONE			
10a	Gross sales of inventory, less returns and allowances	10a		NONE				
b	Less: cost of goods sold	10b		NONE				
c	Net income or (loss) from sales of inventory				NONE			
Miscellaneous Revenue		Business Code						
	11a							
	b							
	c							
	d	All other revenue						
	e	Total. Add lines 11a-11d		NONE				
12	Total revenue. See instructions		111,325,211.	39,050,000.		NONE	72,275,211.	

**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 . . . . . 

<b>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</b>	<b>(A) Total expenses</b>	<b>(B) Program service expenses</b>	<b>(C) Management and general expenses</b>	<b>(D) Fundraising expenses</b>
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 . . . . .	NONE			
2 Grants and other assistance to domestic individuals. See Part IV, line 22 . . . . .	NONE			
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 . . . . .	NONE			
4 Benefits paid to or for members . . . . .	NONE			
5 Compensation of current officers, directors, trustees, and key employees . . . . .	4,584,537.			
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .	NONE			
7 Other salaries and wages . . . . .	9,026,950.			
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) . . . . .	259,038.			
9 Other employee benefits . . . . .	826,658.			
10 Payroll taxes . . . . .	948,478.			
11 Fees for services (nonemployees):				
a Management . . . . .	NONE			
b Legal . . . . .	4,843,320.			
c Accounting . . . . .	678,650.			
d Lobbying . . . . .	NONE			
e Professional fundraising services. See Part IV, line 17. . . . .	NONE			
f Investment management fees . . . . .	75,000.			
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.) . . . . .	2,243,985.			
12 Advertising and promotion . . . . .	1,276,075.			
13 Office expenses . . . . .	435,064.			
14 Information technology . . . . .	12,430,451.			
15 Royalties . . . . .	NONE			
16 Occupancy . . . . .	671,763.			
17 Travel . . . . .	540,137.			
18 Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .	NONE			
19 Conferences, conventions, and meetings . . . . .	517,249.			
20 Interest . . . . .	NONE			
21 Payments to affiliates . . . . .	NONE			
22 Depreciation, depletion, and amortization . . . . .	1,781,166.			
23 Insurance . . . . .	585,989.			
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.) . . . . .				
a ROYALTY INTEREST EXPENSE	44,457,324.			
b _____				
c _____				
d _____				
e All other expenses _____				
25 Total functional expenses. Add lines 1 through 24e	86,181,834.			
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) . . . . .				

**Part X Balance Sheet**Check if Schedule O contains a response or note to any line in this Part X 

		(A) Beginning of year		(B) End of year
<b>Assets</b>	1 Cash - non-interest-bearing . . . . .	NONE	1	NONE
	2 Savings and temporary cash investments. . . . .	7,744,155.	2	5,944,542.
	3 Pledges and grants receivable, net . . . . .	NONE	3	NONE
	4 Accounts receivable, net . . . . .	981,491.	4	1,815,897.
	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 . . . . .			
	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) . . . . .	NONE	5	NONE
	7 Notes and loans receivable, net . . . . .	NONE	6	NONE
	8 Inventories for sale or use . . . . .	NONE	7	NONE
	9 Prepaid expenses and deferred charges . . . . .	NONE	8	NONE
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D . . . . .	1,546,768.		
	b Less: accumulated depreciation . . . . .	10a 10b	1,147,691.	10c 1,044,046.
	11 Investments - publicly traded securities . . . . .	1,212,282,220.	11	1,405,583,682.
	12 Investments - other securities. See Part IV, line 11 . . . . .	NONE	12	NONE
	13 Investments - program-related. See Part IV, line 11 . . . . .	NONE	13	NONE
	14 Intangible assets . . . . .	2,066,482.	14	757,568.
	15 Other assets. See Part IV, line 11 . . . . .	4,585,825.	15	4,020,555.
	<b>16 Total assets.</b> Add lines 1 through 15 (must equal line 33) . . . . .	1,229,445,353.	16	1,419,879,405.
<b>Liabilities</b>	17 Accounts payable and accrued expenses . . . . .	1,283,469.	17	2,494,268.
	18 Grants payable . . . . .	NONE	18	NONE
	19 Deferred revenue . . . . .	5,335,956.	19	2,523,489.
	20 Tax-exempt bond liabilities . . . . .	NONE	20	NONE
	21 Escrow or custodial account liability. Complete Part IV of Schedule D . . . . .	NONE	21	NONE
	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 . . . . .			
	23 Secured mortgages and notes payable to unrelated third parties . . . . .	NONE	22	NONE
	24 Unsecured notes and loans payable to unrelated third parties . . . . .	NONE	23	NONE
	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 . . . . .	NONE	24	NONE
	<b>26 Total liabilities.</b> Add lines 17 through 25 . . . . .	1,190,123,917.	25	1,353,497,785.
		1,196,743,342.	26	1,358,515,542.
	<b>Organizations that follow FASB ASC 958, check here and complete lines 27, 28, 32, and 33.</b> <input checked="" type="checkbox"/>			
	27 Net assets without donor restrictions . . . . .	32,702,011.	27	61,363,863.
	28 Net assets with donor restrictions . . . . .	NONE	28	NONE
	<b>Organizations that do not follow FASB ASC 958, check here and complete lines 29 through 33.</b> <input type="checkbox"/>			
	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	
	<b>32 Total net assets or fund balances . . . . .</b>	32,702,011.	32	61,363,863.
	<b>33 Total liabilities and net assets/fund balances . . . . .</b>	1,229,445,353.	33	1,419,879,405.

Form 990 (2024)

**Part XI Reconciliation of Net Assets**Check if Schedule O contains a response or note to any line in this Part XI . . . . . 

1 Total revenue (must equal Part VIII, column (A), line 12) . . . . .	1	111,325,211.
2 Total expenses (must equal Part IX, column (A), line 25) . . . . .	2	86,181,834.
3 Revenue less expenses. Subtract line 2 from line 1 . . . . .	3	25,143,377.
4 Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A)) . . . . .	4	32,702,011.
5 Net unrealized gains (losses) on investments . . . . .	5	3,518,475.
6 Donated services and use of facilities . . . . .	6	
7 Investment expenses . . . . .	7	
8 Prior period adjustments . . . . .	8	
9 Other changes in net assets or fund balances (explain on Schedule O) . . . . .	9	
10 Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B)) . . . . .	10	61,363,863.

**Part XII Financial Statements and Reporting**Check if Schedule O contains a response or note to any line in this Part XII. . . . . 

1 Accounting method used to prepare the Form 990:  Cash  Accrual  Other \_\_\_\_\_  
If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.

2a Were the organization's financial statements compiled or reviewed by an independent accountant? . . . . .  
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:  
 Separate basis  Consolidated basis  Both consolidated and separate basis

2b Were the organization's financial statements audited by an independent accountant? . . . . .  
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:  
 Separate basis  Consolidated basis  Both consolidated and separate basis

2c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? . . . . .  
If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.

3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F? . . . . .

3b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits . . . . .

	Yes	No
2a	X	
2b	X	
2c	X	
3a	X	
3b		

Form 990 (2024)

**SCHEDULE D  
(Form 990)**

(Rev. December 2024)

Department of the Treasury  
Internal Revenue Service**Supplemental Financial Statements**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](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**Open to Public  
Inspection**

Name of the organization

MECHANICAL LICENSING COLLECTIVE

Employer identification number

84-2642688

**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.

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

**Part II Conservation Easements**

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

1 Purpose(s) of conservation easements held by the organization (check all that apply).	
<input type="checkbox"/> Preservation of land for public use (for example, recreation or education)	<input type="checkbox"/> Preservation of a historically important land area
<input type="checkbox"/> Protection of natural habitat	<input type="checkbox"/> Preservation of a certified historic structure
<input type="checkbox"/> Preservation of open space	
2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.	
a Total number of conservation easements .....	
b Total acreage restricted by conservation easements .....	
c Number of conservation easements on a certified historic structure included on line 2a .....	
d Number of conservation easements included on line 2c acquired after July 25, 2006, and not on a historic structure listed in the National Register .....	
3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year .....	
4 Number of states where property subject to conservation easement is located .....	
5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? .....	<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year .....	
7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year .....	\$ _____
8 Does each conservation easement reported on line 2d above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? .....	<input type="checkbox"/> Yes <input type="checkbox"/> No
9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.	

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets**

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.
b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items.
(i) Revenue included on Form 990, Part VIII, line 1 .....
(ii) Assets included in Form 990, Part X .....
2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items.
a Revenue included on Form 990, Part VIII, line 1 .....
b Assets included in Form 990, Part X .....

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

JSA

4E1268 1.000

Schedule D (Form 990) (Rev. 12-2024)

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

3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply).

a  Public exhibition  
 b  Scholarly research  
 c  Preservation for future generations

d  Loan or exchange program  
 e  Other \_\_\_\_\_

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.

	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:

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

(i) Unrelated organizations? . . . . .

(ii) Related organizations? . . . . .

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

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 . . . . .		1,410,603.	434,054.	976,549.
d Equipment . . . . .		31,501.	21,001.	10,500.
e Other . . . . .		104,664.	47,667.	56,997.
<b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, line 10c, column (B)) . . . . .				1,044,046.

**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, line 12, col. (B)) . . .		

**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, line 13, col. (B)) . . .		

**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)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, line 15, col. (B)) . . .	

**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) SEE SUPPLEMENTAL PAGE		1,353,497,785.
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, line 25, col. (B)) . . .		1,353,497,785.

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 FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII .

**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	114,843,686.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments . . . . .	2a	3,518,475.
b	Donated services and use of facilities . . . . .	2b	
c	Recoveries of prior year grants . . . . .	2c	
d	Other (Describe in Part XIII.) . . . . .	2d	
e	Add lines 2a through 2d . . . . .	2e	3,518,475.
3	Subtract line 2e from line 1 . . . . .	3	111,325,211.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	4a	
b	Other (Describe in Part XIII.) . . . . .	4b	
c	Add lines 4a and 4b . . . . .	4c	
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.) . . . . .	5	111,325,211.

**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	86,181,834.
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	
e	Add lines 2a through 2d . . . . .	2e	
3	Subtract line 2e from line 1 . . . . .	3	86,181,834.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	4a	
b	Other (Describe in Part XIII.) . . . . .	4b	
c	Add lines 4a and 4b . . . . .	4c	
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.) . . . . .	5	86,181,834.

**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.

SEE SUPPLEMENTAL PAGE

**Part XIII Supplemental Information (continued)****SCHEDULE D, PART X - OTHER LIABILITIES**

DESCRIPTION	BOOK VALUE
-----	-----
PREPAID ROYALTY & ASSESSMENT PAYMENTS RECEIVED	107,865,202
HISTORICAL UNMATCHED ROYALTIES	207,727,006
BLANKET ROYALTIES TO BE DISTRIBUTED:	
-----	-----
BLANKET MATCHED ROYALTIES DISTRIBUTABLE NEXT DISTRIBUTION	99,983,752
BLANKET ROYALTY ADJUSTMENTS TO BE PROCESSED	287,773,306
BLANKET ROYALTY ADJUSTMENTS TO BE DEBITED	(31,943,276)
BLANKET ROY ADJ TO BE CREDITED TO DMPS UPON RECOVERY	32,525,859
-----	-----
SUBTOTAL	388,339,641
BLANKET ROYALTIES PENDING AFTER DISTRIBUTION:	
-----	-----
BLANKET UNMATCHED ROYALTIES	306,604,766
BLANKET UNCLAIMED ROYALTIES	238,626,743
BLANKET HELD ROYALTIES	27,159,803
-----	-----
SUBTOTAL	572,391,312

**Part XIII Supplemental Information (continued)**

## BLANKET ROYALTIES ADJUSTMENTS PENDING AFTER DISTRIBUTION:

-----  
BLANKET UNMATCHED ROYALTY ADJUSTMENTS 1,261,353

BLANKET UNCLAIMED ROYALTY ADJUSTMENTS 562,298

BLANKET HELD ROYALTY ADJUSTMENTS 130,218

-----  
SUBTOTAL 1,953,869

ACCRUED INTEREST - HISTORICAL AND BLANKET ROYALITES 69,927,897

LEASE LIABILITY 5,292,858

-----  
TOTAL OTHER LIABILITIES 1,353,497,785

## SCHEDULE D, PART X, LINE 2

THE COMPANY IS ORGANIZED AS A DELAWARE NONPROFIT CORPORATION AND HAS BEEN  
 RECOGNIZED BY THE INTERNAL REVENUE SERVICE (THE "IRS") AS EXEMPT FROM  
 FEDERAL INCOME TAXES UNDER INTERNAL REVENUE CODE (THE "IRC") SECTION  
 501(A) AS AN ORGANIZATION DESCRIBED UNDER IRC SECTION 501(C)(6). THE  
 COMPANY IS ANNUALLY REQUIRED TO FILE A RETURN OF ORGANIZATION EXEMPT FROM  
 INCOME TAX (FORM 990) WITH THE IRS. IN ADDITION, THE COMPANY IS SUBJECT  
 TO INCOME TAX ON NET INCOME THAT IS DERIVED FROM BUSINESS ACTIVITIES THAT

**Part XIII Supplemental Information (continued)**

ARE UNRELATED TO THEIR EXEMPT PURPOSES. MANAGEMENT HAS DETERMINED THAT THE COMPANY IS NOT SUBJECT TO UNRELATED BUSINESS INCOME TAX AND HAS NOT FILED AN EXEMPT ORGANIZATION BUSINESS INCOME TAX RETURN (FORM 990-T) WITH THE IRS.

MANAGEMENT HAS EVALUATED THE INCOME TAX POSITIONS TAKEN AND CONCLUDED THAT FOR THE YEAR ENDED DECEMBER 31, 2024 AND 2023, THERE ARE NO UNCERTAIN POSITIONS TAKEN OR EXPECTED TO BE TAKEN THAT WOULD REQUIRE RECOGNITION IN THE FINANCIAL STATEMENTS. THE COMPANY IS SUBJECT TO ROUTINE AUDITS BY TAXING JURISDICTIONS; HOWEVER, THERE ARE CURRENTLY NO AUDITS IN PROGRESS FOR ANY TAX PERIODS. IN ADDITION, THERE HAVE BEEN NO TAX RELATED INTEREST OR PENALTIES FOR THE YEAR ENDED DECEMBER 31, 2024 AND 2023, PRESENTED IN THESE FINANCIAL STATEMENTS. SHOULD SUCH PENALTIES AND INTEREST BE INCURRED, MANAGEMENT'S POLICY WOULD BE TO RECOGNIZE THEM AS OTHER OPERATING EXPENSES ON THE STATEMENT OF ACTIVITIES.

**SCHEDULE F  
(Form 990)**

(Rev. December 2024)

Department of the Treasury  
Internal Revenue Service**Statement of Activities Outside the United States**

Complete if the organization answered "Yes" on Form 990, Part IV, line 14b, 15, or 16.

Attach to Form 990.

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**Open to Public  
Inspection**

Name of the organization

MECHANICAL LICENSING COLLECTIVE

Employer identification number

84-2642688

**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, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?  Yes  No

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.

3 Activities per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in the region	(d) Activities conducted in the region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	(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
(1) EUROPE	NONE	6	PROGRAM SERVICES	SEE PART V	1,846,841.
(2) NORTH AMERICA	NONE	1	PROGRAM SERVICES	SEE PART V	175,645.
(3) SOUTH AMERICA	NONE	NONE	PROGRAM SERVICES	SEE PART V	15,322.
(4) EAST ASIA AND THE PACIFIC	NONE	1	PROGRAM SERVICES	SEE PART V	500.
(5)					
(6)					
(7)					
(8)					
(9)					
(10)					
(11)					
(12)					
(13)					
(14)					
(15)					
(16)					
(17)					
3a Subtotal . . . . .	NONE	8.			2,038,308.
b Total from continuation sheets to Part I . . . . .					
c Totals (add lines 3a and 3b)	NONE	8.			2,038,308.

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

JSA  
4E1274 1.000

Schedule F (Form 990) (Rev. 12-2024)

**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.

1	(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)
(1)									
(2)									
(3)									
(4)									
(5)									
(6)									
(7)									
(8)									
(9)									
(10)									
(11)									
(12)									
(13)									
(14)									
(15)									
(16)									

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as a tax exempt 501(c)(3) organization 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 . . . .

**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.

(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)
(1)							
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							
(13)							
(14)							
(15)							
(16)							
(17)							
(18)							

**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 the 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 the 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 the 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 the 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 the 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 the Instructions for Form 5713; don't file with Form 990)* .....  Yes  No

**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).

---

**SCHEDULE F, PART I, LINE 3(1) - PROGRAM SERVICES UNDERTAKEN IN REGION**

MLC EMPLOYEES BASED IN THE UK PROVIDE TECHNOLOGY AND DATA MANAGEMENT SERVICES RELATED TO THE MLC'S MEMBER PORTAL, DATABASE, AND ROYALTY DISTRIBUTION PROCESS; AND PROVIDE OUTREACH, EDUCATION, AND SUPPORT SERVICES TO MEMBERS AND PROSPECTIVE MEMBERS OF THE MLC BASED OUTSIDE THE UNITED STATES.

VENDORS BASED IN EUROPE PROVIDE DATA MATCHING, TAX, AND OUTREACH/EDUCATION SERVICES FOR THE MLC.

VENDORS BASED IN NORTH AMERICA PROVIDE FRAUD PREVENTION, CUSTOMER DUE DILIGENCE, AND TRANSLATION SERVICES FOR THE MLC.

VENDORS BASED IN SOUTH AMERICA PROVIDE OUTREACH/EDUCATION SERVICES FOR THE MLC.

VENDORS BASED ON EAST ASIA & PACIFIC PROVIDE TRANSLATION SERVICES FOR THE MLC.

**SCHEDULE J**  
**(Form 990)**

(Rev. December 2024)

Department of the Treasury  
Internal Revenue Service**Compensation Information**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](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**Open to Public  
Inspection**

Name of the organization

MECHANICAL LICENSING COLLECTIVE

Employer identification number

84-2642688

**Part I Questions Regarding Compensation**

**1a** Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

First-class or charter travel  
 Travel for companions  
 Tax indemnification and gross-up payments  
 Discretionary spending account

Housing allowance or residence for personal use  
 Payments for business use of personal residence  
 Health or social club dues or initiation fees  
 Personal services (such as maid, chauffeur, chef)

Yes	No

**b** If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain . . . . .

**2** Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a? . . . . .

**3** Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

Compensation committee  
 Independent compensation consultant  
 Form 990 of other organizations

Written employment contract  
 Compensation survey or study  
 Approval by the board or compensation committee

1b	
2	

**4** During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

**a** Receive a severance payment or change-of-control payment? . . . . .  
**b** Participate in or receive payment from a supplemental nonqualified retirement plan? . . . . .  
**c** Participate in or receive payment from an equity-based compensation arrangement? . . . . .

If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

4a	X
4b	X
4c	X

**Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.**

**5** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

**a** The organization? . . . . .  
**b** Any related organization? . . . . .

If "Yes" on line 5a or 5b, describe in Part III.

5a	
5b	

**6** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

**a** The organization? . . . . .  
**b** Any related organization? . . . . .

If "Yes" on line 6a or 6b, describe in Part III.

6a	
6b	

**7** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III . . . . .

7	
8	

**8** Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III . . . . .

**9** If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)? . . . . .

8	
9	

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

Schedule J (Form 990) (Rev. 12-2024)

**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 aren't 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.

(A) Name and Title	(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(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
	(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
KRIS AHREND 1 CEO	(i) 739,142.	76,598.	NONE	13,800.	22,379.	851,919.	NONE
	(ii) NONE	NONE	NONE	NONE	NONE	NONE	NONE
RICHARD THOMPSON 2 CTO	(i) 506,188.	51,876.	NONE	NONE	92,524.	650,588.	NONE
	(ii) NONE	NONE	NONE	NONE	NONE	NONE	NONE
ILENE WEINTRAUB 3 CFO	(i) 505,388.	52,864.	NONE	13,800.	28,735.	600,787.	NONE
	(ii) NONE	NONE	NONE	NONE	NONE	NONE	NONE
ELLEN TRULEY 4 CHIEF MKTG & EXT AFF OFFICER	(i) 416,355.	43,045.	NONE	13,800.	16,217.	489,417.	NONE
	(ii) NONE	NONE	NONE	NONE	NONE	NONE	NONE
LINDSEY MAJOR 5 CHIEF MBR EXPERIENCE OFFICER	(i) 278,834.	28,733.	NONE	11,950.	8,149.	327,666.	NONE
	(ii) NONE	NONE	NONE	NONE	NONE	NONE	NONE
ANDREW MITCHELL 6 CHIEF ANALYT & AUTOM OFFICER	(i) 262,227.	28,013.	NONE	11,882.	23,095.	325,217.	NONE
	(ii) NONE	NONE	NONE	NONE	NONE	NONE	NONE
MAURICE RUSSELL 7 HEAD OF RIGHTS MANAGEMENT	(i) 263,629.	27,919.	NONE	10,038.	20,765.	322,351.	NONE
	(ii) NONE	NONE	NONE	NONE	NONE	NONE	NONE
RAPHAEL AMSELLI 8 SENIOR DIRECTOR TECHNOLOGY	(i) 249,586.	24,885.	NONE	1,742.	45,445.	321,658.	NONE
	(ii) NONE	NONE	NONE	NONE	NONE	NONE	NONE
LEIGH MCCORKLE 9 CHIEF PEOPLE OFFICER	(i) 234,956.	24,159.	NONE	9,466.	8,858.	277,439.	NONE
	(ii) NONE	NONE	NONE	NONE	NONE	NONE	NONE
RICHARD MARSHALL 10 GENERAL COUNSEL (EFF. 6/30/24)	(i) 238,529.	24,348.	NONE	10,481.	1,047.	274,405.	NONE
	(ii) NONE	NONE	NONE	NONE	NONE	NONE	NONE
JOYA CARMICHAEL 11 CHIEF ADMINISTRATION OFFICER	(i) 236,875.	24,173.	NONE	10,442.	617.	272,107.	NONE
	(ii) NONE	NONE	NONE	NONE	NONE	NONE	NONE
MAKESSA BENJAMIN 12 HEAD OF MEMBER FINANCE	(i) 223,679.	23,265.	NONE	10,056.	12,488.	269,488.	NONE
	(ii) NONE	NONE	NONE	NONE	NONE	NONE	NONE
NATHAN OSHER 13 ASST GEN COUN - PUB. RELATIONS	(i) 209,091.	22,720.	NONE	7,931.	27,713.	267,455.	NONE
	(ii) NONE	NONE	NONE	NONE	NONE	NONE	NONE
MARGARET EGGERS 14 CONTROLLER	(i) 209,317.	21,803.	NONE	9,052.	10,067.	250,239.	NONE
	(ii) NONE	NONE	NONE	NONE	NONE	NONE	NONE
DAETWAUN BOGAN 15 HEAD OF 3RD PARTY PARTNERSHIPS	(i) 204,018.	20,939.	NONE	8,708.	8,337.	242,002.	NONE
	(ii) NONE	NONE	NONE	NONE	NONE	NONE	NONE
KRISTEN JOHNS 16 CHIEF LEGAL OFF. (THRU 6/30/24)	(i) 173,863.	NONE	NONE	7,000.	11,891.	192,754.	NONE
	(ii) NONE	NONE	NONE	NONE	NONE	NONE	NONE

**SCHEDULE O**  
**(Form 990 or 990-EZ)**Department of the Treasury  
Internal Revenue Service**Supplemental Information to Form 990 or 990-EZ**Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

► Attach to Form 990 or 990-EZ.

► Information about Schedule O (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

**2024****Open to Public  
Inspection**

Name of the organization

MECHANICAL LICENSING COLLECTIVE

Employer identification number

84-2642688

**PART V, LINE 2A/2B AND PART VII - EMPLOYEES OF THE ORGANIZATION**

MECHANICAL LICENSING COLLECTIVE EMPLOYEES ARE REPORTED FOR TAX PAYROLL FILINGS BY A PROFESSIONAL EMPLOYER ORGANIZATION ENGAGED BY MLC AND THE PEO FILES ALL PAYROLL TAX RETURNS AND W-2'S FOR MLC'S EMPLOYEES UNDER THE PEO'S AND FEDERAL IDENTIFICATION NUMBER. FORM 990 INSTRUCTIONS STATE THAT MLC SHALL TREAT THE EMPLOYEES OF THE PEO AS THEIR OWN EMPLOYEES AS COMMON LAW EMPLOYEES UNDER STATE LAW. THE COMPENSATED EMPLOYEES THAT ARE OFFICERS, KEY EMPLOYEES AND CONSTITUTE THE TOP FIVE HIGHLY COMPENSATED EMPLOYEES OVER \$100,000 ARE REPORTED ON PART VII AND SCHEDULE J, AS APPLICABLE, OF MLC'S AND COMPENSATION AND BENEFITS FOR THE EMPLOYEES ARE REFLECTED ON PART XI LINES 5 - 10 ON MLC'S FORM 990.

**PART VI, SECTION A, LINE 6 - CLASSES OF MEMBERS**

THERE SHALL BE THREE CLASSES OF MEMBERS:

1. CLASS A MEMBERS - SONGWRITER DIRECTORS OF THE BOARD.
2. CLASS B MEMBERS - ANY PUBLISHER WITH A LICENSOR MARKET SHARE OF AT LEAST FIVE ONE-THOUSANDTHS OF ONE PERCENT.
3. CLASS C MEMBERS - EACH OF THE FIVE PUBLISHERS WITH THE FIVE RESPECTIVE GREATEST LICENSOR MARKET SHARES AMONG ALL PUBLISHERS.

**PART VI, SECTION A, LINE 7A - SELECTION OF DIRECTORS**

THE LIBRARIAN OF CONGRESS HAS THE POWER TO APPOINT VOTING DIRECTORS.

**PART VI, SECTION B, LINE 7B - GOVERNANCE DECISIONS RESERVED TO MEMBERS**

DELAWARE LAW REQUIRES MEMBER APPROVAL FOR CERTAIN MAJOR CORPORATE ACTIONS, SUCH AS MERGER, DISSOLUTION, OR AMENDING THE CERTIFICATE OF INCORPORATION. THE BYLAWS REQUIRE MEMBER APPROVAL TO CHANGE CERTAIN SECTIONS OF THE BYLAWS THEMSELVES.

**SCHEDULE O**  
**(Form 990 or 990-EZ)**Department of the Treasury  
Internal Revenue Service**Supplemental Information to Form 990 or 990-EZ**Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

► Attach to Form 990 or 990-EZ.

► Information about Schedule O (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

**2024****Open to Public  
Inspection**

Name of the organization

**MECHANICAL LICENSING COLLECTIVE**

Employer identification number

**84-2642688****PART VI, SECTION B, LINE 11B - REVIEW PROCESS OF FORM 990**

A DRAFT COPY OF THE FORM 990 IS SUPPLIED BY THE CERTIFIED PUBLIC ACCOUNTING FIRM ("CPA FIRM"), ENGAGED TO PREPARE THE RETURN, AND FORWARDED TO THE CEO, CFO, AND LEGAL TEAM FOR THEIR JOINT REVIEW. UPON REVIEW, ANY PROPOSED CHANGES ARE RELAYED BACK TO THE CPA FIRM AND UPON APPROVAL OF THE FINAL VERSION FROM THE CEO, CFO, AND LEGAL TEAM, THE RETURN IS FILED BY THE CPA FIRM ON BEHALF OF MLC.

**PART VI, SECTION B, LINE 12C - CONFLICTS OF INTEREST POLICY**

THE CONFLICT OF INTEREST POLICY ("POLICY") APPLIES TO ALL DIRECTORS, OFFICERS, COMMITTEE MEMBERS AND EMPLOYEES (EACH A "RESPONSIBLE PERSON") OF MECHANICAL LICENSING COLLECTIVE (THE "COLLECTIVE"). THIS POLICY ESTABLISHES GUIDELINES FOR APPROPRIATELY MANAGING ACTUAL, POTENTIAL OR PERCEIVED CONFLICTS OF INTEREST IN ACCORDANCE WITH LEGAL REQUIREMENTS AND THE COLLECTIVE'S GOALS OF ACCOUNTABILITY AND TRANSPARENCY. THE CHAIR OF THE BOARD SHALL, IF APPROPRIATE, APPOINT A DISINTERESTED PERSON OR COMMITTEE TO INVESTIGATE THE MARKET AND ALTERNATIVES TO THE TRANSACTION, AND PRESENT SUCH INFORMATION TO THE DISINTERESTED DIRECTORS, WHO SHALL DETERMINE WHETHER A MORE ADVANTAGEOUS ALTERNATIVE TRANSACTION THAT WOULD NOT GIVE RISE TO A CONFLICT OF INTEREST CAN BE ARRANGED WITH REASONABLE EFFORT.

THE COLLECTIVE IS COMMITTED TO CONDUCTING ITS OPERATIONS IN ACCORDANCE WITH THE HIGHEST STANDARDS OF ETHICS AND INTEGRITY. THIS POLICY PROTECTS THE INTERESTS OF THE COLLECTIVE WHEN IT IS CONTEMPLATING ENTERING INTO A TRANSACTION OR ARRANGEMENT THAT MIGHT BENEFIT OR APPEAR TO BENEFIT THE PRIVATE INTEREST OF ANY RESPONSIBLE PERSON, OR INDIRECTLY BENEFIT A

**SCHEDULE O  
(Form 990 or 990-EZ)**Department of the Treasury  
Internal Revenue Service**Supplemental Information to Form 990 or 990-EZ**Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

► Attach to Form 990 or 990-EZ.

► Information about Schedule O (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

**2024****Open to Public  
Inspection**

Name of the organization

MECHANICAL LICENSING COLLECTIVE

Employer identification number

84-2642688

RELATED PARTY.

EACH DIRECTOR AND OFFICER SHALL ANNUALLY SIGN A STATEMENT WHICH AFFIRMS

SUCH PERSON:

(A) HAS RECEIVED A COPY OF THE POLICY;

(B) HAS READ AND UNDERSTANDS THE POLICY,

(C) HAS AGREED TO COMPLY WITH THE POLICY, AND

(D) EITHER HAS NO ACTUAL OR POTENTIAL CONFLICT TO DISCLOSE OR DISCLOSES

ALL RELEVANT FACTS PURSUANT TO THE POLICY TO ALLOW THE BOARD TO DETERMINE

IF A CONFLICT OF INTEREST EXISTS.

**PART VI, SECTION B, LINE 14, DOCUMENT RETENTION**

THE MLC HAS A STATUTORY OBLIGATION UNDER 17 USC 115(D)(3)(M)(I) TO

MAINTAIN CERTAIN RECORDS FOR A PERIOD OF NOT LESS THAN SEVEN YEARS AFTER

THE DATE OF CREATION OR RECEIPT, WHICHEVER OCCURS LATER.

**PART VI, SECTION B, LINES 15A/B**

THE BOARD COMPENSATION COMMITTEE REVIEWS OTHER ORGANIZATIONS' FORM 990

AND USES A COMPENSATION STUDY OR SURVEY TO DETERMINE COMPENSATION. THE

COMPENSATION COMMITTEE APPROVES INCREASES FOR OFFICERS AND KEY EMPLOYEES

IF THE INCREASE IS MORE THAN THE COMPANY ANNUAL INCREASE FOR EMPLOYEES AT

THE BEGINNING OF THE YEAR OR ARE NOT CONTRACTUAL.

**PART VI, SECTION C, LINE 19 - AVAILABILITY OF GOVERNING DOCUMENTS**

THE GOVERNING DOCUMENTS ARE AVAILABLE UPON REQUEST.

Name of the organization

MECHANICAL LICENSING COLLECTIVE

Employer identification number

84-2642688

## FORM 990, PART III - PROGRAM SERVICE

## =====

## LINE 4A, PROGRAM SERVICE

-----

ADMINISTRATION OF BLANKET MECHANICAL LICENSES TO DIGITAL MUSIC PROVIDERS (DMP'S); COLLECTION, MATCHING, AND DISTRIBUTION OF ROYALTIES RECEIVED FROM DMP'S; CONTINUED PLANNING AND IMPLEMENTATION FOR LICENSE AND ROYALTY ADMINISTRATION OPERATIONS; WORK ON REGULATORY MEASURES TO SUPPORT LICENSE AND ROYALTY ADMINISTRATION OPERATIONS; INDUSTRY SUPPORT AND COORDINATION.

Name of the organization

MECHANICAL LICENSING COLLECTIVE

Employer identification number

84-2642688

## FORM 990, PART VII-COMPENSATION OF THE 5 HIGHEST PAID IND. CONTRACTORS

NAME AND ADDRESS	DESCRIPTION OF SERVICES	COMPENSATION
HFA 152 WEST 57TH STREET 57TH FLOOR NEW YORK, NY 10019	CONSULTING	10,910,463.
PRYOR CASHMAN LLP 7 TIMES SQUARE NEW YORK, NY 10036	LEGAL FEES	2,470,089.
HIGHSPRING LLC DBA VACO LLC 5501 VIRGINIA WAY SUITE 120 BRENTWOOD, TN 37027	TEMP. STAFF/RECRUIT	1,714,851.
PAUL, WEISS, RIFKIND, WHARTON & GARRISON 1285 AVENUE OF THE AMERICAS NEW YORK, NY 10019-6064	LEGAL FEES	1,035,357.
GUPTA MEDIA HOLDINGS 200 BERKELEY STREET 7TH FLOOR BOSTON, MA 02116	DIGITAL MEDIA SERVIC	275,000.