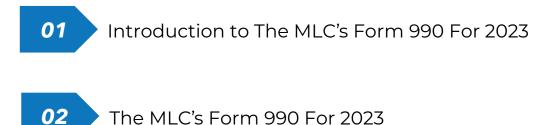


# The MLC's Form 990 For 2023

## **>>** TABLE OF CONTENTS



### Introduction to The MLC's Form 990 for 2023

### 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 of November 15<sup>th</sup> of the following year. Our Form 990 for 2023 contains data and information as of the end of the 2023 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 2023, on our website <u>here</u>.

We have prepared this introduction to our Form 990 for 2023 to highlight and further explain some of the key data points reported for 2023. 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 2023 breaks down the total amount of royalties we were holding pending distribution at the end of 2023 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 2023.
- Held Funds Each Form 990 contains data regarding the funds we were holding in banks and investments as of the beginning and the 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 our royalty distributions in our Annual Reports, which we publish each year in June. Our most recent Annual Report for 2023 (published in June 2024) contains data for royalties distributed and royalties pending distribution through our March 2024 distribution, providing more recent royalty data than our Form 990 for 2023. Copies of our 2023 Annual Report, as well as our previous Annual Reports, can be found on our website <u>here</u>.

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 2024, can be found on our website <u>here</u>.

### **Cumulative Metrics for All Blanket Royalty Distributions Completed as of December 2023**

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. Since the Form 990 requires us to report the total amount of royalties we are holding as of the end of the covered year from every distribution we have completed since we began operating in January 2021, it is also helpful to consider the total value of the royalty pools we have processed since then. From January 2021 through December 2023, the total value of the royalty pools we processed was more than \$2.3 billion.

The following chart shows the cumulative total value of the royalty pools we had processed to date as of December 2023, 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. 2023
Total Royalty Pools Processed by The MLC	\$2,309.0
Less royalties for voluntary licenses	\$183.6
Total Royalties Collected by The MLC	\$2,125.4
Royalties Directly Distributed by The MLC	\$1,572.5
Royalties to be Distributed	\$113.7
Royalties Pending Distribution	\$439.2
Total Royalties Distributed	\$1,756.1
Royalties Directly Distributed by The MLC	\$1,572.5
Royalties Distributed by DSPs via Voluntary Licenses (est.)	\$183.6

### Cumulative Match Rates for Blanket Usage Reported as of December 2023

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 <u>dollar</u> 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 2023 monthly royalty distribution was 84.5% (i.e., we initially matched an average of 84.5% 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 this
  period through the completion of our December 2023 royalty distribution (our last distribution
  during the covered period), our cumulative match rate for the blanket royalties we processed
  during this period rose to 90% (i.e., we had matched 90% 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 this
period through the completion of our December 2024 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 2023
has risen to 92.2%.

### **Breakdown of Royalties Pending Distribution**

The IRS requires us to report in our Form 990 the total amount of all 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 2023 contains three 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 three categories are:

- 1. Historical Unmatched Royalties Pending Distribution This category refers to the historical unmatched royalties transferred to us by digital service providers (DSPs) that we had not yet distributed as of the end of the covered period. DSPs initially transferred approximately \$427 million in historical unmatched royalties to us in February 2021. The total amount of historical unmatched royalties we had not yet distributed as of the end of 2023 was approximately \$401 million. Most of these royalties (approximately \$373 million) related to uses that took place in 2018, 2019, and 2020, years which fell during the Phonorecords III (or "Phono 3") rate period. Distribution of these Phono 3 historical royalties could not begin until the Copyright Royalty Board (the governmental organization responsible for setting the applicable royalty rates) finalized the rates for this period, which they did in August 2023. DSPs had until February 2024 after the period covered by our Form 990 for 2023 had ended to deliver their adjusted usage data to us taking into account the final rates. (Additionally, based on the adjusted usage data that DSPs have since delivered to us, the total value of the historical unmatched royalties transferred to us has dropped from approximately \$427 million to \$398 million.)
- 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 (up until 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 last distribution in 2023 (the period covered by our Form 990 for 2023), we processed approximately \$2.3 billion in total royalty pools reported to us by DSPs. On our Form 990 for 2023, we reported three types of blanket royalties we were still holding at the end of 2023: unmatched blanket royalties totaling \$234.7 million (which represented 10.2% of the total royalty pools we had processed for the same period), unclaimed blanket royalties totaling \$178.3 million (which represented 7.7% of the total royalty pools we had processed for the same period), and royalties on hold for legal or other reasons totaling \$26.2 million (which represented approximately 1% of the total royalty pools we had processed for the same period).
- 3. Blanket Royalties to be Distributed This category refers to the blanket royalties we were holding at the end of 2023 in connection with the monthly royalty distribution process that had begun before the end of 2023 and was still "in progress" at the end of 2023 (i.e., royalties that were initially processed in our January 2024 distribution). The total amount of these "in progress" royalties we were holding as of the end of 2023 was \$113.7 million. Most of those royalties have since been distributed.

The following chart provides a breakdown of these three categories of total royalties pending distribution as of December 2023, followed by a more detailed explanation of each category. For your reference, we have also included the current values for each category as of the completion of our December 2024 distribution.

<b>ROYALTIES PENDING DISTRIBUTION</b> (\$ in millions)	LTD as of Dec. 2023	LTD as of Dec. 2024
Historical Unmatched Royalties Pending Distribution	\$401.3	\$207.7
Phono 1	\$0.1	\$0.1
Phono 2	\$27.6	\$25.8
Phono 3	\$373.6	\$181.9
Blanket Royalties Pending After Distribution	\$439.2	\$357.6
Blanket Unmatched Royalties	\$234.7	\$185.3
Blanket Unclaimed Royalties	\$178.3	\$157.8
Blanket Held Royalties	\$26.2	\$14.5
Blanket Royalties to be Distributed	\$113.7	\$44.4
Blanket Matched Royalties Distributable Next Distribution	\$93.4	\$24.1
Blanket Royalty Adjustments to be Processed	\$20.3	\$20.3

### Historical Unmatched Royalties Pending Distribution

As of December 2023, we had distributed approximately \$25.6 million in historical unmatched royalties from the pre-Phono 1, Phono 1, and Phono 2 rate periods. Since then, the amount of historical royalties we have distributed from these periods has increased to more than \$27 million — which represents more than half (approximately 51%) of the historical unmatched royalties that DSPs transferred to us for these earlier periods.

NOTE: \$373.6 million of the \$426.7 million in historical unmatched royalties we were holding at the end of 2023 pertained to uses that took place during 2018, 2019, and 2020 — the first three years of the Phono 3 rate period. As of the end of 2023, we had not been able to begin distributing these royalties because the Copyright Royalty Board had recently finalized the royalty rates, and the deadline for DSPs to deliver adjusted usage data and royalties under the final royalty rates had not yet passed (the deadline was February 9, 2024).

A number of DSPs have since delivered adjusted usage data to us using the final royalty rates. Based on that adjusted data, the total value of historical unmatched royalties transferred to us for the Phono 3 period has dropped from \$373.6 million to \$343.9 million, while the value of all of the historical unmatched royalties transferred to us (for all rate periods) has dropped from \$426.7 million to \$397.2 million.

We began processing and distributing these previously unmatched historical uses from the Phono 3 period in our April 2024 distribution, two months after we began receiving the necessary adjusted data. As of December 2024, we had distributed nearly \$162 million in matched historical royalties from the Phono 3 rate period, or nearly half of the previously unmatched historical royalties from that period. This increased the total amount of matched historical royalties we had distributed across all rate periods to \$189.5 million. We anticipate distributing even more of the remaining previously unmatched historical royalties we are still holding in the first two quarters of 2025.

The following chart provides a breakdown by rate period of the matched historical royalties we have been able to distribute through our December 2024 distribution, valued after taking into account the Phono 3 adjustments we have received to date from DSPs:

Rate	Rate Adjusted Total Total					
Period	Transferred	Distributed	Distributed			
Phono 1	\$0.5M	\$0.4M	89.2%			
Phono 2	\$52.8M	\$27.1M	51.2%			
Phono 3	\$343.9M	\$162.0M	47.1%			
TOTAL	\$397.2M	\$189.5M	47.7%			

### Blanket Royalties Pending After Distribution

As of the end of 2023, we were holding \$439.2 million in blanket royalties that were still pending distribution after we had completed our initial attempt to distribute these royalties and subsequently reprocessed the remaining unpaid royalties. These remaining royalties can be broken down further into the following three categories: blanket unmatched royalties, blanket unclaimed royalties, and blanket held royalties.

### 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 registered musical work in our database as of the end of the covered period. In our Form 990 for 2023, we reported that we were holding approximately \$234.7 million in blanket unmatched royalties at the end of that year, which represented 10.2% of the total royalty pools we had processed for the same period.

### 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 2023, we were holding approximately \$178.3 million in blanket unclaimed royalties, which represented 7.7% of the total royalty pools we had processed for the same period.

### 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 2023, we were holding approximately \$26.2 million in blanket held royalties, which represented approximately 1% of the total royalty pools we had processed for the same period. We will remove these holds and distribute these royalties to the proper rightsholders once the underlying legal or other issues impacting them have been resolved.

### Blanket Royalties to be Distributed

We reported \$113.7 million in total royalties pending distribution in our Form 990 for 2023. Of this amount, \$93.4 million represented matched blanket royalties that we were in the middle of processing for our January 2024 royalty distribution. 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 2023 usage were in the middle of being processed at the end of 2023 (the cut-off for the data included in our Form 990 for 2023).

Of these royalties to be distributed, \$20.3 million were blanket royalties related to adjustments DSPs reported to us earlier that we had not yet processed. These royalties include: (1) royalties related to adjustments reported to us by DSPs in conjunction with their annual reports of usage for 2021 and 2022, and (2) royalties we 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 license we administer, so we will reallocate them 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.

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

In our Form 990 for 2023, we provided information regarding funds we were holding in banks and investments as of the beginning of 2023 and the end of 2023. 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) of 2018; 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 feebased 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 <u>here</u>.

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 2023, we were holding \$138.8 million in "Savings and temporary cash investments." By the end of 2023, we had moved \$131.1 million of these funds to "Investments - publicly traded securities," leaving the remaining \$7.7 million in "Savings and temporary cash investments." At the beginning of 2023, we were holding \$804.6 million in "Investments - publicly traded securities." By the end of 2023, the amount of funds we were holding in this category increased to \$1.2 billion. This yearend amount included the \$131.1 million we had moved from "Savings and temporary cash investments" into this category during the year. In our Form 990 for 2022, we reported that we were holding \$6.99 million in "Cash - non-interest bearing" and \$131.8 million in "Savings and temporary cash investments" at the end of the year. However, the \$6.99 million we reported as "Cash - non-interest bearing" should have been reported as "Savings and temporary cash investments" because the bank account these funds were held in was, in fact, interest bearing. We corrected this in our Form 990 for 2023 by adding that \$6.99 million to the amount of funds we reported holding in the "Savings and temporary cash investments" category at the end of 2022 (i.e., \$131.8 million). As a result, in our Form 990 for 2023, we reported holding \$138.8 million in the "Savings and temporary cash investments" category at the beginning of the year (i.e., \$131.8 million) and \$0 in the "Cash - non-interest bearing" category.

### 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 2023. The MLC's current and past Form 990s can be viewed <u>here</u>. For the most up-to-date information regarding The MLC's royalty distributions, access our monthly Member Newsletters <u>here</u>. You can also view our comprehensive Annual Reports <u>here</u>. Finally, our investment and cash management policies can be viewed <u>here</u>.

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### **Return of Organization Exempt From Income Tax**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter Social Security numbers on this form as it may be made public.

▶ Information about Form 990 and its instructions is at www.irs.gov/form990.

Open to Public nspection

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For Paperwork Reduction Act Notice, see the separate instructions.

MECHANICAL LICENSING COLLECTIVE

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	n 990 (2023)			Page
Pa	Art III Statement of Program Service			
1	Briefly describe the organization's missio	response or note to any line in this Part		<u></u>
•	ADMINISTER MECHANICAL LICEN			
	AND MUSIC PUBLISHERS, MAINT			
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2	Did the organization undertake any sign	ificant program services during the ye	ar which were not listed on the	
	prior Form 990 or 990-EZ? If "Yes," describe these new services on \$			Yes X No
3	Did the organization cease conducting		now it conducts any program	
•	services?			Yes X No
	If "Yes," describe these changes on Sche			
4	Describe the organization's program see expenses. Section $501(c)(3)$ and $501(c)$ the total expenses, and revenue, if any, for	(4) organizations are required to rep		
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4b	(Code:) (Expenses \$	including grants of \$	) (Revenue \$	)
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4d	Other program services (Describe on Sch	edule O.)		
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4e	Total program service expenses			
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MECHANICAL LICENSING COLLECTIVE

Page 3

Part	IV Checklist of Required Schedules			
			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes,"			
	complete Schedule A	1	<u> </u>	Х
2	Is the organization required to complete Schedule B, Schedule of Contributors? See instructions	2	<u> </u>	Х
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to			
	candidates for public office? If "Yes," complete Schedule C, Part I	3	<u> </u>	Х
4	Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h)			
	election in effect during the tax year? If "Yes," complete Schedule C, Part II	4	<u> </u>	
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	5		Х
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors			
	have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If			
	"Yes," complete Schedule D, Part I.	6		Х
7	Did the organization receive or hold a conservation easement, including easements to preserve open space,			
	the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	7		Х
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes,"			
	complete Schedule D, Part III	8		Х
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	9		Х
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	10		x
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI,			
	VII, VIII, IX, or X, as applicable.			
а	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes,"			
ŭ	complete Schedule D, Part VI	11a	x	
h	Did the organization report an amount for investments-other securities in Part X, line 12, that is 5% or more	<u> </u>		<u> </u>
	of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII	11b		x
c	Did the organization report an amount for investments-program related in Part X, line 13, that is 5% or more			- 21
U	of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII	11c		x
Ь	Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets			
u	reported in Part X, line 16? If "Yes," complete Schedule D, Part IX.	11d		x
•	Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	11e	x	
	Did the organization sport an amount of other habilities in Part X, line 23? If Pes, complete Schedule D, Part X	110		
'	the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X	11f	x	
120	Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete			
12 a		12a	X	
h	Schedule D, Parts XI and XII. Was the organization included in consolidated, independent audited financial statements for the tax year? If	12a		
D		4.01		37
40	"Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	12b		X
13	Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>	13	37	X
		14a	X	<u> </u>
a	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	44		
45	foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	14b	X	
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or			
	for any foreign organization? If "Yes," complete Schedule F, Parts II and IV	15	<u> </u>	X
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	16	<u> </u>	X
17	Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on			
	Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I. See instructions	17	<b> </b>	X
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on			
	Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18	<u> </u>	X
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a?			
	If "Yes," complete Schedule G, Part III	19	<u> </u>	Х
20 a	Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a	<u> </u>	Х
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	<u> </u>	<u> </u>
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	21		Х
JSA 3E1021	2.000	Form	990	(2023)

Form 990 (2023)

Form **990** (2023)

Page	4
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Form 0	MECHANICAL LICENSING COLLECTIVE 84-2642	688		Page <b>4</b>
Part				-aye 🕇
			Yes	No
22	Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on			
22	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	х	
24 a	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		Х
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
С	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		
	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25 a	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a		
h	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior	254		
	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	27		37
28	persons? <i>If "Yes," complete Schedule L, Part III</i> . Was the organization a party to a business transaction with one of the following parties? (See the Schedule L,	27		X
20	Part IV, instructions for applicable filing thresholds, conditions, and exceptions).			
а	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? If			
	"Yes," complete Schedule L, Part IV	28a		Х
	A family member of any individual described in line 28a? If "Yes," complete Schedule L, Part IV	28b		Х
С	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? <i>If "Yes," complete Schedule M</i>	29		X
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30		х
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		х
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,			
<b>6</b> 5	or IV, and Part V, line 1	34		X
	Did the organization have a controlled entity within the meaning of section 512(b)(13)? If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a	35a		X
b	controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2	35b		
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable			
	related organization? If "Yes," complete Schedule R, Part V, line 2.	36		
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization			
	and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI	37		Х
38	Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and			
Der	19? Note: All Form 990 filers are required to complete Schedule O.	38	Х	
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			X
		<u></u>	Yes	No
1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable			
b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable			
С	Did the organization comply with backup withholding rules for reportable payments to vendors and			
19 ^	reportable gaming (gambling) winnings to prize winners?	1c	X	
JSA 3E1030	1.000	Form	990	(2023)

7

MECHANICAL LICENSING COLLECTIVE

Page 5

Par	t V Statements Regarding Other IRS Filings and Tax Compliance (continued)		Yes	No							
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax										
	Statements, filed for the calendar year ending with or within the year covered by this return 2a 114										
b	b If at least one is reported on line 2a, did the organization file all required federal employment tax returns?										
	a Did the organization have unrelated business gross income of \$1,000 or more during the year?										
b	b If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O										
	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	a financial account in a foreign country (such as a bank account, securities account, or other financial account)?.										
	See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).										
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a		Х							
	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		Х							
	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c									
	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the										
	organization solicit any contributions that were not tax deductible as charitable contributions?	6a		Х							
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or										
	gifts were not tax deductible?	6b									
7	Organizations that may receive deductible contributions under section 170(c).										
а	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods										
	and services provided to the payor?	7a									
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b									
с	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was										
	required to file Form 8282?	7c									
d	If "Yes," indicate the number of Forms 8282 filed during the year										
	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e									
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f									
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g									
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h									
8											
	sponsoring organization have excess business holdings at any time during the year?										
9	Sponsoring organizations maintaining donor advised funds.										
а	Did the sponsoring organization make any taxable distributions under section 4966?	9a									
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b									
	Section 501(c)(7) organizations. Enter:										
	Initiation fees and capital contributions included on Part VIII, line 12										
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities 10b										
11											
	Gross income from members or shareholders										
b	Gross income from other sources. (Do not net amounts due or paid to other sources										
	against amounts due or received from them.)	40-									
	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a									
	If "Yes," enter the amount of tax-exempt interest received or accrued during the year 12b										
13	Section 501(c)(29) qualified nonprofit health insurance issuers.	13a									
a	Is the organization licensed to issue qualified health plans in more than one state?	100									
h	<b>Note:</b> See the instructions for additional information the organization must report on Schedule O. Enter the amount of reserves the organization is required to maintain by the states in which										
D	the organization is licensed to issue qualified health plans										
~	Enter the amount of reserves on hand										
	Did the organization receive any payments for indoor tanning services during the tax year?	14a		х							
	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	14b									
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or										
13	excess parachute payment(s) during the year?	15		х							
	If "Yes," see the instructions and file Form 4720, Schedule N.										
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income?	16		Х							
	If "Yes," complete Form 4720, Schedule O.										
17	Section 501(c)(21) organizations. 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?	17									
	If "Yes," complete Form 6069.										

Form 990 (2023)

Form §	90 (2023) MECHANICAL LICENSING COLLECTIVE 84-2642	688	F	Page <b>6</b>
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.			tions.
	Check if Schedule O contains a response or note to any line in this Part VI			Х
Sect	ion 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.			
b	Enter the number of voting members included on line 1a, above, who are independent			
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with			
	any other officer, director, trustee, or key employee?	2		Х
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?	3		Х
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4		Х
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5		Х
6	Did the organization have members or stockholders?	6	Х	
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint			
	one or more members of the governing body?	7a	Х	
b	Are any governance decisions of the organization reserved to (or subject to approval by) members,			
	stockholders, or persons other than the governing body?	7b	Х	
8	Did the organization contemporaneously document the meetings held or written actions undertaken during			
	the year by the following:			
а	The governing body?	8a	Х	
b	Each committee with authority to act on behalf of the governing body?	8b	Х	
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.	9		Х
Secti	on 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		X
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	Х	
b	Describe on Schedule O the process, if any, used by the organization to review this Form 990.			
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13	12a	Х	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give			
	rise to conflicts?	12b	X	
С	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes,"			
	describe on Schedule O how this was done	12c	Х	
13	Did the organization have a written whistleblower policy?	13	Х	
14	Did the organization have a written document retention and destruction policy?	14	Х	
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?	4.5		
а	The organization's CEO, Executive Director, or top management official	15a	X	
b	Other officers or key employees of the organization	15b	X	
	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	10-		
	with a taxable entity during the year?	16a		X
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	4.01		
Section	organization's exempt status with respect to such arrangements?	16b		
	on C. Disclosure			
17	List the states with which a copy of this Form 990 is required to be filed <u>NONE</u>	. ,		<u></u>
18	Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T	(sect	ion 5	U1(C)
	(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.         X       Own website         Another's website       X         Upon request       Other (explain on Schedule O)			
19	Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict o	rinter	est p	olicy,
• -	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 record	s.		
	RICHARD MARSHALL 333 11TH AVENUE SOUTH, SUITE 200 NASHVILLE, TN 37203 629-240-8300	Form	ممم	(2023)
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Page 7 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.

				(0	C)					
(A)	(B)							(D)	(E)	(F)
Name and title	Average					e than c		Reportable	Reportable	Estimated amount
	hours per week					is both tor/trust		compensation from the	compensation from related	of other compensation
	(list any		-				, <u> </u>	organization (W-2/	organizations (W-2/	from the
	hours for	Individual t or director	nstit	Officer	Key employee	igh	Former	1099-MISC/	1099-MISC/	organization and
	related	idua	utio	er	h	est o	ler	1099-NEC)	1099-NEC)	related organizations
	organizations below	or tr	nalt		loye					
	dotted line)	Individual trustee or director	Institutional trustee		e	Dens				
			ee			Highest compensated employee				
(1) KRISTOPHER AHREND	40.00									
CEO	NONE			Х				785,055.	NONE	37,369.
(2) RICHARD THOMPSON	40.00	-								
CHIEF TECHNOLOGY OFFICER	NONE			Х				525,189.	NONE	88,561.
(3) ILENE WEINTRAUB	40.00	-								
CFO	NONE			Х				518,288.	NONE	43,058.
(4) ELLEN TRULEY	40.00									
CHIEF MKTG & EXT AFF OFFICER	NONE				X			392,686.	NONE	28,728.
(5) KRISTEN JOHNS	40.00									
CHIEF LEGAL OFFICER	NONE			Х				373,954.	NONE	35,197.
(6) MAURICE RUSSELL	40.00	-								
HEAD OF RIGHTS MANAGEMENT	NONE				X			285,276.	NONE	28,328.
(7) RAPHAEL AMSELLI	40.00	-								
SENIOR DIRECTOR TECHNOLOGY	NONE					X		250,250.	NONE	45,645.
(8) ANDREW MITCHELL	40.00	-								
HEAD OF ANALYTICS & AUTOMATION	NONE				X			252,057.	NONE	33,196.
(9) LEIGH MCCORKLE	40.00	-								
CHIEF PEOPLE OFFICER	NONE				X			251,426.	NONE	14,486.
(10) MAKESSA BENJAMIN	40.00	-								
HEAD OF MEMBER FINANCE	NONE					X		240,507.	NONE	20,151.
(11) LINDSEY MAJOR	40.00									0 5 4 0
HEAD OF CUSTOMER EXPERIENCE	NONE				X			247,946.	NONE	9,543.
(12) NATHAN OSHER	40.00							000.041		
ASST GEN COUN - PUB. RELATIONS	NONE					X		223,941.	NONE	32,627.
(13) DAETWAUN BOGAN	40.00							010 010		15 460
HEAD OF 3RD PARTY PARTNERSHIPS	NONE					X		218,219.	NONE	15,463.
(14) JOYA CARMICHAEL	40.00							200 045		
HEAD OF OPERATIONS	NONE				X			208,846.	NONE	, ,
										Form <b>990</b> (2023)

Form	990	(2023)	

(A)	(B)			(0	C)			(D)	(E)	(F)			
Name and title	Average hours per week (list any hours for related organizations	(do not check mon box, unless persor officer and a direc			Position (do not check more the box, unless person is b officer and a director/t or director/t or director/t			neck more than one s person is both an d a director/trustee)			Reportable compensation from the organization (W-2/1099-MISC)	Reportable compensation from related organizations (W-2/1099-MISC)	Estimated amount of other compensation from the organization
	below dotted line)	Individual trustee or director	Institutional trustee	r	Key employee	Highest compensated employee	5	(		and related organizations			
15) RICHARD MARSHALL	40.00	-											
ASST GEN COUNSEL-DSP RELATIONS	NONE					X		208,564.	NONE	8,027			
16) ALISA COLEMAN	10.00	-											
DIRECTOR/CHAIR OF THE BOARD	NONE	X		Х				NONE	NONE	NOI			
17) KEVIN KADISH	2.00_	-											
DIRECTOR/VICE CHAIR	NONE	X		Х				NONE	NONE	NO			
18) OAK FELDER	2.00_	-											
DIRECTOR/SECRETARY	NONE	X		Х				NONE	NONE	NO			
19) RELL LAFARGUE	2.00_												
DIRECTOR/TREASURER	NONE	X		Х				NONE	NONE	NO			
20) MICHAEL ABITBOL	2.00												
DIRECTOR	NONE	X						NONE	NONE	NO			
21) JEFF BRABEC	2.00_	-											
DIRECTOR	NONE	X						NONE	NONE	NO			
22) BOB BRUDERMAN	2.00_	-											
DIRECTOR	NONE	Х						NONE	NONE	NO			
23) TIM COHAN	2.00_	-											
DIRECTOR	NONE	X						NONE	NONE	NO			
24) SCOTT CUTLER	2.00_	-											
DIRECTOR	NONE	Х						NONE	NONE	NO			
25) KARA DIOGUARDI	2.00_	-											
DIRECTOR	NONE	Х						NONE	NONE	NO			
1b Sub-total								4,982,204.	NONE	448,73			
c Total from continuation sheets to Part VII,								NONE	NONE	NO			
d Total (add lines 1b and 1c)								4,982,204.	NONE	448,73			
2 Total number of individuals (including but no reportable compensation from the organizati		hose	liste	d al		e) who 38	o re	ceived more than	\$100,000 of				

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

# 3 4 5

### Section B. Independent Contractors

Complete this table for your five highest compensated independent contractors that received more than \$100,000 of 1 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>(B)</b> Description of services	<b>(C)</b> Compensation
2 Total number of independent contractors (including but not limited to those more than \$100,000 in compensation from the organization ►		

### MECHANICAL LICENSING COLLECTIVE

Form	990	(2023)

(A) Name and title	(B) Average hours per week (list any hours for	(C) Position (do not check more than c box, unless person is both officer and a director/trust o = = = 0 = x = = 1			is both a	Reportable Report none compensation compensat oth an from relatu ustee) the organize		(E) Reportable compensation from related organizations	m a co	(F) Estimated amount of other mpensat from the	of tion	
	related organizations below dotted line)	Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former	organization (W-2/1099-MISC)	(W-2/1099-MISC	099-MISC) fi org an org		on ed
6) DAVID KOKAKIS	2.00							NONT	NO			NO
IRECTOR 7) CLAIRE MCAULEY	NONE 2.00	X		_				NONE	NOI	NE		NO
IRECTOR	<u>2.00</u> - NONE	x						NONE	NOI	ЛЕ		NO
8) MIKE MOLINAR	2.00	_										
IRECTOR	NONE	X		_				NONE	NOI	VE		NO
9) <u>CRAIG WISEMAN</u> IRECTOR (THRU 12/6/2023)	<u>2.00</u> - NONE	x						NONE	NOI	υĽ		NO
0) TROY VERGES	2.00							INOINE	INOI			INC
IRECTOR (EFF 12/7/2023)	NONE	X						NONE	NOI	VE		NC
		-										
b Sub-total c Total from continuation sheets to Part VII,	Section A	• • •	•••	•••	•••	•••						
d Total (add lines 1b and 1c)							re	ceived more than	\$100,000 of			
reportable compensation from the organization	on 🕨										Yes	N
Did the organization list any former off												
employee on line 1a? If "Yes," complete Sche	dule J for su	ch ind	lividu	ial .			-			3		
For any individual listed on line 1a, is the organization and related organizations g	reater than	\$15	50,00	)0?	lf	"Yes,	" (	complete Schedu				
<i>individual</i> Did any person listed on line 1a receive o									on or individual	4	X	
for services rendered to the organization? If "										5		
ection B. Independent Contractors Complete this table for your five highest cor compensation from the organization. Report year.											x	
(A)								(B)		(0		
SEE SCHEDULE O Name and business ac	JULESS							Description of se	er vices	Compe	isation	

more than \$100,000 in compensation from the organization **>** 

11

Form 990 (2023)

### MECHANICAL LICENSING COLLECTIVE

Pa	t VII						
		Check if Schedule O contains a respor	nse or note to an	-			· · · · · · · · · · · · · · · · · · ·
				(A) Total revenue	(B) Related or exempt function revenue	<b>(C)</b> Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
ts, Grants, r Amounts	1a b c d	Federated campaigns1aMembership dues1bFundraising events1cRelated organizations1d					
Contributions, Gifts, Grants, and Other Similar Amounts	e f g	Government grants (contributions) 1e All other contributions, gifts, grants, and similar amounts not included above . 1f Noncash contributions included in					
ont and		lines 1a-1f					
0.0	h	Total. Add lines 1a-1f	Business Code	NONE			
Program Service Revenue	2a b c	ASSESSMENTS	900099	32,900,000.	32,900,000.		
Prograr Rev	d e						
	f g	All other program service revenue		32,900,000.			
	3	Investment income (including dividends, other similar amounts)	interest, and	51,757,502. NONE			51,757,502.
	5	Royalties		NONE			
	6a b	Gross rents 6a (i) Real Less: rental expenses 6b	(ii) Personal				
	c	Rental income or (loss) 6c NONE					
	d 7a	Net rental income or (loss)       (i) Securities         Gross amount from sales of assets       (i) Securities	(ii) Other	NONE			
evenue	b	other     than     inventory     7a       Less:     cost or other basis					
R	d	Net gain or (loss)		NONE			
Other Rev	8a	Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18	NONE				
	b	Less: direct expenses	NONE				
	с 9а	Net income or (loss) from fundraising events Gross income from gaming		NONE			
	b	activities. See Part IV, line 19 9a Less: direct expenses 9b Net income or (loss) from gaming activities	NONE	NONE			
	10a	Gross sales of inventory, less returns and allowances	NONE				
	b c	Less: cost of goods sold		NONE			
snc			Business Code				
nuec	11a						
ella \$Vei	b c						
Miscellaneous Revenue	d	All other revenue					
2	е	Total. Add lines 11a-11d		NONE			
	12	Total revenue. See instructions	<u></u>	84,657,502.	32,900,000.	NONE	51,757,502.

JSA 3E1051 2.000 5958QG T36Y

Form **990** (2023)

### MECHANICAL LICENSING COLLECTIVE

#### 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 (C) Management and (A) Total expenses (B) Program service (D) Fundraising Do not include amounts reported on lines 6b. 7b. 8b. 9b. and 10b of Part VIII. general expenses expenses expenses 1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 . . . NONE 2 Grants and other assistance to domestic NONE individuals. See Part IV, line 22 3 Grants and other assistance to foreign organizations, foreign governments, and NONE foreign individuals. See Part IV, lines 15 and 16 4 Benefits paid to or for members NONE 5 Compensation of current officers, directors, trustees, and key employees 4,230,975. 6 Compensation not included above to disgualified persons (as defined under section 4958(f)(1)) and NONE persons described in section 4958(c)(3)(B) 7 Other salaries and wages 7,933,912. 212,113. 8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) Other employee benefits . . . . . . . . . . 548,144 9 857,042. 10 11 Fees for services (nonemployees): NONE a Management 1,709,733. **b** Legal 355,929 c Accounting NONE d Lobbying NONE e Professional fundraising services. See Part IV, line 17. 60,000 f Investment management fees g Other. (If line 11g amount exceeds 10% of line 25, column 2,006,272. (A), amount, list line 11g expenses on Schedule O.) Advertising and promotion 1,180,955. 12 434,871. 13 Office expenses 11,719,148. 14 Information technology NONE 15 Royalties Occupancy 666,966. 16 448,341 17 Travel Payments of travel or entertainment expenses 18 NONE for any federal, state, or local public officials 478,363 Conferences, conventions, and meetings 19 Interest NONE 20 NONE 21 Payments to affiliates Depreciation, depletion, and amortization 1,463,859. 22 580,007 Insurance 23 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 35,699,490. b С d e All other expenses 25 Total functional expenses. Add lines 1 through 24e 70,586,120. Joint costs. Complete this line only if the 26 organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here

following SOP 98-2 (ASC 958-720)

Form 990 (2023)

if

Form 990 (2023)

_		Check if Schedule O contains a response or note to any line in this Pa			<u> </u>
			<b>(A)</b> Beginning of year		<b>(B)</b> End of year
	1	Cash - non-interest-bearing	NONE	1	NON
	2	Savings and temporary cash investments.	138,750,322.	2	7,744,155.
	3	Pledges and grants receivable, net	NONE	3	NON
	4	Accounts receivable, net	790,893.	4	981,491
	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	NONE	5	NON
	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	6	NON
S	7	Notes and loans receivable, net	NONE	7	NON
Assets	8	Inventories for sale or use	NONE	8	NON
Ϋ́	9	Prepaid expenses and deferred charges	475,893.	9	637,489
	10 a	Land, buildings, and equipment: cost or other			· · · · ·
		basis. Complete Part VI of Schedule D 1, 497, 703.			
	b	Less: accumulated depreciation <b>10b</b> 350,012.	1,297,696.	10c	1,147,691
	11	Investments - publicly traded securities	804,555,579.	11	1,212,282,220
	12	Investments - other securities. See Part IV, line 11	NONE		NON
	13	Investments - program-related. See Part IV, line 11	NONE		NON
	14	Intangible assets	3,028,125.	14	2,066,482
	15	Other assets. See Part IV, line 11	5,142,098.	15	4,585,825
	16	Total assets. Add lines 1 through 15 (must equal line 33)	954,040,606.	16	1,229,445,353
-	17	Accounts payable and accrued expenses	910,224.	17	1,283,469
	18	Grants payable	NONE		NON
	19	Deferred revenue	6,964,097.	19	5,335,956
	20	Tax-exempt bond liabilities	NONE		NON
	21	Escrow or custodial account liability. Complete Part IV of Schedule D	NONE		NON
	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	NONE	22	NON
Ĕ	23	Secured mortgages and notes payable to unrelated third parties	NONE		NON
	24	Unsecured notes and loans payable to unrelated third parties	NONE		NON
	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	936,214,765.	25	1,190,123,917
	26	Total liabilities. Add lines 17 through 25	944,089,086.	26	1,196,743,342
ces		Organizations that follow FASB ASC 958, check here X and complete lines 27, 28, 32, and 33.			
	27	Net assets without donor restrictions	9,951,520.	27	32,702,011
ŏ	28	Net assets with donor restrictions.	NONE	28	NON
Net Assets of Fund Datances		Organizations that do not follow FASB ASC 958, check here and complete lines 29 through 33.			
ō	29	Capital stock or trust principal, or current funds		29	
ers	30	Paid-in or capital surplus, or land, building, or equipment fund		30	
SS	31	Retained earnings, endowment, accumulated income, or other funds		31	
	32	Total net assets or fund balances	9,951,520.	32	32,702,011

MECHANICAL LICENSING COLLECTIVE

Form 9	90 (2023)				Pa	ge <b>12</b>
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	8	4,6	57,	<u>502</u>
2	Total expenses (must equal Part IX, column (A), line 25)	2	7	0,5	86,	120
3	Revenue less expenses. Subtract line 2 from line 1	3	1	4,0	71,	382
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	0	9,9	51,	<u>520</u>
5	Net unrealized gains (losses) on investments	5	8	В,б	79,	109
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	31	2,7	02,	<u>011</u>
Part						
	Check if Schedule O contains a response or note to any line in this Part XII					
			ſ		Yes	No
1	Accounting method used to prepare the Form 990: Cash X Accrual Other					
	If the organization changed its method of accounting from a prior year or checked "Other," ex	plain	on			
	Schedule O.					
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?			2a		X
	If "Yes," check a box below to indicate whether the financial statements for the year were com	piled	or			
	reviewed on a separate basis, consolidated basis, or both:					
	Separate basis Consolidated basis Both consolidated and separate basis					
b	Were the organization's financial statements audited by an independent accountant?			2b	X	<u> </u>
	If "Yes," check a box below to indicate whether the financial statements for the year were audi	ted or	na			
	separate basis, consolidated basis, or both:					
	X Separate basis Consolidated basis Both consolidated and separate basis					
С	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for over	•		2-		77
	the audit, review, or compilation of its financial statements and selection of an independent accounta			2c		X
	If the organization changed either its oversight process or selection process during the tax year, ex	cplain	on			
	Schedule O.					
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set for			2-		77
	Uniform Guidance, 2 C.F.R. Part 200, Subpart F?		••	3a		X

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

Form 990 (2023)

3b

SCHEE	DULE	D
(Form	990)	

# 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.

20 23 Open to Public

OMB No. 1545-0047

	artment of the Treasury		Attach to Form 990.	• • •	Open to Public
	nal Revenue Service	Go to www.irs.gov/l	Form990 for instructions and the latest		
	e of the organization				tification number
		ISING COLLECTIVE			42688
Pa		-	ised Funds or Other Similar Fun		
	Complete	if the organization answered	"Yes" on Form 990, Part IV, line		
			(a) Donor advised funds	(b) Funds	and other accounts
1		nd of year			
2		f contributions to (during year) .			
3		f grants from (during year)			
4		t end of year			
5	0		advisors in writing that the assets		
	•		e organization's exclusive legal contro		
6			and donor advisors in writing that g		
			fit of the donor or donor advisor, or		
			<u> </u>		YesNo
Pa		tion Easements			
			"Yes" on Form 990, Part IV, line	7.	
1			e organization (check all that apply).		
		n of land for public use (for example			y important land area
		of natural habitat	Preserv	vation of a certified h	istoric structure
		n of open space			
2			eld a qualified conservation contribu		
		ast day of the tax year.			the End of the Tax Year
а	Total number of co	onservation easements		2a	
b	Total acreage rest	tricted by conservation easements	3	2b	
С	Number of conser	vation easements on a certified	historic structure included on line 2a	2c	
d			ne 2c acquired after July 25, 2006, a		
			gister		
3	Number of conse	rvation easements modified, tra	nsferred, released, extinguished, or	terminated by the	organization during the
	tax year				
4			rvation easement is located		
5	-		garding the periodic monitoring, in		
	violations, and enf	orcement of the conservation ea	sements it holds?		🗆 Yes 🗀 No
6	Staff and volunteer	hours devoted to monitoring, insp	ecting, handling of violations, and enfo	orcing conservation ea	asements during the year
_					
7	Amount of expens	es incurred in monitoring, inspec	ting, handling of violations, and enfor	cing conservation ea	sements during the year
8	Does each conser	vation easement reported on lin	e 2d above satisfy the requirements	of section 170(h)(4)(E	3)(i)
		-			
9			conservation easements in its reven		
	sheet, and include	, if applicable, the text of the foc	tnote to the organization's financial	statements that desc	ribes the
	organization's acc	ounting for conservation easeme	nts.		
Pa			of Art, Historical Treasures, or		ets
	Complete	if the organization answered	"Yes" on Form 990, Part IV, line	8.	
1a	If the organization	elected, as permitted under FA	SB ASC 958, not to report in its re	evenue statement a	nd balance sheet works
	of art, historical t	reasures, or other similar asse	ASB ASC 958, not to report in its re ts held for public exhibition, educa to its financial statements that descr	ation, or research i	n furtherance of public
<b>۲</b>					
b			ASB ASC 958, to report in its reve Id for public exhibition, education, o		
		ing amounts relating to these iter			
		•			. \$
2			rt, historical treasures, or other sir		
-	-		ASB ASC 958 relating to these items		Sand broking the
а					- \$
b					

Schedule D (Form 990) 2023

Schee	dule D (Form 990) 2023 MEC	HANICAI	LICENS	SING COL	LECTIV	Æ				84-2	2642688	Page <b>2</b>
Ра	rt III Organizations Maintaini	ng Colle	ctions of	Art, Histo	rical Tre	easure	s, or	Other	Similar A	ssets (	continue	d)
3	Using the organization's acquisition	n, access	sion, and c	other recor	ds, checl	k any c	of the	follow	ing that m	nake sigr	nificant us	se of its
	collection items (check all that app	ly).										
а	Public exhibition			d	Loan	or exch	ange	progra	m			
b	Scholarly research			e	Other							
с	Preservation for future gene	rations			_							
4	Provide a description of the organ		collections	and expla	ain how t	they fu	rther	the or	ganization'	s exemp	t purpose	in Part
	XIII.											
5	During the year, did the organization	on solicit o	r receive d	lonations o	f art, hist	orical tr	easu	res, or	other simil	ar		
	assets to be sold to raise funds rath	ner than to	be mainta	ained as pa	rt of the o	organiz	ation'	s colled	ction?	[	Yes	No
Pa	rt IV Escrow and Custodial A											
	Complete if the organiza			s" on For	m 990, F	Part IV,	line	9, or r	eported a	n amoui	nt on For	m
	990, Part X, line 21.								•			
1a	Is the organization an agent, trus	tee, custo	dian or of	ther interm	ediary fo	or cont	ributi	ons or	other ass	ets not		
	included on Form 990, Part X?				-					[	Yes	No
b	If "Yes," explain the arrangement i	n Part XIII	and comr	lete the fol	lowing tak	ble.						
					U					Amount		
с	Beginning balance						1c					
d	Additions during the year						1d					
е	Distributions during the year						1e					
f	Ending balance						1f					
2a	Did the organization include an am							stodial	account lia	bilitv?	Yes	No
	If "Yes," explain the arrangement i											
	rt V Endowment Funds						<u> </u>					
	Complete if the organiza	ation answ	wered "Ye	s" on For	m 990, F	Part IV,	line	10.				
		(a) Curr		(b) Prio		(c) Tw			(d) Three y	ears back	(e) Four y	ears back
1a	Beginning of year balance											
b	Contributions											
	Net investment earnings, gains,											
С	and losses											
Ь												
	Grants or scholarships											
е	Other expenditures for facilities											
£	and programs											
י מ	Administrative expenses End of year balance											
g	Provide the estimated percentage	of the our	ront voor (	and holono	o (lino 1 a		(0))	hold oo				
2 a	Board designated or quasi-endown	nent		%	e (inte Ty,	, colum	I (a))	neiu as				
b	Permanent endowment	%	,									
c	Term endowment %											
•	The percentages on lines 2a, 2b, a		ould equal 1	100%.								
3a	Are there endowment funds not in				tion that	are hel	d and	d admir	nistered for	the		
ou	organization by:			le ergamze			a and	a danni			Y	es No
	(i) Unrelated organizations?										3a(i)	
	(ii) Related organizations?										3a(ii)	
h	If "Yes" on line 3a(ii), are the relate										3b	
4	Describe in Part XIII the intended u	•										
_	rt VI Land, Buildings, and Equ	Jipment										
- 4	Complete if the organize	ation ans								990, Pa	art X, line	10.
	Description of property		(a) Cost or (invest		(b) Cost	or other ba	asis		cumulated reciation	(c	l) Book valu	е
1a	Land		(11765)					depi	- SIGUOT			
b	Buildings											
c	Leasehold improvements			NONE	1 2	367,83	1	2	02,522.		1 065	,309.
d	Equipment	F		NONE		31,50			14,700.			, <u>309.</u> ,801.
e	Other			NONE		98,3			32,790.			,581.
	I. Add lines 1a through 1e. (Column	(d) must	equal Form									,691.
		14/ 11/00	- 9001 1 011	, i un	,	,		// • • •			-, /	, , , , , , , , , , , , , , , , , , , ,

Schedule D (Form 990) 2023

Part VII	Investments - Other Securities Complete if the organization answered	d "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 valuatio Cost or end-of-year marke	n:
(1) Financia	al derivatives			
. ,	held equity interests			
• •	1.2			
(A)				
(B)				
(C)				
(D)				
(E)				
(F)				
(G)				
(H)				
	n (b) must equal Form 990, Part X, line 12, col. (B))			
Part VIII	Investments - Program Related Complete if the organization answered	d "Yes" on Form 990	), Part IV, line 11c. See Form 990, I	Part X, line 13.
	(a) Description of investment	(b) Book value	(c) Method of valuation	
			Cost or end-of-year marke	t value
(1)				
(2)				
(3)				
(4)				
(5)				
(6)				
(7)				
(8)				
(9)	n (b) must equal Form 990, Part X, line 13, col. (B))			
Part IX	Other Assets			
Faitin	Complete if the organization answered	1 "Yes" on Form 99(	) Part IV line 11d See Form 990	Part X line 15
	·	escription		(b) Book value
(1)				(1) 20011 10100
(2)				
(3)				
(4)				
(5)				
(6)				
(7)				
(8)				
(9)				
	umn (b) must equal Form 990, Part X, line 15,	col. (B))		
Part X	Other Liabilities Complete if the organization answered line 25.	d "Yes" on Form 990	), Part IV, line 11e or 11f. See Form	n 990, Part X,
1.	(a) Descrip	otion of liability		(b) Book value
	ral income taxes			
	UPPLEMENTAL PAGE		1	,190,123,917.
(3)				
(4)				
(5)				
(6)				
(7)				
(8)				
(9)				
Total. (Colun	nn (b) must equal Form 990, Part X, line 25, col. (B))			,190,123,917.

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 .

Schedu	IN D (Form 990) 2023 MECHANICAL LICENSING COLLECTIVE	84-	2642688 Page <b>4</b>
Part	XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Retur Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.	n	
1	Total revenue, gains, and other support per audited financial statements	1	93,336,611.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
а	Net unrealized gains (losses) on investments		
b	Donated services and use of facilities 2b		
с	Recoveries of prior year grants		
d	Other (Describe in Part XIII.) 2d		
е	Add lines 2a through 2d	2e	8,679,109.
3	Subtract line 2e from line 1	3	84,657,502.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
а	Investment expenses not included on Form 990, Part VIII, line 7b 4a		
b	Other (Describe in Part XIII.) 4b		
С	Add lines 4a and 4b	4c	
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5	84,657,502.
Part	XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Retu Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.	urn	
		4	70 506 100
1	Total expenses and losses per audited financial statements	1	70,586,120.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
а	Donated services and use of facilities	-	
b	Prior year adjustments	-	
С	Other losses		
d	Other (Describe in Part XIII.)		
е	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	70,586,120.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
а	Investment expenses not included on Form 990, Part VIII, line 7b 4a		
b	Other (Describe in Part XIII.)		
С	Add lines 4a and 4b	4c	
5	Total expenses. Add lines <b>3</b> and <b>4c.</b> ( <i>This must equal Form 990, Part I, line 18.</i> )	5	70,586,120.
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

HISTORICAL UNMATCHED	ROYALTIES	401,296,229

BLANKET ROYALTIES PENDING AFTER DISTRIBUTION:

\_\_\_\_\_

BLANKET	UNMATCHED ROYALTIES	234,676,636
BLANKET	UNCLAIMED ROYALTIES	178,343,497
BLANKET	HELD ROYALTIES	26,200,101

SUBTOTAL

ACCRUED	INTEREST -	HISTORICAL	AND	BLANKET	ROYALTTES	47,185	.738
IIC CITC LD	TIGT DICED T	TITO TOTCE OF TH	1 11 (12)		10011101100	1,1200	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,

BLANKET ROYALTIES TO BE DISTRIBUTED:

-----

BLANKET MATCHED ROYALTIES DISTRIBUTABLE NEXT DISTRIBUTION	93,407,800
BLANKET ROYALTY ADJUSTMENTS TO BE PROCESSED	20,257,825
SUBTOTAL	113,665,625
PREPAID ROYALTY & ASSESSMENT PAYMENTS RECEIVED	182,760,343
LEASE LIABILITY	5,995,748

\_\_\_\_\_

\_\_\_\_\_

439,220,234

TOTAL OTHER LIABILITIES

1,190,123,917

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 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, 2023 AND 2022, 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, 2023 AND 2022, 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)	Statement of Activities Outside the United State Complete if the organization answered "Yes" on Form 990, Part IV, line 14b, 15 Attach to Form 990.		OMB No. 1545-0047
Department of the Treasury Internal Revenue Service	Go to www.irs.gov/Form990 for instructions and the latest information.		Open to Public Inspection
Name of the organization		Employer ide	ntification number
MECHANICAL LICEN	ISING COLLECTIVE	84-264	12688
	formation on Activities Outside the United States. Complete if the Part IV, line 14b.	organizati	on answered "Yes" on
-	Does the organization maintain records to substantiate the amount of its the grantees' eligibility for the grants or assistance, and the selection crite or assistance?	ria used to	

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
<b>(1)</b> I	EUROPE	NONE	6	PROGRAM SERVICES	SEE PART V	1,416,613.
(2)						
(3)						
(4)						
(5)						
(6)						
(7)						
(8)						
(9)						
(10)						
(11)						
(12)						
(13)						
(14)						
(15)						
<u>(16)</u>						
<u>(10)</u> (17)						
<u>3a</u>	Subtotal	NONE	6.			1,416,613.
b	Total from continuation sheets to Part I					
	Totals (add lines 3a and 3b)	NONE	б.			1,416,613.
For Pa	perwork Reduction Act Notice, see	e the Instruction	s for Form 990.		Schedul	e F (Form 990) 2023

For Paperwork Reduction Act Notice, see the Instructions for Form 990. JSA 3E1274 1.000

Schedule F (Form 990) 2023

Part II

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(14)							
(15)							
(16)							
2 3	Enter total number of recipient or exempt 501(c)(3) organization by the Enter total number of other organiz	e IRS, or for which t	the grantee or counsel has	provided a sec	tion 501(c)(3) equiv	alency letter	
JSA 3E1275	1.000						
						24	

Part II	Grants and Other Assist Part IV, line 15, for any re	ance to Organiza		de the Unite	d States. Complet			ed "Yes" on	Form 990,
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	<b>(g)</b> 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)									

84-2642688

Schedule F (Form 990) 2023

84-2642688

Page 3

	NICAL LICENSING COL	LECTIVE		84-2642	688		Page
Part III Grants and Other Assistar Part III can be duplicated if			States. Complete	e if the organiza	ation answered "Y	es" on Form 990	), Part IV, line 16
(a) Type of grant or assistance	(b) Region	(c) Number of recipients	<b>(d)</b> Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of noncash assistance	(g) Description of noncash assistance	<b>(h)</b> 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)							/=

Schedule F (Form 990) 2023

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	X	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	X	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	X	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? <i>If</i> "Yes," <i>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)</i>	Yes	X	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	X	No
6	Did the organization have any operations in or related to any boycotting countries during the tax year? <i>If</i> "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	X	No

Schedule F (Form 990) 2023

MECHANICAL LICENSING COLLECTIVE

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.

(Form 990)       For certain Officer. Director, Traines, Key Endoyces, and Highest Competent of the organization answered "Ves" on Form 990. Part IV, line 23. Attach for Form 990.       Director Part IV, line 23. Attach for Form 990.       Director Part IV, line 23. Attach form 990.       Director Part IV, line 24. Attach form 990.       Director Part IV, line 24. Attach form 990.       Director Part IV, line 24. Attach for Part IV, line 44. Attach for Pari IV, line 44.	SCHEDULE J		Compen	sation Information	0	MB No.	1545-0	047	
Complete if the organization answered 'Yes' on Form 990, Part V, line 23.  Complete if the organization answered 'Yes' on Form 990, Part V, line 23.  Complete if the organization of the organization and the latest information.  Section 24, Data Complete Part III to provide any relevant information regarding these items.  First Outsetions Regarding Compensation  10 Check the appropriate box(ss) if the organization provided any of the following to or for a person listed on Form  900, Part VI, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.  First-class or charter travel  Fart Outsetions Regarding account  Payments for business use of personal residence  Fart and ennification and gross-up payments  Payments for business use of personal residence  Health or social club dues or initiation fees  Payments for business use of personal residence  Health or social club dues or initiation fees  Payments for business use of personal residence  Health or social club dues or initiation fees  Payments for business use of personal residence  Health or social club dues or initiation fees  Payments for business use of personal residence  Attemport 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  14  Compensation committee  Compensation comsultant Compensation comsultant Compensation survey or study  For personal services or adjust to magnetize organization to the film  resolution in the expension set of the CEO/Executive Director, regarding the items checked on line  14  25  26  36  36  36  37  37  37  37  37  37  3									
Department die Tenuer         Catch to Form 990.         Catch to Form 990.         Department die merschaft         Department die merschaft <thdepartment die="" merschaft<="" th="">         Department die merschaf</thdepartment>			Compensated Employees				23	<u> </u>	
Index Recent Service         Objection         Employee	Department of the Treasury				з. С	pen to	o Puk	olic	
MECHANICAL LICENSING COLLECTIVE       94-2642688         Part       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.         Image: Travel for companions       Housing allowance or residence for personal use Payments for business use of personal residence Heath or social club dues or initiation fees         Discretionary spending account       Heath or social club dues or initiation fees         Discretionary spending account       Personal services (such as maid, chauffeur, chef)         Diff 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 <sup>2</sup> 2       Did the organization to establish compensation of the CEO/Executive Director, regarding the items checked on line 1a <sup>2</sup> 1a       Compensation committee         Imdependent compensation of the CEO/Executive Director, regarding the seleted organization organization to establish compensation of the CEO/Executive Director, the explain in Part III.         0       Compensation committee         Imdependent compensation of the CEO/Executive Director, the explain in Part III.         1a       Compensation survey or study         2       Approval by the board or compensation orimittee         <			Go to www.irs.gov/Form9	90 for instructions and the latest information.				n	
211       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 920, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these terms.		U U					r		
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.       Image: Section A, line 1a. Complete Part III to provide any relevant information regarding these items.         First-class or charter travel       Housing allowance or residence for personal residence or personal residence for personal residence or personal residence					84-264268	8			
1a       Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 900, Part VII, Section A, line 1a, complete Part III to provide any relevant information regarding these items.	Part	Questio	is Regarding compensation				Vas	No	
990. Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.         First-class or charter travel       Housing allowance or residence for personal use items.         Tax indemnification and gross-up payments       Payments for business use of personal residence for personal residence for personal services (such as maid, chauffeur, chef)         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 nequire 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?         2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, but explain in Part III.         Compensation committee       Written employment contract         1 Independent compensation consultant       X Compensation committee         2 Participate in or receive payment from a supplemental nonqualified retirement plan?       4a       X         4b       X         comparization?       5a       5b       5b         5 Any related organization?       5a       5b       5b         6 Participate in or receive payment from a supplemental nonqualified retirement plan?       5a       5b         7 Participate in or receive payment or cha	1a	Check the ap	propriate box(es) if the organization pro	ovided any of the following to or for a pers	son listed on Form		103	NO	
First-class or charter travel       Housing allowance or residence for personal use         Travel for companions       Payments for business use of personal residence         It any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or provision of all of the expenses described above? If "No," complete Part III to explain.       1b         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?       1b         3       Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director, regarding the items checked on line 1a?       1b         2       Compensation committee       Written employment contract       2         3       Indicate which, if any, of the following the organization used to establish choompensation or the CEO/Executive Director, tu explain in Part III.       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 relied organization:       4a       X         4       Drid the organization?       4a       X         4       Drid personal ised on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation or the revenues of:       5a         5       For persons listed on Form 990, Part VII, Section A, line 1a, did the organ									
Travel for companions       Payments for business use of promolar esidence         Tax indemnification and gross-up payments       Payments for business use of promolar esidence         Discretionary spending account       Personal services (such as maid, chauffeur, chef)         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 a difference in provision of all of the expenses described above? If 'No," complete Part III to explain and officers, including the CEO/Executive Director, regarding the items checked on line 1a?         1 Indicate which, if any, of the following the organization used to establish the compensation of the organization to establish compensation of the CEO/Executive Director, ble explain in Part III.         Compensation committee       Written employment contract         1 Independent compensation committee       Written employment contract         2 Ouring the yaar, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization?       4a         3 hay related organization?       4a       X         4b       X         4c       X         4d       Yes' to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.         0 nurs persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the retarings of:       5a					-				
Image: Tax indemnification and gross-up payments       Health or social club dues or initiation fees         Discretionary spending account       Personal services (such as maid, chauffeur, chel)         b       If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment explains		Travel fo	or companions		•				
Discretionary spending account       Personal services (such as maid, chauffeur, chef)         b       If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or provision of all of the expenses described above? If "No," complete Part III to provide the explain									
or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain				Personal services (such as maid, ch	auffeur, chef)				
or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain			have an line de and sheetend wid th						
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?       2         3       Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director, but explain in Part III.       2         4       X         5       Indicate which, if any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:       4a       X         4       X       Compensation committee       4b       X         6       Participate in or receive payment from a supplemental nonqualified retirement plan?       4a       X         4       Compensation contingent from a supplemental nonqualified retirement plan?       4a       X         6       Participate in or receive payment from a supplemental nonqualified retirement plan?       5a       5b       X         6       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:       5a       5b       5b       5b       5b       5b       5b       5c         7       For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation?       5a       5b       5b       5b       5b	D	or reimburse	ment or provision of all of the ex	penses described above? If "No," com	plete Part III to	1b			
directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?       2         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.       2 <ul> <li>Compensation committee</li> <li>Writen employment contract</li> <li>Independent compensation consultant</li> <li>X</li> <li>Approval by the board or compensation committee</li> </ul> 4a                During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a elated organization?       4a                Participate in or receive payment from a supplemental nonqualified retirement plan?       4a                Participate in or receive payment from an equity-based compensation arrangement?       4a                ff "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.       5a                Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.       5a                for yees on line 5a or 5b, describe in Part III.       5a                fer Yees' on line 6a or 5b, describe in Part III.       5a                fer Yees' on lines 6a or 5b, describe in Part III.	2	Did the ora	anization require substantiation prior	to reimbursing or allowing expenses	incurred by all				
1a?       2         3       Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.       2         Compensation committee       Written employment contract       Written employment contract         Independent compensation consultant       X       Compensation survey or study         X       Form 990 of other organizations       X       Approval by the board or compensation committee         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.       4a       X         4       Participate in or receive payment from a supplemental nonqualified relirement plan?       4a       X         4       Tyes' to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.       5a       5a         5       For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the ret earnings of:       5a       5a         6a       6b       6a       6b       6a       6b       6a       6b       6b       6b       6a       6b       6a       6b       6a       6b       6a       6b       6a <t< th=""><th></th><th>-</th><th></th><th></th><th></th><th></th><th></th><th></th></t<>		-							
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.		1a?				2			
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.	3	Indicate which	n, if any, of the following the organization	on used to establish the compensation of	the				
Compensation committee       Written employment contract         Independent compensation consultant       X         X       Form 990 of other organizations         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?       4a       X         b       Participate in or receive payment from a supplemental nonqualified retirement plan?       4b       X         c       Participate in or receive payment from a nequity-based compensation arrangement?       4c       X         c       Participate in or receive payment from a nequity-based compensation pay or accrue any compensation contingent on the revenues of:       5a       5b       5i         a       The organization?       5a       5b       5i       5b       5i         ft       "Yes" on line 5a or 5b, describe in Part III.       5b       5i       5b       5i         ft       "Yes" on line 6a or 6b, describe in Part III.       6a       6a       6b       6a       6a         ft       "Yes" on line 6a or 6b, describe in Part III.       7       6a									
Independent compensation consultant       X       Compensation survey or study         Approval by the board or compensation committee         During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization:       4         a Receive a severance payment or change-of-control payment?       4a         b Participate in or receive payment from an supplemental nonqualified retirement plan?       4b         c Participate in or receive payment from an equity-based compensation arrangement?       4c         if "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.       4c         Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.       5a         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:       5a         a The organization?       5a         b Any related organization?       5a         c The organization?       6a         b Any related organization?       6a         c The organization?       6a         b Any related organization?       6a         c The organization?		related organ	ization to establish compensation of th	e CEO/Executive Director, but explain in P	art III.				
X       Form 990 of other organizations       X       Approval by the board or compensation committee         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         a       Receive a severance payment or change-of-control payment?       4a       X         b       Participate in or receive payment from a supplemental nonqualified retirement plan?       4b       X         c       Participate in or receive payment from an equity-based compensation arrangement?       4c       X         c       Participate in or receive payment from an equity-based compensation arrangement?       4c       X         d       C       Participate in or receive payment from an equity-based compensation pay or accrue any compensation contingent on the revenues of:       5a       5b         5       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:       5a       5b         a       The organization?       6a       6b       6a       6a         fit "Yes" on line 6a or 6b, describe in Part III.       For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation?       6a       6b       6a       6b       6a       6b       6a       6a       6b       6a       6									
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       x         a       Receive a severance payment or change-of-control payment?       4a       x         b       Participate in or receive payment from an equity-based compensation arrangement?       4b       x         c       Participate in or receive payment from an equity-based compensation arrangement?       4c       x         d       C       Participate in or receive payment from an equity-based compensation arrangement?       4c       x         d       C       Participate in or receive payment from an equity-based compensation arrangement?       4c       x         c       Participate in or receive payment from an equity-based compensation arrangement?       4c       x         d       C       Astronagement?       4c       x         d       C       Astronagement?       5e       5         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:       5b       5b       5b         a       The organization?       6a       6b       6b       6b       6a       6b       6a       6b       6a       6b       6a       6b       6b       6a			-						
organization or a related organization:       4a       X         a Receive a severance payment or change-of-control payment?       4b       X         b Participate in or receive payment from a supplemental nonqualified retirement plan?       4b       X         c Participate in or receive payment from an equity-based compensation arrangement?       4c       X         c Participate in or receive payment from an equity-based compensation arrangement?       4c       X         c Participate in or receive payment from an equity-based compensation arrangement?       4c       X         c Participate in or receive payment from an equity-based compensation arrangement?       4c       X         d f "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.       4c       X         Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.       5       5       5         5 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:       5b       5b       5         a The organization?       6a       6b       6b       6a       6b       6c       6c       6c       6c       6c       6c       6c       6c		X Form 99	00 of other organizations	X Approval by the board or compensation	ation committee				
a Receive a severance payment or change-of-control payment?       4a       x         b Participate in or receive payment from a supplemental nonqualified retirement plan?       4b       x         c Participate in or receive payment from an equity-based compensation arrangement?       4c       x         dc       X       4b       x         dc       X       4b       x         dc       X       4c       X         dc       X       5c       5c	4			Part VII, Section A, line 1a, with respect to	o the filing				
b       Participate in or receive payment from a supplemental nonqualified retirement plan?       4b       x         c       Participate in or receive payment from an equity-based compensation arrangement?       4c       x         lf "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.       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:       5a       5a         a       The organization?       5a       5b       5b       5b       5b         ff "Yes" on line 5a or 5b, describe in Part III.       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:       5a       5b       5b         a       The organization?       6a       6b       6b       6b       6b       6b       6b       6b       6b       6b       6a       6b       6a       6b       6b       6b<	_	•	5			4-		37	
c       Participate in or receive payment from an equity-based compensation arrangement?       4c       X         If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.       0nly section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.       4c       X         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:       5a       5a         a       The organization?       5a       5b       5c       5c <th></th> <th></th> <th></th> <th>-</th> <th></th> <th></th> <th></th> <th></th>				-					
If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.         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.         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?         f"Yes" on line 6a or 6b, describe in Part III.         7       For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described 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 and the reputation section 53.4958-6(c)?         9       If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?									
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:       5a         a The organization?       5b         b Any related organization?       5b         if "Yes" on line 5a or 5b, describe in Part III.       5b         6 Any related organization?       6a         b Any related organization?       6a         if "Yes" on line 6a or 6b, describe in Part III.       6b         7       6a         9       1f "Yes" on line 8, did the organization pay or accrue described in Regulations section 53.4958-6(c)?	U					40			
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:       5a         a       The organization?       5b         b       Any related organization?       5b         if "Yes" on line 5a or 5b, describe in Part III.       5b       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:       6a         a       The organization?       6a         b       Any related organization?       6a         compensation contingent on the net earnings of:       6a         a       The organization?       6a         b       Any related organization?       6a         if "Yes" on line 6a or 6b, describe in Part III.       6b       6b         7       For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not describe on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described 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       7         9       If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?       9 <th></th> <th></th> <th></th> <th></th> <th></th> <th></th> <th></th> <th></th>									
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:       5a         a       The organization?       5b         b       Any related organization?       5b         if "Yes" on line 5a or 5b, describe in Part III.       5b       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:       6a         a       The organization?       6a         b       Any related organization?       6a         compensation contingent on the net earnings of:       6a         a       The organization?       6a         b       Any related organization?       6a         if "Yes" on line 6a or 6b, describe in Part III.       6b       6b         7       For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not describe on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described 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       7         9       If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?       9 <th></th> <th>Only section</th> <th>501(c)(3), 501(c)(4), and 501(c)(29) or</th> <th>rganizations must complete lines 5-9.</th> <th></th> <th></th> <th></th> <th></th>		Only section	501(c)(3), 501(c)(4), and 501(c)(29) or	rganizations must complete lines 5-9.					
compensation contingent on the revenues of:       5a         a The organization?       5a         b Any related organization?       5b         If "Yes" on line 5a or 5b, describe in Part III.       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:       6a         a The organization?       6a         b Any related organization?       6a         f "Yes" on line 6a or 6b, describe in Part III.       6b         7       7         8 Were any amounts reported 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 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 and the reputtable presumption procedure described in Regulations section 53.4958-6(c)?       8         9       9       9	5				ay or accrue any				
b       Any related organization?       5b         If "Yes" on line 5a or 5b, describe in Part III.       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:       6a         a       The organization?       6a         b       Any related organization?       6a         b       Any related organization?       6b         ff "Yes" on line 6a or 6b, describe in Part III.       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       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       8         9       If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?       9									
If "Yes" on line 5a or 5b, describe in Part III.         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.         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         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)?	а	The organizat	ion?			5a			
<ul> <li>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:</li> <li>a The organization?</li> <li>b Any related organization?</li> <li>if "Yes" on line 6a or 6b, describe in Part III.</li> <li>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</li> <li>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</li> <li>9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?</li> </ul>	b	•	•			5b			
compensation contingent on the net earnings of:       6a         a The organization?       6a         b Any related organization?       6b         If "Yes" on line 6a or 6b, describe in Part III.       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 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       8         9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?       9									
a The organization?       6a         b Any related organization?       6b         If "Yes" on line 6a or 6b, describe in Part III.       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 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       8         9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?       9	6			on A, line 1a, did the organization pa	ay or accrue any				
b Any related organization?       6b         If "Yes" on line 6a or 6b, describe in Part III.       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 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       7         9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?       9	а					6a			
<ul> <li>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</li> <li>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</li> <li>If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?</li> </ul>	b					6b			
payments not described on lines 5 and 6? If "Yes," describe in Part III       7         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)?		If "Yes" on lin	e 6a or 6b, describe in Part III.						
<ul> <li>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</li> <li>9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?</li> <li>9 g</li> </ul>	7								
to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe 8 9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)? 9						7			
in Part III	8	-	-		-				
9       If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?         9			•	•		_			
Regulations section 53.4958-6(c)?         9	-					8			
	9					-			
	For Pr					-	orm 004	0) 2022	

Schedule J (Form 990) 2023

84-2642688

### 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	(D) Nontaxable	(E) Total of columns	(F) Compensation
		(i) Base (ii) Bonus & incentive compensation		<b>(iii)</b> Other reportable compensation	other deferred compensation	benefits	(B)(i)-(D)	in column (B) reported as deferred on prior Form 990
KRISTOPHER AHREND	(i)	711,147.	73,908.	NONE	13,200.	24,769.	823,024.	NONE
<b>1</b> CEO	(ii)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
RICHARD THOMPSON	(i)	474,038.	51,151.	NONE	275.	88,886.	614,350.	NONE
2 CHIEF TECHNOLOGY OFFICER	(ii)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
ILENE WEINTRAUB	(i)	468,992.	49,296.	NONE	13,200.	30,458.	561,946.	NONE
3 CFO	(ii)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
ELLEN TRULEY	(i)	355,689.	36,997.	NONE	13,200.	16,128.	422,014.	NONE
4 CHIEF MKTG & EXT AFF OFFICER	(ii)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
KRISTEN JOHNS	(i)	338,281.	35,673.	NONE	13,200.	22,597.	409,751.	NONE
5 CHIEF LEGAL OFFICER	(ii)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
MAURICE RUSSELL	(i)	258,171.	27,105.	NONE	9,504.	19,424.	314,204.	NONE
6 HEAD OF RIGHTS MANAGEMENT	(ii)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
RAPHAEL AMSELLI	(i)	224,924.	25,326.	NONE	1,686.	44,559.	296,495.	NONE
7 SENIOR DIRECTOR TECHNOLOGY	(ii)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
ANDREW MITCHELL	(i)	227,582.	24,475.	NONE	10,500.	24,010.	286,567.	NONE
8 HEAD OF ANALYTICS & AUTOMATION	(ii)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
LEIGH MCCORKLE	(i)	227,970.	23,456.	NONE	6,900.	8,186.	266,512.	NONE
9 CHIEF PEOPLE OFFICER	(ii)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
MAKESSA BENJAMIN	(i)	217,919.	22,588.	NONE	9,763.	11,670.	261,940.	NONE
10 HEAD OF MEMBER FINANCE	(ii)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
LINDSEY MAJOR	(i)	225,000.	22,946.	NONE	9,543.	1,288.	258,777.	NONE
11 HEAD OF CUSTOMER EXPERIENCE	(ii)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
NATHAN OSHER	(i)	201,883.	22,058.	NONE	7,931.	25,296.	257,168.	NONE
12 ASST GEN COUN - PUB. RELATIONS	(ii)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
DAETWAUN BOGAN	(i)	197,890.	20,329.	NONE	8,455.	7,608.	234,282.	NONE
13 HEAD OF 3RD PARTY PARTNERSHIPS	(ii)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
RICHARD MARSHALL	(i)	189,263.	19,301.	NONE	8,027.	1,226.	217,817.	NONE
14 ASST GEN COUNSEL-DSP RELATIONS	(ii)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
JOYA CARMICHAEL	(i)	189,500.	19,346.	NONE	8,354.	500.	217,700.	NONE
15 HEAD OF OPERATIONS	(ii)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(i)							
16	(ii)							

Schedule J (Form 990) 2023

Page **2** 

### 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.



Department of the Treasury Internal Revenue Service Name of the organization

MECHANICAL LICENSING COLLECTIVE

Employer identification number

### 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)

### 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.



Department of the Treasury Internal Revenue Service

Employer identification number

### MECHANICAL LICENSING COLLECTIVE

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)

### 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.

OMB No. 1545-0047

Department of the Treasury Internal Revenue Service Name of the organization

### MECHANICAL LICENSING COLLECTIVE

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.

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

A BOARD COMPENSATION COMMITTEE WAS FORMED IN 2023. THE BOARD 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.

	Page <b>2</b>
Employe	r identification number
84-2	642688
DESCRIPTION OF SERVICES	COMPENSATION
CONSULTING	10,436,783.
LEGAL FEES	1,553,182.
TEMP. STAFF/RECRUIT	1,302,266.
DIGITAL MEDIA SERVIC	348,450.
TAX & AUDIT SERVICES	210,840.
	PAID IND. CONTRACTORS DESCRIPTION OF SERVICES CONSULTING LEGAL FEES TEMP. STAFF/RECRUIT DIGITAL MEDIA SERVIC

33