

Form 990



Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

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

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

By law, the IRS generally cannot redact the information on the form

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

OMB No 1545-0047

2013

Open to Public Inspection

A For the 2013 calendar year, or tax year beginning 07-01-2013, 2013, and ending 06-30-2014

B Check if applicable

☐ Address change

☐ Name change

☐ Initial return

☐ Terminated

☐ Amended return

☐ Application pending

C Name of organization

WORLD ECONOMIC FORUM USA INC

Doing Business As

Number and street (or P O box if mail is not delivered to street address)Room/suite

3 EAST 54TH STREET 18TH FL Suite

City or town, state or province, country, and ZIP or foreign postal code

NEW YORK, NY 10022

D Employer identification number

20-3908371

E Telephone number

(212) 703-2323

G Gross receipts \$ 48,885,511

F Name and address of principal officer

SARITA NAYYAR

3 EAST 54TH STREET 18TH FL

NEW YORK, NY 10022

H(a) Is this a group return for subordinates?

☐ Yes☒ No

H(b) Are all subordinates included?

☐ Yes☐ No

If "No," attach a list (see instructions)

H(c) Group exemption number

I Tax-exempt status

☐ 501(c)(3)☒ 501(c) (6)☐ (insert no)☐ 4947(a)(1) or ☐ 527

J Website:

www.weforum.org/forumusa

K Form of organization

☒ Corporation☐ Trust☐ Association☐ Other

L Year of formation 2005

M State of legal domicile DE

Part I	Summary																																
Activities & Governance	1 Briefly describe the organization's mission or most significant activities WORLD ECONOMIC FORUM USA INC IS A BUSINESS LEAGUE OF ORGANIZATIONS FORMED FOR THE PURPOSE OF ENHANCING THE GLOBAL BUSINESS CLIMATE BY IMPROVING THE STATE OF THE WORLD																																
	2 Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets																																
	<table><tr><td>3</td><td>Number of voting members of the governing body (Part VI, line 1a)</td><td>3</td><td>7</td></tr><tr><td>4</td><td>Number of independent voting members of the governing body (Part VI, line 1b)</td><td>4</td><td>6</td></tr><tr><td>5</td><td>Total number of individuals employed in calendar year 2013 (Part V, line 2a)</td><td>5</td><td>117</td></tr><tr><td>6</td><td>Total number of volunteers (estimate if necessary)</td><td>6</td><td>6</td></tr><tr><td>7a</td><td>Total unrelated business revenue from Part VIII, column (C), line 12</td><td>7a</td><td>0</td></tr><tr><td>b</td><td>Net unrelated business taxable income from Form 990-T, line 34</td><td>7b</td><td></td></tr></table>	3	Number of voting members of the governing body (Part VI, line 1a)	3	7	4	Number of independent voting members of the governing body (Part VI, line 1b)	4	6	5	Total number of individuals employed in calendar year 2013 (Part V, line 2a)	5	117	6	Total number of volunteers (estimate if necessary)	6	6	7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0	b	Net unrelated business taxable income from Form 990-T, line 34	7b									
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Revenue	<table><tr><td>8</td><td>Contributions and grants (Part VIII, line 1h)</td><td>Prior Year</td><td>Current Year</td></tr><tr><td>9</td><td>Program service revenue (Part VIII, line 2g)</td><td>0</td><td>500,000</td></tr><tr><td>10</td><td>Investment income (Part VIII, column (A), lines 3, 4, and 7d)</td><td>41,914,327</td><td>43,913,734</td></tr><tr><td>11</td><td>Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)</td><td>344,138</td><td>-542,617</td></tr><tr><td>12</td><td>Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)</td><td>5,004,547</td><td>5,014,394</td></tr><tr><td></td><td></td><td>47,263,012</td><td>48,885,511</td></tr></table>	8	Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year	9	Program service revenue (Part VIII, line 2g)	0	500,000	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	41,914,327	43,913,734	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	344,138	-542,617	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	5,004,547	5,014,394			47,263,012	48,885,511								
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Expenses	<table><tr><td>13</td><td>Grants and similar amounts paid (Part IX, column (A), lines 1–3)</td><td>1,930,709</td><td>1,950,017</td></tr><tr><td>14</td><td>Benefits paid to or for members (Part IX, column (A), line 4)</td><td>0</td><td>0</td></tr><tr><td>15</td><td>Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)</td><td>14,841,875</td><td>15,852,879</td></tr><tr><td>16a</td><td>Professional fundraising fees (Part IX, column (A), line 11e)</td><td>0</td><td>0</td></tr><tr><td>b</td><td>Total fundraising expenses (Part IX, column (D), line 25) ☐ 0</td><td></td><td></td></tr><tr><td>17</td><td>Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)</td><td>23,756,648</td><td>24,639,464</td></tr><tr><td>18</td><td>Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)</td><td>40,529,232</td><td>42,442,360</td></tr><tr><td>19</td><td>Revenue less expenses Subtract line 18 from line 12</td><td>6,733,780</td><td>6,443,151</td></tr></table>	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	1,930,709	1,950,017	14	Benefits paid to or for members (Part IX, column (A), line 4)	0	0	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	14,841,875	15,852,879	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0	0	b	Total fundraising expenses (Part IX, column (D), line 25) ☐ 0			17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	23,756,648	24,639,464	18	Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)	40,529,232	42,442,360	19	Revenue less expenses Subtract line 18 from line 12	6,733,780	6,443,151
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Net Assets or Fund Balances	<table><tr><td></td><td></td><td>Beginning of Current Year</td><td>End of Year</td></tr><tr><td>20</td><td>Total assets (Part X, line 16)</td><td>49,472,482</td><td>61,221,021</td></tr><tr><td>21</td><td>Total liabilities (Part X, line 26)</td><td>23,642,032</td><td>28,191,371</td></tr><tr><td>22</td><td>Net assets or fund balances Subtract line 21 from line 20</td><td>25,830,450</td><td>33,029,650</td></tr></table>			Beginning of Current Year	End of Year	20	Total assets (Part X, line 16)	49,472,482	61,221,021	21	Total liabilities (Part X, line 26)	23,642,032	28,191,371	22	Net assets or fund balances Subtract line 21 from line 20	25,830,450	33,029,650																
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Part II

Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete

Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge

Sign Here

Signature of officer

Sarita Nayyar Managing Director

Type or print name and title

2015-03-06

Date

Prnt/Type preparer's name

LAURA J PARELLO

Firm's name

PricewaterhouseCoopers LLP

Firm's address

300 Madison Avenue

New York, NY 10017

Preparer's signature

Date

Check ☐ if self-employed

PTIN

P01080295

Firm's EIN

Phone no

(212) 703-2300

May the IRS discuss this return with the preparer shown above? (see instructions)

☒ Yes☐ No

For Paperwork Reduction Act Notice, see the separate instructions.

Cat No 11282Y

Form 990 (2013)

Part III

Statement of Program Service Accomplishments

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

☐

1

Briefly describe the organization's mission

THE WORLD ECONOMIC FORUM USA IS AN INDEPENDENT NON-PROFIT ORGANIZATION COMMITTED TO IMPROVING THE STATE OF THE WORLD BY ENGAGING INDUSTRY LEADERS IN PARTNERSHIPS TO SHAPE GLOBAL REGIONAL AND INDUSTRY AGENDAS WE ARE THE NORTH AMERICAN AFFILIATE OF THE WORLD ECONOMIC FORUM, A NON-PROFIT FOUNDATION HEADQUARTERED IN GENEVA, SWITZERLAND THE WORLD ECONOMIC FORUM USA ACTS AS A CENTRE FOR GLOBAL INDUSTRIES FOR OUR INDUSTRY PARTNERS, SELECT MEMBER COMPANIES THAT STRONGLY SUPPORT THE FORUM'S MISSION TO DRIVE RELEVANT AND SUSTAINABLE CHANGE FOR BUSINESS AND SOCIETY TOGETHER, THESE PARTNERS IDENTIFY, DISCUSS AND ADDRESS THEIR SECTOR'S CRITICAL ISSUES THROUGH INDUSTRY -SPECIFIC INITIATIVES, PROJECTS AND TASK FORCES, AS WELL AS ACTIVELY CONTRIBUTE TO THE WORLD ECONOMIC FORUM ANNUAL MEETING IN DAVOS-KLOSTERS, SWITZERLAND, AND REGIONAL EVENTS THE WORLD ECONOMIC FORUM USA SPECIALIZES IN SUPPORTING OUR GLOBAL MEMBERSHIP AND PARTICIPANTS AT OUR MANY REGIONAL EVENTS THROUGHOUT THE YEAR, AND PARTICULAR

2

Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?

☐ Yes ☒ No

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

3

Did the organization cease conducting, or make significant changes in how it conducts, any program services?

☐ Yes ☒ No

If "Yes," describe these changes on Schedule O

4

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

4a	(Code) (Expenses \$ including grants of \$) (Revenue \$)	INDUSTRY RELATED PROGRAM SERVICES FOR THE CONSUMER SECTOR
4b	(Code) (Expenses \$ including grants of \$) (Revenue \$)	INDUSTRY RELATED PROGRAM SERVICES FOR THE FINANCIAL INSTITUTIONS SECTOR
4c	(Code) (Expenses \$ including grants of \$) (Revenue \$)	INDUSTRY RELATED PROGRAM SERVICES FOR THE INFORMATION TECHNOLOGY TELECOMMUNICATIONS SECTOR
	(Code) (Expenses \$ including grants of \$) (Revenue \$)	INDUSTRY RELATED PROGRAM SERVICES FOR THE
	(Code) (Expenses \$ including grants of \$) (Revenue \$)	MOBILITY SECTOR
	(Code) (Expenses \$ including grants of \$) (Revenue \$)	INDUSTRY RELATED PROGRAM SERVICES FOR THE
	(Code) (Expenses \$ including grants of \$) (Revenue \$)	INVESTORS SECTOR
	(Code) (Expenses \$ including grants of \$) (Revenue \$)	ALL OTHERS
4d	Other program services (Describe in Schedule O) (Expenses \$ including grants of \$) (Revenue \$)	
4e	Total program service expenses	

Part IV

Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	1	No
2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)? 	2	Yes
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	3	No
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II	4	
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III	5	No
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I 	6	No
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II 	7	No
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III 	8	No
9 Did the organization report an amount in Part X, line 21 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	No
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V 	10	No
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI 	11a	Yes
b Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII 	11b	No
c Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII 	11c	No
d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX 	11d	No
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X 	11e	Yes
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X 	11f	No
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII 	12a	Yes
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional 	12b	No
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13	No
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a	No
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV 	14b	Yes
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV 	15	Yes
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	No
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions)	17	No
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18	No
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19	No
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a	No
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	

Part IV

Checklist of Required Schedules (continued)

21	Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	21		No
22	Did the organization report more than \$5,000 of grants or other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	22		No
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a		
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	25b		
26	Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If so, complete Schedule L, Part II</i>	26		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	27		No
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)			
a	A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28a		No
b	A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28b	Yes	
c	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i>	28c	Yes	
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33		No
34	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	34	Yes	
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		No
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	35b		
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36		
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O	38	Yes	

Part V

Statements Regarding Other IRS Filings and Tax Compliance

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

☐

		Yes	No
1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable.	56	
1b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable.	0	
1c			
2a		117	
2b		Yes	
3a			No
3b			
4a			No
b			
5a			No
5b			No
5c			
6a			No
6b			
7 Organizations that may receive deductible contributions under section 170(c).			
7a			
7b			
7c			
7d			
7e			
7f			
7g			
7h			
8			
9			
9a			
9b			
10			
10a			
10b			
11			
11a			
11b			
12a			
12b			
13			
13a			
13b			
13c			
14a			No
14b			

Part VI

Governance, Management, and Disclosure

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

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

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year	7	
If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O			
b	Enter the number of voting members included in line 1a, above, who are independent	6	
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	Yes
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?	3	No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4	No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5	No
6	Did the organization have members or stockholders?	6	No
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a	Yes
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b	Yes
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following		
a	The governing body?	8a	Yes
b	Each committee with authority to act on behalf of the governing body?	8b	Yes
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	9	No

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

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

Section C. Disclosure

17	List the States with which a copy of this Form 990 is required to be filed▶
18	Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c) (3)s only) available for public inspection. Indicate how you made these available. Check all that apply. ☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain in Schedule O)
19	Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year
20	State the name, physical address, and telephone number of the person who possesses the books and records of the organization ▶SARITA NAYYAR 3 EAST 54TH STREET 18TH FL NEW YORK, NY 10022 (212) 703-2300

Part VII

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

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

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

- 1a Complete this table for all persons required to be listed Report compensation for the calendar year ending with or within the organization's tax year
- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation Enter -0- in columns (D), (E), and (F) if no compensation was paid

List all of the organization's **current** key employees, if any See 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 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations

List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations

List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations

List persons in the following order individual trustees or directors, institutional trustees, officers, key employees, highest compensated employees, and former such persons

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

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(1) JEAN-PIERRE ROSSO CHAIRMAN	40 0	X		X				260,000		0
(2) ALFRED R BERKELEY BOARD MEMBER	1 0	X								
(3) SAMUEL DI PIAZZA BOARD MEMBER	1 0	X								
(4) WILLIAM W GEORGE BOARD MEMBER	1 0	X								
(5) ROBERT GREENHILL BOARD MEMBER	1 0 39 0	X						0	948,780	101,655
(6) SHIRLEY JACKSON BOARD MEMBER	1 0	X								
(7) KLAUS KLEINFELD BOARD MEMBER	1 0	X								
(8) JOSEPH P SCHOENDORF BOARD MEMBER	1 0	X								0
(9) SARITA NAYYAR MANAGING DIRECTOR/SECRETARY	40 0	X		X				553,777		61,081
(10) JOHN MOAVENZADEH SENIOR DIRECTOR	40 0			X				389,041		60,888
(11) GIANCARLO BRUNO SR DIRECTOR, HEAD OF FINANCE	40 0				X			300,406		46,645
(12) ALAN MARCUS SR DIRECTOR, HEAD OF INFO	40 0				X			310,624		28,999
(13) MICHAEL DREXLER SENIOR DIRECTOR	40 0				X			297,692		39,521
(14) PAUL SMYKE SR DIRECTOR, HEAD OF NORTH	40 0					X		405,516		60,502
(15) MARISOL ARGUETTA DE BARILLAS SR DIRECTOR,HEAD OF LATIN AMER	40 0					X		362,351		60,616
(16) ELIZABETH DREIER DIRECTOR,HEAD OF FOOD SECURITY	40 0					X		278,734		37,313
(17) TIFFANY WEST DIRECTOR	40 0					X		216,938		31,403

Part VII

1b	Sub-Total	▼			
c	Total from continuation sheets to Part VII, Section A	▼			
d	Total (add lines 1b and 1c)	▼	3,959,324	948,780	571,277

2 Total number of individuals (including but not limited to those listed in Item 1) who received more than \$100,000 of reportable compensation from the organization. 44

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

Section B. Independent Contractors

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

(A)	(B)	(C)
Name and business address	Description of services	Compensation
WORLD ECONOMIC FORUM, 91-93 ROUTE DE LA CAPITE CH-1223COLOGNY / GENEVA05Z	CONSULTING SERVICES	23,416,099
PUBLICISLIVE, 10 QUAI DU SEUJETSZ1201	EVENTS MANAGEMENT	355,658
Egon Zehnder International Inc, 350 PARK AVE 8TH FLOOR NEW YORK NY 10022	CONSULTING SERVICES	302,714
Neuman Bogdonoff Inc, 173 Chrystie Street NEW YORK NY 10002	EVENTS CATERING	202,074
3 E 54TH LLC, 750 Lexington Ave NEW YORK NY 10022	MAINTENANCE	185,705

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization ▶6

Part VIII

Statement of Revenue

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

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514			
Contributions, Gifts, Grants and Other Similar Amounts	1a	Federated campaigns	1a						
	b	Membership dues	1b						
	c	Fundraising events	1c						
	d	Related organizations	1d						
	e	Government grants (contributions)	1e						
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	500,000					
	g	Noncash contributions included in lines 1a-1f \$							
	h	Total. Add lines 1a-1f		500,000					
Program Service Revenue	2a	FINANCIAL SERVICES SECTOR	Business Code 900099	10,389,808	10,389,808				
	b	INFORMATION COMMUNCATION & TECHNOLOGY	900099	8,826,066	8,826,066				
	c	INVESTOR SECTOR	900099	8,508,591	8,508,591				
	d	CONSUMER SECTOR	900099	7,549,915	7,549,915				
	e	MOBILITY SECTOR	900099	5,662,988	5,662,988				
	f	All other program service revenue		2,976,366	2,976,366				
	g	Total. Add lines 2a-2f		43,913,734					
	Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		-542,617		-542,617		
4		Income from investment of tax-exempt bond proceeds		0					
5		Royalties		0					
6a		Gross rents	(i) Real	(ii) Personal					
		b	Less rental expenses						
			c	Rental income or (loss)				0	0
			d	Net rental income or (loss)					0
7a		Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other					
		b	Less cost or other basis and sales expenses						
			c	Gain or (loss)					
			d	Net gain or (loss)					0
8a		Gross income from fundraising events (not including \$ of contributions reported on line 1c) See Part IV, line 18	a						
		b	Less direct expenses	b					
		c	Net income or (loss) from fundraising events					0	
9a		Gross income from gaming activities See Part IV, line 19	a						
		b	Less direct expenses	b					
		c	Net income or (loss) from gaming activities					0	
10a		Gross sales of inventory, less returns and allowances	a						
		b	Less cost of goods sold	b					
			c	Net income or (loss) from sales of inventory					0
	Miscellaneous Revenue		Business Code						
11a	Foreign Exchange	900099	-79,882			-79,882			
b	Other Inter-Affiliate Income	541610	5,093,397	5,093,397					
c	Other Miscellaneous Income	900099	879	879					
d	All other revenue								
e	Total. Add lines 11a-11d		5,014,394						
12	Total revenue. See Instructions			48,885,511	49,008,010	-622,499			

Part IX

Statement of Functional Expenses

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to governments and organizations in the United States. See Part IV, line 21.	0			
2	Grants and other assistance to individuals in the United States. See Part IV, line 22.	0			
3	Grants and other assistance to governments, organizations, and individuals outside the United States. See Part IV, lines 15 and 16.	1,950,017			
4	Benefits paid to or for members.	0			
5	Compensation of current officers, directors, trustees, and key employees.	2,437,530			
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B).	0			
7	Other salaries and wages.	10,642,754			
8	Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions).	929,921			
9	Other employee benefits.	1,008,351			
10	Payroll taxes.	834,323			
11	Fees for services (non-employees):				
a	Management.	0			
b	Legal.	194,391			
c	Accounting.	69,389			
d	Lobbying.	0			
e	Professional fundraising services. See Part IV, line 17.	0			
f	Investment management fees.	0			
g	Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O).	14,425,852			
12	Advertising and promotion.	0			
13	Office expenses.	235,010			
14	Information technology.	738,999			
15	Royalties.	0			
16	Occupancy.	1,666,663			
17	Travel.	3,620,871			
18	Payments of travel or entertainment expenses for any federal, state, or local public officials.	0			
19	Conferences, conventions, and meetings.	691,981			
20	Interest.	0			
21	Payments to affiliates.	0			
22	Depreciation, depletion, and amortization.	1,179,729			
23	Insurance.	179,333			
24	Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O):				
a	Documentation/Printing	451,489			
b	Social Program	448,355			
c	Program Development	319,093			
d	Other Staff Related Expenses	418,309			
e	All other expenses				
25	Total functional expenses. Add lines 1 through 24e.	42,442,360			
26	Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720).				

Part X

Balance Sheet

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

				(A)		(B)
				Beginning of year		End of year
Assets	1	Cash—non-interest-bearing		107,710	1	862,548
	2	Savings and temporary cash investments		10,891,527	2	19,233,728
	3	Pledges and grants receivable, net		0	3	0
	4	Accounts receivable, net		5,114,067	4	4,746,590
	5	Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L		0	5	0
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) Complete Part II of Schedule L		0	6	0
	7	Notes and loans receivable, net		3,500	7	5,785
	8	Inventories for sale or use		0	8	0
	9	Prepaid expenses and deferred charges		5,722,109	9	6,752,039
	10a	Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	10a8,672,137	5,295,120	10c	4,128,938
	b	Less accumulated depreciation	10b4,543,199			
	11	Investments—publicly traded securities		21,435,285	11	24,690,042
	12	Investments—other securities See Part IV, line 11		0	12	0
	13	Investments—program-related See Part IV, line 11		0	13	0
	14	Intangible assets		0	14	0
	15	Other assets See Part IV, line 11		903,164	15	801,351
	16	Total assets. Add lines 1 through 15 (must equal line 34)		49,472,482	16	61,221,021
Liabilities	17	Accounts payable and accrued expenses		1,948,875	17	1,934,928
	18	Grants payable		0	18	0
	19	Deferred revenue		20,420,138	19	23,520,878
	20	Tax-exempt bond liabilities		0	20	0
	21	Escrow or custodial account liability Complete Part IV of Schedule D		0	21	0
	22	Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L		0	22	0
	23	Secured mortgages and notes payable to unrelated third parties		0	23	0
	24	Unsecured notes and loans payable to unrelated third parties		0	24	0
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24) Complete Part X of Schedule D		1,273,019	25	2,735,565
	26	Total liabilities. Add lines 17 through 25		23,642,032	26	28,191,371
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here ☒ and complete lines 27 through 29, and lines 33 and 34.					
	27	Unrestricted net assets		25,830,450	27	33,029,650
	28	Temporarily restricted net assets		0	28	0
	29	Permanently restricted net assets		0	29	0
	Organizations that do not follow SFAS 117 (ASC 958), check here ☐ and complete lines 30 through 34.					
	30	Capital stock or trust principal, or current funds			30	
	31	Paid-in or capital surplus, or land, building or equipment fund			31	
	32	Retained earnings, endowment, accumulated income, or other funds			32	
	33	Total net assets or fund balances		25,830,450	33	33,029,650
	34	Total liabilities and net assets/fund balances		49,472,482	34	61,221,021

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	48,885,511
2	Total expenses (must equal Part IX, column (A), line 25)	2	42,442,360
3	Revenue less expenses Subtract line 2 from line 1	3	6,443,151
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	25,830,450
5	Net unrealized gains (losses) on investments	5	756,049
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 in Schedule O)	9	
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	33,029,650

Part XII Financial Statements and Reporting

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

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

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

▶ Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b
▶ Attach to Form 990. ▶ See separate instructions. ▶ Information about Schedule D (Form 990) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2013

Open to Public Inspection

Name of the organization WORLD ECONOMIC FORUM USA INC	Employer identification number 20-3908371
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Part I

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

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

Part II

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

1

Purpose(s) of conservation easements held by the organization (check all that apply)

☐ Preservation of land for public use (e g , recreation or education) ☐ Preservation of an historically important land area
☐ Protection of natural habitat ☐ Preservation of a certified historic structure
☐ Preservation of open space

2

Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

	Held at the End of the Year
a	Total number of conservation easements
b	Total acreage restricted by conservation easements
c	Number of conservation easements on a certified historic structure included in (a)
d	Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register

3

Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ _____

4

Number of states where property subject to conservation easement is located ▶ _____

5

Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

☐ Yes ☐ No

6

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

7

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

8

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

☐ Yes ☐ No

9

In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III

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

1a

If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items

b

If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenues included in Form 990, Part VIII, line 1

▶ \$ _____

(ii) Assets included in Form 990, Part X

▶ \$ _____

2

If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items

a

Revenues included in Form 990, Part VIII, line 1

▶ \$ _____

b

Assets included in Form 990, Part X

▶ \$ _____

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

- 3

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

☐ Public exhibition

b

☐ Scholarly research

c

☐ Preservation for future generations

d

☐ Loan or exchange programs

e

☐ Other
- 4

Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII
- 5

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

☐ Yes

☐ No

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

- 1a

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

☐ Yes

☐ No
- b

If "Yes," explain the arrangement in Part XIII and complete the following table
- c

Beginning balance

d

Additions during the year

e

Distributions during the year

f

Ending balance

	Amount
1c	
1d	
1e	
1f	
- 2a

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

☐ Yes

☐ No
- b

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

☐

Part V Endowment Funds. Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

- | | (a)Current year | (b)Prior year | b (c)Two years back | (d)Three years back | (e)Four years back |
|----|--|---------------|---------------------|---------------------|--------------------|
| 1a | Beginning of year balance | | | | |
| b | Contributions | | | | |
| c | Net investment earnings, gains, and losses | | | | |
| d | Grants or scholarships | | | | |
| e | Other expenditures for facilities and programs | | | | |
| f | Administrative expenses | | | | |
| g | End of year balance | | | | |
- 2

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

Board designated or quasi-endowment
- b

Permanent endowment
- c

Temporarily restricted endowment

The percentages in lines 2a, 2b, and 2c should equal 100%
- 3a

Are there endowment funds not in the possession of the organization that are held and administered for the organization by
- (i) unrelated organizations

3a(i)

Yes

No

(ii) related organizations

3a(ii)

Yes

No

b

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

3b

Yes

No
- 4

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

Part VI Land, Buildings, and Equipment. Complete if the organization answered 'Yes' to Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b)Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements	0	7,192,788	3,392,117	3,800,672
d Equipment	0	536,851	303,067	233,784
e Other	0	942,498	848,015	94,482
Total. Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c).)				4,128,938

Part XI

Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

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

1	Total revenue, gains, and other support per audited financial statements	1	51,531,838
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains on investments	2a	756,049
b	Donated services and use of facilities	2b	1,890,278
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII)	2d	
e	Add lines 2a through 2d	2e	2,646,327
3	Subtract line 2e from line 1	3	48,885,511
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII)	4b	
c	Add lines 4a and 4b	4c	
5	Total revenue Add lines 3 and 4c. (This must equal Form 990, Part I, line 12)	5	48,885,511

Part XII

Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

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

1	Total expenses and losses per audited financial statements	1	44,332,638
2	Amounts included on line 1 but not on Form 990, Part IX, line 25		
a	Donated services and use of facilities	2a	1,890,278
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII)	2d	
e	Add lines 2a through 2d	2e	1,890,278
3	Subtract line 2e from line 1	3	42,442,360
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII)	4b	
c	Add lines 4a and 4b	4c	
5	Total expenses Add lines 3 and 4c. (This must equal Form 990, Part I, line 18)	5	42,442,360

Part XIII

Supplemental Information

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

Return Reference	Explanation

[illegible]

SCHEDULE F
(Form 990)

Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

► Complete if the organization answered "Yes" to Form 990,
Part IV, line 14b, 15, or 16.
► Attach to Form 990. ► See separate instructions.
► Information about Schedule F (Form 990) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2013

Open to Public Inspection

Name of the organization
WORLD ECONOMIC FORUM USA INC

Employer identification number
20-3908371

Part I

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

- 1 For grantmakers. Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☒ Yes ☐ No
- 2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.
- 3 Activites 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 region	(d) Activities conducted in region (by type) (e g , 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 region	(f) Total expenditures for and investments in region
(1) Europe (Including Iceland and Greenland)			Grantmaking	Grantmaking	1,950,017
(2)					
(3)					
(4)					
(5)					
3a Sub-total					1,950,017
b Total from continuation sheets to Part I					
c Totals (add lines 3a and 3b)					1,950,017

Part II

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

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
(1)			Europe (Including Iceland and Greenland)	IT SYSTEM	1,950,017	WIRE			N/A
(2)									
(3)									
(4)									

2

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

3

Enter total number of other organizations or entities ▶

1

Part III

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

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, other)
(1)							
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							
(13)							
(14)							
(15)							
(16)							
(17)							
(18)							

Part IV Foreign Forms

- 1

Was the organization a U S transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)*

☐

Yes

☒

No
- 2

Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A)*

☐

Yes

☒

No
- 3

Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons with Respect to Certain Foreign Corporations. (see Instructions for Form 5471)*

☐

Yes

☒

No
- 4

Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund. (see Instructions for Form 8621)*

☐

Yes

☒

No
- 5

Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons with Respect to Certain Foreign Partnerships. (see Instructions for Form 8865)*

☐

Yes

☒

No
- 6

Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to file Form 5713, International Boycott Report (see Instructions for Form 5713).*

☐

Yes

☒

No

Part V

Supplemental Information

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

990 Schedule F, Supplemental Information

Return Reference	Explanation
SCHEDULE F PART I LINE 2	MONITORING OF GRANT FUNDS THE GRANT AGREEMENT STIPULATES THAT ALL OF THE GRANT FUNDS ARE TO BE USED ONLY FOR THE SPECIFIC PURPOSES AGREED UPON, WHICH PURPOSES ARE WITHIN THE GRANTOR'S AND GRANTEE'S EXEMPT MISSIONS AS DESCRIBED IN THE ORGANIZING DOCUMENTS GRANTEE AGREED TO FURNISH TO THE GRANTOR WITHIN NINETY DAYS A WRITTEN DESCRIPTION DETAILING HOW THE GRANT FUNDS WERE SPENT THE GRANTEE AGREED TO SUPPLY THE GRANTOR WITH SUCH INFORMATION AS MAY BE NECESSARY OR DESIRABLE TO PERMIT THE GRANTOR TO REVIEW THE APPLICATION OF GRANT FUNDS AND AGREED TO KEEP ITS FINANCIAL AND OTHER RECORDS IN A MANNER SUCH THAT THEY ADEQUATELY SHOW THE USE OF THE GRANT FUNDS EXCLUSIVELY FOR THE GRANT'S PURPOSES

Schedule J
(Form 990)

Department of the Treasury
Internal Revenue Service

Compensation Information

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

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 23.
▶ Attach to Form 990. ▶ See separate instructions.

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

OMB No 1545-0047

2013

Open to Public Inspection

Name of the organization
WORLD ECONOMIC FORUM USA INC

Employer identification number
20-3908371

Part I

Questions Regarding Compensation

		Yes	No
1a	Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items. ☒ First-class or charter travel ☐ Housing allowance or residence for personal use ☒ Travel for companions ☐ Payments for business use of personal residence ☐ Tax idemnification and gross-up payments ☐ Health or social club dues or initiation fees ☐ Discretionary spending account ☐ Personal services (e g , maid, chauffeur, chef)		
b	If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain	1b Yes	
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked in line 1a?	2 Yes	
3	Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III. ☐ Compensation committee ☐ Written employment contract ☐ Independent compensation consultant ☒ Compensation survey or study ☐ Form 990 of other organizations ☒ Approval by the board or compensation committee		
4	During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization:		
a	Receive a severance payment or change-of-control payment?	4a	No
b	Participate in, or receive payment from, a supplemental nonqualified retirement plan?	4b	No
c	Participate in, or receive payment from, an equity-based compensation arrangement?	4c	No
	If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.		
	Only 501(c)(3) and 501(c)(4) organizations only must complete lines 5-9.		
5	For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:		
a	The organization?	5a	
b	Any related organization?	5b	
	If "Yes," to line 5a or 5b, describe in Part III.		
6	For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:		
a	The organization?	6a	
b	Any related organization?	6b	
	If "Yes," to line 6a or 6b, describe in Part III.		
7	For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III.	7	
8	Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III.	8	
9	If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?	9	

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

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii) Do not list any individuals that are not listed on Form 990, Part VII

Note. The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported as deferred in prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
See Additional Data Table								

Part III Supplemental Information

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

Return Reference	Explanation
SCHEDULE J, PART I, LINE 1A	TRAVEL FOR SPOUSES OF OFFICERS TO THE ORGANIZATION'S MEETINGS MAY BE REIMBURSED IF THESE SPOUSES ARE REPRESENTING THE INSTITUTION AT SUCH EVENTS. THE OVERSEAS TRAVEL FOR OUR CHAIRMAN, BY CONTRACTUAL AGREEMENT, MAY BE OCCASIONALLY IN FIRST CLASS.
SCHEDULE J, PART II	COMPENSATION OF BOARD MEMBERS. COMPENSATION PAID TO SARITA NAYYAR IS RELATED TO HER DUTIES AS AN OFFICER OF THE ORGANIZATION. COMPENSATION PAID TO ROBERT GREENHILL IS RELATED TO HIS DUTIES AS AN OFFICER OF THE WORLD ECONOMIC FORUM IN SWITZERLAND. COMPENSATION PAID TO JEAN-PIERRE ROSSO IS RELATED TO HIS DUTIES AS THE CHAIRMAN OF THE ORGANIZATION. HIS DUTIES DURING FISCAL YEAR 2014 ARE TO WORK WITH OUR INDUSTRY PARTNERS AND TEAMS ON BUSINESS DEVELOPMENT AND ATTEND REGIONAL MEETINGS.

Additional Data

Software ID:

Software Version:

EIN: 20-3908371

Name: WORLD ECONOMIC FORUM USA INC

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(A) Name		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other compensation				
JEAN-PIERRE ROSSO CHAIRMAN	(i)	260,000			0	0	260,000	0
	(ii)				0	0	0	0
ROBERT GREENHILL BOARD MEMBER	(i)	0	0		0	0	0	0
	(ii)	831,486	117,294		101,655	0	1,050,435	0
SARITA NAYYAR MANAGING DIRECTOR/SECRETARY	(i)	477,697	76,080		34,000	27,081	614,858	0
	(ii)						0	0
JOHN MOAVENZADEH SENIOR DIRECTOR	(i)	334,341	54,700		34,000	26,888	449,929	0
	(ii)						0	0
GIANCARLO BRUNO SR DIRECTOR, HEAD OF FINANCE	(i)	258,706	41,700		30,038	16,607	347,051	0
	(ii)						0	0
ALAN MARCUS SR DIRECTOR, HEAD OF INFO	(i)	266,024	44,600	0	26,946	2,053	339,623	0
	(ii)						0	0
MICHAEL DREXLER SENIOR DIRECTOR	(i)	255,052	42,640		29,929	9,592	337,213	0
	(ii)						0	0
PAUL SMYKE SR DIRECTOR, HEAD OF NORTH	(i)	359,756	45,760		34,000	26,502	466,018	0
	(ii)						0	0
MARISOL ARGUETTA DE BARILLAS SR DIRECTOR,HEAD OF LATIN AMER	(i)	312,871	49,480		34,000	26,616	422,967	0
	(ii)						0	0
ELIZABETH DREIER DIRECTOR,HEAD OF FOOD SECURITY	(i)	247,694	31,040		27,980	9,333	316,047	0
	(ii)						0	0
TIFFANY WEST DIRECTOR	(i)	196,348	20,590		22,071	9,332	248,341	0
	(ii)						0	0
SILVIA VON GUNTEN DIRECTOR	(i)	188,372	23,520		21,181	1,751	234,824	0
	(ii)						0	0
KEVIN STEINBERG SECRETARY/COO	(i)	372,353	0	0	6,949	12,773	392,075	0
	(ii)	0	0	0	0	0	0	0

Schedule L
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Transactions with Interested Persons
▶ Complete if the organization answered
"Yes" on Form 990, Part IV, lines 25a, 25b, 26, 27, 28a, 28b, or 28c,
or Form 990-EZ, Part V, line 38a or 40b.
▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.
▶ Information about Schedule L (Form 990 or 990-EZ) and its instructions is at
www.irs.gov/form990.

OMB No 1545-0047
2013
Open to Public Inspection

Name of the organization
WORLD ECONOMIC FORUM USA INC

Employer identification number
20-3908371

Part I Excess Benefit Transactions (section 501(c)(3) and section 501(c)(4) organizations only).
Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b

1	(a) Name of disqualified person	(b) Relationship between disqualified person and organization	(c) Description of transaction	(d) Corrected?	
				Yes	No

2 Enter the amount of tax incurred by organization managers or disqualified persons during the year under section 4958 ▶ \$

3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization ▶ \$

Part II Loans to and/or From Interested Persons.
Complete if the organization answered "Yes" on Form 990-EZ, Part V, line 38a, or Form 990, Part IV, line 26, or if the organization reported an amount on Form 990, Part X, line 5, 6, or 22

(a) Name of interested person	(b) Relationship with organization	(c) Purpose of loan	(d) Loan to or from the organization?		(e) Original principal amount	(f) Balance due	(g) In default?		(h) Approved by board or committee?	(i) Written agreement?	
			To	From			Yes	No		Yes	No
Total ▶ \$											

Part III Grants or Assistance Benefitting Interested Persons.
Complete if the organization answered "Yes" on Form 990, Part IV, line 27.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of assistance	(d) Type of assistance	(e) Purpose of assistance

Part IV Business Transactions Involving Interested Persons.

Complete if the organization answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of transaction	(d) Description of transaction	(e) Sharing of organization's revenues?	
				Yes	No
(1) SYLVIA VON GUNTEN	FAMILY OF J MOAVENZADEH	234,824	EMPLOYMENT		No
(2) WORLD ECONOMIC FORUM IN SWITZERLAND	SEE PART V	8,056,451	SEE PART V		No

Part V Supplemental Information

Provide additional information for responses to questions on Schedule L (see instructions)

Return Reference	Explanation
FORM 990, SCHEDULE L, PART IV	ROBERT GREENHILL IS SERVING BOTH AS AN OFFICER OF THE WORLD ECONOMIC FORUM IN SWITZERLAND AND A TRUSTEE OF THE WORLD ECONOMIC FORUM USA DURING FISCAL YEAR 2014 DURING THE FISCAL YEAR 2014/2013,THE WORLD ECONOMIC FORUM USA RECEIVED \$5,093,397 IN PAYMENTS FROM THE WORLD ECONOMIC FORUM FOR PROGRAM SERVICES RENDERED IN THAT SAME YEAR WORLD ECONOMIC FORUM USA PAID \$13,149,848 IN FEES FOR SERVICES RENDERED,IN THE FORM OF ADMINISTRATIVE MANAGEMENT FEES AND CONSULTING COSTS, THUS NETTING APPROXIMATELY \$8,056,451 IN PAYMENTS FROM THE WORLD ECONOMIC FORUM USA TO THE SWISS ORGANIZATION

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or to provide any additional information.
▶ Attach to Form 990 or 990-EZ.
▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2013

Open to Public Inspection

Name of the organization
WORLD ECONOMIC FORUM USA INC

Employer identification number
20-3908371

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION A, LINE 1A - DETAIL REGARDING VOTING RIGHTS	THE CHAIRMAN AND SECRETARY OF THE BOARD PARTICIPATE IN BOARD MEETINGS BUT DO NOT HAVE VOTING RIGHTS
FORM 990, PART VI, SECTION A, LINE 2 - FAMILY OR BUSINESS RELATIONSHIPS	ROBERT GREENHILL AND JOSEPH SCHOENDORF - BUSINESS RELATIONSHIP
FORM 990, PART VI, SECTION A, LINE 7A - POWER TO ELECT THE GOVERNING BODY	THE WORLD ECONOMIC FORUM, A SWISS NONPROFIT FOUNDATION, HAS THE POWER TO APPOINT A MAJORIT Y OF THE WORLD ECONOMIC FORUM USA'S BOARD OF DIRECTORS
FORM 990, PART VI, SECTION A, LINE 7B - GOVERNANCE DECISIONS	THE WORLD ECONOMIC FORUM, A SWISS NONPROFIT FOUNDATION, HAS THE POWER TO MAKE GOVERNANCE D ECISIONS OR HAS THE RIGHT TO APPROVE OR RATIFY DECISIONS OF THE GOVERNING BODY MADE BY WOR LD ECONOMIC FORUM USA'S BOARD OF DIRECTORS
FORM 990, PART VI, SECTION B, LINE 11 - FORM 990 REVIEW PROCESS	THE FORM 990 IS PREPARED BY AN INDEPENDENT ACCOUNTING FIRM BASED ON THE INFORMATION PROVID ED BY THE ORGANIZATION'S HEAD OF ACCOUNTING UPON REVIEW AND APPROVAL BY THE MANAGING DIRE CTOR AND CHAIRMAN, IT IS CIRCULATED TO THE BOARD OF DIRECTORS FOR COMMENT BEFORE FILING
FORM 990, PART VI, LINE 12A - CONFLICT OF INTEREST POLICY	EMPLOYEES HAVE AN OBLIGATION TO CONDUCT BUSINESS WITHIN GUIDELINES THAT PROHIBIT ACTUAL OR POTENTIAL CONFLICTS OF INTEREST THIS POLICY ESTABLISHES ONLY THE FRAMEWORK WITHIN WHICH THE FORUM USA WISHES THE BUSINESS TO OPERATE THE PURPOSE OF THESE GUIDELINES IS TO PROVID E GENERAL DIRECTION SO THAT EMPLOYEES MAY SEEK FURTHER CLARIFICATION ON ISSUES RELATED TO THE SUBJECT OF ACCEPTABLE STANDARDS OF OPERATION AN ACTUAL OR POTENTIAL CONFLICT OF INTER EST OCCURS WHEN AN EMPLOYEE IS IN A POSITION TO INFLUENCE A DECISION THAT MAY RESULT IN A PERSONAL GAIN FOR THAT EMPLOYEE OR FOR A RELATIVE AS A RESULT OF THE FORUM USA'S BUSINESS DEALINGS FOR THE PURPOSES OF THIS POLICY, A RELATIVE IS ANY PERSON WHO IS RELATED BY BLOO D OR MARRIAGE OR WHOSE RELATIONSHIP WITH THE EMPLOYEE IS SIMILAR TO THAT OF PERSONS WHO AR E RELATED BY BLOOD OR MARRIAGE IT IS IMPERATIVE THAT EMPLOYEES DISCLOSE TO THE MANAGING D IRECTOR AS SOON AS POSSIBLE THE EXISTENCE OF ANY ACTUAL OR POTENTIAL CONFLICT OF INTEREST SO THAT SAFEGUARDS CAN BE ESTABLISHED TO PROTECT ALL PARTIES PERSONAL GAIN MAY RESULT NOT ONLY IN CASES WHERE AN EMPLOYEE OR RELATIVE HAS A SIGNIFICANT OWNERSHIP IN A FIRM WITH WH ICH THE FORUM USA DOES BUSINESS, BUT ALSO WHEN AN EMPLOYEE OR RELATIVE RECEIVES ANY KICKBA CK, BRIBE, SUBSTANTIAL GIFT, OR SPECIAL CONSIDERATION AS A RESULT OF ANY TRANSACTION OR BU SINESS DEALINGS INVOLVING THE FORUM USA ALL DISCLOSURES REQUIRED BY THIS POLICY ARE TO BE DECLARED IN WRITING TO THE MANAGING DIRECTOR OF THE FORUM USA AS SOON AS IS REASONABLY PO SSIBLE ONCE ONE OR MORE OF THE FOLLOWING OCCURS - WHEN YOU ARE OR BECOME AN OFFICER OR DI RECTOR OF ANY ORGANIZATION, - WHEN YOU RECEIVE ANY SOURCE OF EMPLOYMENT OR CONSULTING INCO ME OUTSIDE THE FORUM USA (PLEASE SEE OUTSIDE ACTIVITIES POLICY ABOVE), - WHEN ANY FORMAL AND/OR ONGOING RELATIONSHIP WITH ANY CURRENT FORUM USA MEMBER OR PARTNER COMPANY IS FORMED , INCLUDING BOTH THOSE COMPENSATED OR NOT COMPENSATED (E G , ADVISORY BOARDS), AND - WHEN ANY GIFT OR ADVANTAGE IS ACCEPTED (PLEASE SEE GIFTS POLICY ABOVE) - ALL BOARD MEMBERS SIG N AN ACKNOWLEDGMENT DISCLOSING ANY CONFLICT OF INTEREST WITH THE ORGANIZATION AS WELL AS A N ANNUAL QUESTIONNAIRE TO IDENTIFY ANY RELATED ACTIVITY THAT MAY BE A CONFLICT OF INTEREST
FORM 990, PART VI, LINE 12B AND 12C - DISCLOSURE OF CONFLICTS OF INTEREST	AS OF OCTOBER 2014 THE ORGANIZATION HAS INSTITUTED A POLICY TO REQUIRE DIRECTORS, OFFICERS AND KEY EMPLOYEES TO ANNUALLY DISCLOSE CONFLICTS OF INTEREST
FORM 990, PART VI, SECTION B, LINE 15 - COMPENSATION REVIEW PROCESS	THE CHAIRMAN'S SALARY IS INITIALLY SET BASED ON A SURVEY OF COMPARABLE POSITIONS AND IN CO NSULTATION WITH INDEPENDENT OUTSIDE EXPERTS INCLUDING AN EXECUTIVE SEARCH FIRM AND EXECUTI VES FROM THE WORLD ECONOMIC FORUM IN SWITZERLAND IT IS THEN RATIFIED BY THE BOARD OF DIRE CTORS AND HAS NOT BEEN CHANGED SINCE RATIFICATION THE CHAIRMAN RECUSES HIMSELF DURING BOA RD DISCUSSIONS RELATING TO HIS COMPENSATION THE CHAIRMAN DOES NOT RECEIVE ANY PERFORMANCE -RELATED BONUS OR SIMILAR FORM OF COMPENSATION FOR THE OTHER OFFICERS, THE COMPENSATION P ROCESS IS LED BY THE CHAIRMAN INITIAL SALARY LEVELS ARE SET BASED ON A SURVEY OF COMPARAB LE POSITIONS AND IN CONSULTATION WITH INDEPENDENT OUTSIDE EXPERTS INCLUDING AN EXECUTIVE S EARCH FIRM AND EXECUTIVES FROM THE WORLD ECONOMIC FORUM IN SWITZERLAND PERFORMANCE IS ASS ESSED ON AN ANNUAL BASIS THROUGH AN ORGANIZATION-WIDE FORMAL REVIEW PROCESS WHICH IS USED TO DETERMINE ANY APPLICABLE PERFORMANCE RELATED BONUSES
FORM 990, PART VI,SECTION C, LINE 19 - AVAILABILITY OF DOCUMENTS TO PUBLIC	NO DOCUMENTS RELATED TO GOVERNANCE DOCUMENTS, CONFLICT OF INTEREST POLICY AND AUDITED FINA NCIAL STATEMENTS HAVE BEEN MADE AVAILABLE TO THE PUBLIC DURING FISCAL YEAR 2014
FORM 990 PART IX LINE 11G	DESCRIPTION FEES FOR PROGRAM SERVICES TOTAL FEES 13149848
FORM 990 PART IX LINE 11G	DESCRIPTION CONSULTING FEES TOTAL FEES 1159784
FORM 990 PART IX LINE 11G	DESCRIPTION BANK FEES/SERVICE CHARGE TOTAL FEES 58261
FORM 990 PART IX LINE 11G	DESCRIPTION PAYROLL FEES TOTAL FEES 54512
FORM 990 PART IX LINE 11G	DESCRIPTION PENSION PLAN SERVICE FEES TOTAL FEES 3490
FORM 990 PART IX LINE 11G	DESCRIPTION OTHER ADMIN COST TOTAL FEES -43

SCHEDULE R
(Form 990)

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
▶ Attach to Form 990. ▶ See separate instructions.
▶ Information about Schedule R (Form 990) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2013

Open to Public Inspection

Name of the organization
WORLD ECONOMIC FORUM USA INC

Employer identification number

20-3908371

Part I Identification of Disregarded Entities Complete if the organization answered "Yes" on Form 990, Part IV, line 33.					
(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity

Part II Identification of Related Tax-Exempt Organizations Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.							
(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
(1) WORLD ECONOMIC FORUM 91-93 ROUTE DE LA CAPITE CH-1223 COLOGNY/GENEVA SZ 99-9999999	GLOBAL MTGS	SZ					No

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

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

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end- of-year assets	(h) Percentage ownership	(i) Section 512 (b)(13) controlled entity?	
								Yes	No

Part V

Transactions With Related Organizations

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

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

1

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

a

Receipt of (i) interest (ii) annuities (iii) royalties or (iv) rent from a controlled entity

b

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

c

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

d

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

e

Loans or loan guarantees by related organization(s)

f

Dividends from related organization(s)

g

Sale of assets to related organization(s)

h

Purchase of assets from related organization(s)

i

Exchange of assets with related organization(s)

j

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

k

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

l

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

m

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

n

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

o

Sharing of paid employees with related organization(s)

p

Reimbursement paid to related organization(s) for expenses

q

Reimbursement paid by related organization(s) for expenses

r

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

s

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

Yes

No

1a

No

1b

Yes

1c

No

1d

No

1e

No

1f

No

1g

No

1h

No

1i

No

1j

No

1k

No

1l

Yes

1m

Yes

1n

No

1o

No

1p

Yes

1q

Yes

1r

No

1s

No

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved

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

[illegible]

Part VII

Supplemental Information

Provide additional information for responses to questions on Schedule R (see instructions)

Return Reference	Explanation
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