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Form 990

Return of Organization Exempt From Income Tax

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

Do not enter social security numbers on this form as it may be made public

Information about Form 990 and its instructions is at [www.irs.gov/form990](#)

OMB No 1545-0047

2016

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

A For the 2016 calendar year, or tax year beginning 07-01-2016 , and ending 12-31-2016

B Check if applicable

☒ Address change

☐ Name change

☐ Initial return

☐ Final

☒ Return/terminated

☐ Amended return

☐ Application pending

C Name of organization

WORLD ECONOMIC FORUM USA INC

% SARITA NAYYAR

Doing business as

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

350 MADISON AVENUE 11TH FLOOR

Room/suite

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

NEW YORK, NY 10017

F Name and address of principal officer

SARITA NAYYAR

350 MADISON AVENUE 11TH FLOOR

NEW YORK, NY 10017

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 ▶

D Employer identification number

20-3908371

E Telephone number

(212) 703-2300

G Gross receipts \$ 31,974,776

I Tax-exempt status

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

J Website: ▶ weforum.org/about/world-economic-forum-llc

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

3 Number of voting members of the governing body (Part VI, line 1a)

4 Number of independent voting members of the governing body (Part VI, line 1b)

5 Total number of individuals employed in calendar year 2016 (Part V, line 2a)

6 Total number of volunteers (estimate if necessary)

7a Total unrelated business revenue from Part VIII, column (C), line 12

7b Net unrelated business taxable income from Form 990-T, line 34

Revenue

8 Contributions and grants (Part VIII, line 1h)

9 Program service revenue (Part VIII, line 2g)

10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)

11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)

12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)

Expenses

13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)

14 Benefits paid to or for members (Part IX, column (A), line 4)

15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)

16a Professional fundraising fees (Part IX, column (A), line 11e)

b Total fundraising expenses (Part IX, column (D), line 25) ▶0

17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)

18 Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)

19 Revenue less expenses Subtract line 18 from line 12

Net Assets or Fund Balances

20 Total assets (Part X, line 16)

21 Total liabilities (Part X, line 26)

22 Net assets or fund balances Subtract line 21 from line 20

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 COO

Type or print name and title

2017-11-02

Date

Paid Preparer Use Only

Print/Type preparer's name

LAURA J PARELLO

Preparer's signature

LAURA J PARELLO

Date

Check ☐ if self-employed

PTIN

P01080295

Firm's name ▶ PricewaterhouseCoopers LLP

Firm's EIN ▶

Firm's address ▶ 300 Madison Avenue

Phone no (646) 471-3000

New York, NY 10017

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 (2016)

Part III Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III ☒**1** Briefly describe the organization's mission

SEE SCHEDULE O

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

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

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

If "Yes," describe these changes on Schedule O

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

See Additional Data

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

See Additional Data

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

See Additional Data

See Additional Data Table

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)? <i>If "Yes," complete Schedule A</i>	1	No
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> (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? <i>If "Yes," complete Schedule C, Part I</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? <i>If "Yes," complete Schedule C, Part II</i>	4	
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III</i>	5	No
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>	6	No
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>	7	No
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>	8	No
9 Did the organization report an amount in Part X, line 21 for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>	9	No
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>	10	No
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	11a	No
b Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>	11b	No
c Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>	11c	No
d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>	11d	No
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>	11e	No
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>	11f	No
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	12a	No
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>	12b	No
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>	13	No
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a	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? <i>If "Yes," complete Schedule F, Parts I and IV</i> 	14b Yes	
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i> 	15 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? <i>If "Yes," complete Schedule F, Parts III and IV</i> 	16	No
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I</i> (see instructions)	17	No
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>	18	No
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>	19	No

Part IV Checklist of Required Schedules (continued)

	Yes	No
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		No
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>		No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>		No
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	Yes	
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>		No
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>		
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>		
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 "Yes," complete Schedule L, Part II</i>		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>		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>		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>		No
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>		No
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		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>		No
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	Yes	
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>		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>		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>	Yes	
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		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>		
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>		
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>		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	Yes	

Part V Statements Regarding Other IRS Filings and Tax ComplianceCheck if Schedule O contains a response or note to any line in this Part V ☐

		Yes	No
1a	Enter the number reported in Box 3 of Form 1096 Enter -0- if not applicable	1a	68
b	Enter the number of Forms W-2G included in line 1a Enter -0- if not applicable	1b	0
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	
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	130
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)	2b	Yes
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	No
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O	3b	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a	No
b	If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR)		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a	No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b	No
c	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?	5c	
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a	No
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b	
7	Organizations that may receive deductible contributions under section 170(c).		
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a	
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c	
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d	
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e	
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f	
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g	
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h	
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8	
9a	Did the sponsoring organization make any taxable distributions under section 4966?	9a	
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b	
10	Section 501(c)(7) organizations. Enter		
a	Initiation fees and capital contributions included on Part VIII, line 12	10a	
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b	
11	Section 501(c)(12) organizations. Enter		
a	Gross income from members or shareholders	11a	
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)	11b	
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a	
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b	
13	Section 501(c)(29) qualified nonprofit health insurance issuers.		
a	Is the organization licensed to issue qualified health plans in more than one state? Note. See the instructions for additional information the organization must report on Schedule O	13a	
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b	
c	Enter the amount of reserves on hand	13c	
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a	No
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O	14b	

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

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

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year		
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O		
b	Enter the number of voting members included in line 1a, above, who are independent		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		No
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?		No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		No
6	Did the organization have members or stockholders?		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?	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?	Yes	
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a	The governing body?	Yes	
b	Each committee with authority to act on behalf of the governing body?	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.		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?		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?		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?		No
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.	Yes	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?		No
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done.	Yes	
13	Did the organization have a written whistleblower policy?	Yes	
14	Did the organization have a written document retention and destruction policy?		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		No
b	Other officers or key employees of the organization	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?		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?		

Section C. Disclosure

17 List the States with which a copy of this Form 990 is required to be filed: CA

18 Section 6104 requires an organization to make its Form 1023 (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, address, and telephone number of the person who possesses the organization's books and records.
 ▶ SARITA NAYYAR 350 MADISON AVENUE 11TH FLOOR NEW YORK, NY 10017 (212) 703-2300

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent ContractorsCheck 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) ALFRED R. BERKELEY BOARD MEMBER	1 0 0 0	X						0	0	0
(2) SAMUEL DI PIAZZA BOARD MEMBER	1 0 0 0	X						0	0	0
(3) WILLIAM W. GEORGE BOARD MEMBER	1 0 0 0	X						0	0	0
(4) SHIRLEY JACKSON BOARD MEMBER	1 0 0 0	X						0	0	0
(5) KLAUS KLEINFELD BOARD MEMBER	1 0 0 0	X						0	0	0
(6) JOSEPH P. SCHOENDORF BOARD MEMBER	1 0 0 0	X						0	0	0
(7) JIM HAGEMANN SNABE CHAIRMAN	5 0 15 0	X		X				0	318,894	0
(8) JEAN-PIERRE ROSSO VICE-CHAIRMAN	40 0 0 0	X		X				120,000	0	0
(9) CHERYL MARTIN BOARD MEMBER	2 0 38 0	X						0	542,435	49,660
(10) SARITA NAYYAR CHIEF OPERATING OFFICER	40 0 0 0			X				615,917	0	27,110
(11) JOHN MOAVENZADEH SR. DIR. /MEMBER MGMT. COMMITTEE	40 0 0 0			X				433,577	0	27,602
(12) MICHAEL DREXLER SR. DIR. /HEAD FIN & INFRA. SYS	40 0 0 0				X			360,387	0	26,118
(13) ALAN MARCUS SR. DIR. /HEAD OF ICT & MEDIA	40 0 0 0				X			356,554	0	24,170
(14) GIANCARLO BRUNO SR. DIR. /HEAD FIN INSTITUTIONS	40 0 0 0				X			346,051	0	26,163
(15) ZARA INGILIZIAN DIR. /HEAD OF CONSUMERS	40 0 0 0				X			321,693	0	24,334
(16) STEPHAN RUIZ DIR. /HEAD OF OPR. & FINANCE	40 0 0 0				X			296,144	0	20,625
(17) PAUL SMYKE SR. DIR. /HEAD OF N. AMERICA	40 0 0 0					X		454,886	0	25,778

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

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(18) MARISOL ARGUETA DE BARILLAS	40 0					X		395,015	0	22,246
SR DIR /HEAD OF LATIN AMERICA	0 0									
(19) ELIZABETH DREIER	40 0					X		323,396	0	27,383
SR DIR/HEAD OF FOOD SEC & AGRI	0 0									
(20) ISABEL MAURO	40 0					X		285,072	0	28,340
HEAD OF TELECOMMUNICATIONS	0 0									
(21) MATTHEW BLAKE	40 0					X		264,188	0	21,200
HEAD OF FIN & MONETARY SYS	0 0									

1b Sub-Total	▶			
1c Total from continuation sheets to Part VII, Section A	▶			
1d Total (add lines 1b and 1c)	▶	4,572,880	861,329	350,729

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization ▶ 59

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

Section B. Independent Contractors

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

(A) Name and business address	(B) Description of services	(C) Compensation
WORLD ECONOMIC FORUM, 91-93 ROUTE DE LA CAPITE CH-1223 COLOGNY, GENEVA SZ	CONSULTING SERVICES	26,172,806
3 E 54TH NEW YORK LLC, 750 Lexington Ave NEW YORK, NY 10022	MAINTENANCE	1,674,867
SPECTRA AUDIO DESIGN LTD, 12 WEST 21ST STREET NEW YORK, NY 10010	CONSULTING SERVICES	369,922
MONTROY ANDERSEN DEMARCO GROUP INC, 99 MADISON AVENUE NEW YORK, NY 10016	ARCHITECTURAL SVCS	222,660
NEUMAN BOGDONOFF INC, 3502 48TH AVENUE LONG ISLAND CITY, NY 111012421	CATERING SERVICES	200,629

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 ▶ 7

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	75,748			
	e Government grants (contributions)	1e	1,024,827			
	f All other contributions, gifts, grants, and similar amounts not included above	1f				
	g Noncash contributions included in lines 1a-1f \$ _____					
	h Total. Add lines 1a-1f ▶		1,100,575			
Program Service Revenue		Business Code				
	2a FINANCIAL SERVICES SECTOR	900099	7,040,107	7,040,107		
	b INVESTOR SECTORS	900099	6,326,025	6,326,025		
	c INFORMATION & COMMUNICATION TECHNOLOGIES	900099	4,795,218	4,795,218		
	d CONSUMER SECTOR	900099	3,928,942	3,928,942		
	e MOBILITY SECTOR	900099	3,781,742	3,781,742		
	f All other program service revenue		630,902	630,902		
	g Total. Add lines 2a-2f ▶		26,502,936			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts) ▶		699,692			699,692
	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	0				
	b Less direct expenses b	0				
	c Net income or (loss) from fundraising events . . . ▶		0			
	9a Gross income from gaming activities See Part IV, line 19 a	0				
	b Less direct expenses b	0				
	c Net income or (loss) from gaming activities . . . ▶		0			
	10a Gross sales of inventory, less returns and allowances . . . a	0				
	b Less cost of goods sold b	0				
	c Net income or (loss) from sales of inventory . . . ▶		0			
Miscellaneous Revenue	Business Code					
11a OTHER INTER-AFFILIATE INCOME	541610	3,675,494	3,675,494			
b OTHER MISCELLANEOUS INCOME	900099	5,567	5,567			
c FOREIGN EXCHANGE LOSS	900099	-9,488	-9,488			
d All other revenue						
e Total. Add lines 11a-11d ▶		3,671,573				
12 Total revenue. See Instructions ▶		31,974,776	30,174,509		699,692	

Part IX Statement of Functional Expenses

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

Check if Schedule O contains a response or note to any line in this Part IX ☐**Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.**

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21.	0			
2 Grants and other assistance to domestic individuals. See Part IV, line 22.	0			
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, line 15 and 16.	956,085			
4 Benefits paid to or for members.	0			
5 Compensation of current officers, directors, trustees, and key employees.	2,003,031			
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.	6,703,200			
8 Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions).	505,313			
9 Other employee benefits.	644,123			
10 Payroll taxes.	438,595			
11 Fees for services (non-employees):				
a Management.	0			
b Legal.	178,181			
c Accounting.	11,995			
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).	7,837,944			
12 Advertising and promotion.	0			
13 Office expenses.	142,048			
14 Information technology.	123,995			
15 Royalties.	0			
16 Occupancy.	2,052,123			
17 Travel.	1,563,080			
18 Payments of travel or entertainment expenses for any federal, state, or local public officials.	0			
19 Conferences, conventions, and meetings.	154,573			
20 Interest.	0			
21 Payments to affiliates.	0			
22 Depreciation, depletion, and amortization.	510,547			
23 Insurance.	94,866			
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 PROGRAM DEVELOPMENT	691,308			
b OTHER STAFF RELATED	99,218			
c SOCIAL PROGRAM/STAFF EVENTS	54,971			
d PRINTING AND DOCUMENTATION	43,788			
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e.	24,808,984			
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 SheetCheck if Schedule O contains a response or note to any line in this Part IX ☐

			(A) Beginning of year		(B) End of year
Assets	1	Cash—non-interest-bearing	1,402,826	1	0
	2	Savings and temporary cash investments	40,519,993	2	0
	3	Pledges and grants receivable, net	0	3	0
	4	Accounts receivable, net	5,451,737	4	0
	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	58,952	7	0
	8	Inventories for sale or use	0	8	0
	9	Prepaid expenses and deferred charges	8,168,813	9	0
	10a	Land, buildings, and equipment—cost or other basis. Complete Part VI of Schedule D.			
	b	Less: accumulated depreciation	2,337,787	10c	0
	11	Investments—publicly traded securities	37,286,484	11	0
	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	332,517	15	0
	16 Total assets. Add lines 1 through 15 (must equal line 34)	95,559,109	16	0	
Liabilities	17	Accounts payable and accrued expenses	3,700,601	17	0
	18	Grants payable	0	18	0
	19	Deferred revenue	31,749,698	19	0
	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.	2,125,207	25	0
	26 Total liabilities. Add lines 17 through 25	37,575,506	26	0	
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	57,983,603	27	0
	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	57,983,603	33	0	
34	Total liabilities and net assets/fund balances	95,559,109	34	0	

Part XI Reconciliation of Net AssetsCheck 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	31,974,776
2	Total expenses (must equal Part IX, column (A), line 25)	2	24,808,984
3	Revenue less expenses Subtract line 2 from line 1	3	7,165,792
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	57,983,603
5	Net unrealized gains (losses) on investments	5	93,605
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	-65,243,000
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	0

Part XII Financial Statements and ReportingCheck 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		No
b 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		No
c 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		
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?		No
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 in Schedule O and describe any steps taken to undergo such audits		

Additional Data

Software ID:

Software Version:

EIN: 20-3908371

Name: WORLD ECONOMIC FORUM USA INC

Form 990 (2016)

Form 990, Part III, Line 4a:

INDUSTRY RELATED PROGRAM SERVICES FOR THE CONSUMER SECTOR

Form 990, Part III, Line 4b:

INDUSTRY RELATED PROGRAM SERVICES FOR THE FINANCIAL INSTITUTIONS SECTOR

Form 990, Part III, Line 4c:

INDUSTRY RELATED PROGRAM SERVICES FOR THE INFORMATION TECHNOLOGY TELECOMMUNICATIONS SECTOR

Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)			
(Code)	(Expenses \$)	including grants of \$	(Revenue \$)
INDUSTRY RELATED PROGRAM SERVICES FOR THE			
(Code)	(Expenses \$)	including grants of \$	(Revenue \$)
MOBILITY SECTOR			

Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)			
(Code)	(Expenses \$)	including grants of \$	(Revenue \$)
INDUSTRY RELATED PROGRAM SERVICES FOR THE			
(Code)	(Expenses \$)	including grants of \$	(Revenue \$)
INVESTORS SECTOR			

Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)				
(Code	) (Expenses \$	including grants of \$	) (Revenue \$	
ALL OTHERS				

**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

2016

**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 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 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		956,085
(2)					
(3)					
(4)					
(5)					
3a Sub-total					956,085
b Total from continuation sheets to Part I					
c Totals (add lines 3a and 3b)					956,085

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	956,085	WIRE		N/A	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 separately file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U S Owner (see Instructions for Forms 3520 and 3520-A)* ☐ Yes ☒ No
- 3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U S Persons with Respect to Certain Foreign Corporations (see Instructions for Form 5471)* ☐ Yes ☒ No
- 4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see Instructions for Form 8621)* ☐ Yes ☒ No
- 5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U S Persons with Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* ☐ Yes ☒ No
- 6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713)* ☐ 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).

Return Reference	Explanation
MONITORING PROCEDURES- FORM 990, SCHEDULE F, PART I, LINE 2	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

OMB No 1545-0047

2015

Open to Public Inspection

Compensation Information

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

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

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

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 on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items. ☐ First-class or charter travel ☐ Travel for companions ☐ Tax idemnification and gross-up payments ☐ Discretionary spending account ☐ Housing allowance or residence for personal use ☐ Payments for business use of personal residence ☐ Health or social club dues or initiation fees ☐ Personal services (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.	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?	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 ☐ Independent compensation consultant ☐ Form 990 of other organizations ☐ Written employment contract ☐ Compensation survey or study ☐ 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 Receive a severance payment or change-of-control payment?		No
b Participate in, or receive payment from, a supplemental nonqualified retirement plan?		No
c Participate in, or receive payment from, an equity-based compensation arrangement?		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), 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?		
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 non-fixed payments not described in 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)?		

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

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

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

(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 in column(B) reported as deferred on 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
ADDITIONAL BENEFITS PROVIDED- FORM 990, 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 VICE-CHAIRMAN, BY AGREEMENT, MAY BE OCCASIONALLY IN FIRST CLASS.
SCHEDULE J, PART I, LINE 3	THE CHAIRMAN WAS COMPENSATED BY THE WORLD ECONOMIC FORUM IN SWITZERLAND WHICH ESTABLISHED HIS COMPENSATION USING THE FOLLOWING METHODS - INDEPENDENT COMPENSATION CONSULTANT - COMPENSATION SURVEY OR STUDY - APPROVAL BY THE BOARD OR COMPENSATION COMMITTEE.
SCHEDULE J, PART II	COMPENSATION OF BOARD MEMBERS. COMPENSATION PAID TO JIM HAGEMANN SNABE IS RELATED TO HIS WORK AT THE WORLD ECONOMIC FORUM IN SWITZERLAND, BASED ON THE CALENDAR YEAR 2016. HE BECAME CHAIRMAN OF THE ORGANIZATION IN FEBRUARY 2015. COMPENSATION PAID TO CHERYL MARTIN IS RELATED TO HER WORK AT THE WORLD ECONOMIC FORUM IN SWITZERLAND AS HEAD OF INDUSTRIES, BASED ON THE CALENDAR YEAR 2016. SHE BECAME A BOARD MEMBER OF THE ORGANIZATION ON JULY 12, 2016.

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 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 in column (B) reported as deferred on prior Form 990
	(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1JIM HAGEMANN SNABE CHAIRMAN	(i)0	0	0	0	0	0	0
	(ii)318,894	0	0	0	- 0	- 318,894	- 0
1SARITA NAYYAR CHIEF OPERATING OFFICER	(i)531,297	84,620	0	22,525	4,585	643,027	0
	(ii)0	0	0	0	- 0	- 0	- 0
2JOHN MOAVENZADEH SR DIR /MEMBER MGMT COMMITTEE	(i)386,105	47,472	0	23,642	3,960	461,179	0
	(ii)0	0	0	0	- 0	- 0	- 0
3MICHAEL DREXLER SR DIR /HEAD FIN & INFRA SYS	(i)313,907	46,480	0	24,272	1,846	386,505	0
	(ii)0	0	0	0	- 0	- 0	- 0
4ALAN MARCUS SR DIR /HEAD OF ICT & MEDIA	(i)317,850	38,704	0	24,170	0	380,724	0
	(ii)0	0	0	0	- 0	- 0	- 0
5GIANCARLO BRUNO SR DIR /HEAD FIN INSTITUTIONS	(i)309,683	36,368	0	24,321	1,842	372,214	0
	(ii)0	0	0	0	- 0	- 0	- 0
6ZARA INGILIZIAN DIR /HEAD OF CONSUMERS	(i)294,016	27,677	0	20,627	3,707	346,027	0
	(ii)0	0	0	0	- 0	- 0	- 0
7STEPHAN RUIZ DIR /HEAD OF OPR & FINANCE	(i)273,130	23,014	0	17,901	2,724	316,769	0
	(ii)0	0	0	0	- 0	- 0	- 0
8PAUL SMYKE SR DIR /HEAD OF N AMERICA	(i)405,494	49,392	0	24,482	1,296	480,664	0
	(ii)0	0	0	0	- 0	- 0	- 0
9MARISOL ARGUETA DE BARILLAS SR DIR /HEAD OF LATIN AMERICA	(i)352,087	42,928	0	22,246	0	417,261	0
	(ii)0	0	0	0	- 0	- 0	- 0
10ELIZABETH DREIER SR DIR/HEAD OF FOOD SEC & AGRI	(i)288,516	34,880	0	23,526	3,857	350,779	0
	(ii)0	0	0	0	- 0	- 0	- 0
11ISABEL MAURO HEAD OF TELECOMMUNICATIONS	(i)262,334	22,738	0	24,380	3,960	313,412	0
	(ii)0	0	0	0	- 0	- 0	- 0
12MATTHEW BLAKE HEAD OF FIN & MONETARY SYS	(i)231,628	32,560	0	21,200	0	285,388	0
	(ii)0	0	0	0	- 0	- 0	- 0
13CHERYL MARTIN BOARD MEMBER	(i)0	0	0	0	0	0	0
	(ii)518,880	23,555	0	49,660	- 0	- 592,095	- 0

OMB No 1545-0047

**Open to Public
Inspection**

20-3908371

	Yes	No
2a		No
2b	Yes	
2c		No
2d		No

Note. If the organization distributed all of its assets during the tax year, then Form 990, Part X, column (B), line 16 (Total assets), and line 26 (Total liabilities), should equal -0-		Yes	No
3	Did the organization distribute its assets in accordance with its governing instrument(s)? If "No," describe in Part III	3 Yes	
4a	Is the organization required to notify the attorney general or other appropriate state official of its intent to dissolve, liquidate, or terminate?	4a Yes	
b	If "Yes," did the organization provide such notice?	4b Yes	
5	Did the organization discharge or pay all of its liabilities in accordance with state laws?	5 Yes	
6a	Did the organization have any tax-exempt bonds outstanding during the year?	6a	No
b	If "Yes" on line 6a, did the organization discharge or defease all of its tax-exempt bond liabilities during the tax year in accordance with the Internal Revenue Code and state laws?	6b	No
c	If "Yes" on line 6b, describe in Part III how the organization defeased or otherwise settled these liabilities. If "No" on line 6b, explain in Part III		

Complete this part if the organization answered "Yes" on Form 990, Part IV, line 32, or Form 990-EZ, line 36. Part II can be duplicated if additional space is needed.

[illegible]

- 2** Did or will any officer, director, trustee, or key employee of the organization
- a** Become a director or trustee of a successor or transferee organization?
- b** Become an employee of, or independent contractor for, a successor or transferee organization?
- c** Become a direct or indirect owner of a successor or transferee organization?
- d** Receive, or become entitled to, compensation or other similar payments as a result of the organization's significant disposition of assets?
- e** If the organization answered "Yes" to any of the questions on Items 2a through 2d, provide the name of the person involved and explain in Part III ►

	Yes	No
2a		
2b		
2c		
2d		

Part III Supplemental Information.

Provide the information required by Part I, lines 2e and 6c, and Part II, line 2e. Also complete this part to provide any additional information.

Return Reference	Explanation
SCHEDULE N, PART I	AS OF JANUARY 1, 2017, THE WORLD ECONOMIC FORUM USA INC (THE "CORPORATION") CONVERTED FROM A DELAWARE NONPROFIT MUTUAL BENEFIT CORPORATION EXEMPT FROM US FEDERAL INCOME TAX UNDER IRC SECTION 501(C)(6) INTO WORLD ECONOMIC FORUM LLC ("FORUM LLC"), A DELAWARE NONPROFIT LIMITED LIABILITY COMPANY WHOSE SOLE MEMBER AND OWNER IS THE WORLD ECONOMIC FORUM (THE "FORUM"), A SWISS FOUNDATION THAT ALSO IS RECOGNIZED AS BEING EXEMPT FROM US FEDERAL INCOME TAX UNDER IRC SECTION 501(C)(6) PURSUANT TO SECTION 18-214 OF THE DELAWARE LIMITED LIABILITY COMPANY ACT, FORUM LLC IS DEEMED TO BE A CONTINUATION OF THE CORPORATION, WITH THE CORPORATIONS PURPOSE, ASSETS, EMPLOYEES, CONTRACTS, AND OTHER RIGHTS, PRIVILEGES, POWERS, DEBTS AND OBLIGATIONS AUTOMATICALLY BECOMING THE PURPOSE, ASSETS, EMPLOYEES, CONTRACTS, AND OTHER RIGHTS, PRIVILEGES, POWERS, DEBTS AND OBLIGATIONS OF FORUM LLC FROM AN ACCOUNTING AND TAX REPORTING PERSPECTIVE, THE CONVERSION SIMPLY ALLOWS THE ASSETS, LIABILITIES, AND RESULTS OF OPERATIONS OF THE CORPORATION TO BE CONSOLIDATED WITH THOSE OF THE FORUM, WHICH IS MORE EFFICIENT FORUM LLC IS TREATED AS A DISREGARDED ENTITY OF THE FORUM FOR US INCOME TAX PURPOSES FORUM LLC'S FUTURE ACTIVITIES WILL BE REPORTED ON THE FORM 990 OF THE FORUM
SCHEDULE N, PART I, LINE 2E	ALL OFFICERS AND KEY EMPLOYEES OF WORLD ECONOMIC FORUM USA INC RETAINED THE SAME TITLE AND BECAME KEY EMPLOYEES WHEN THE ORGANIZATION CONVERTED TO A LIMITED LIABILITY COMPANY

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury

Internal Revenue Service

Name of the organization

WORLD ECONOMIC FORUM USA INC

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

2016

**Open to Public
Inspection**

Employer identification number

20-3908371

990 Schedule O, Supplemental Information

Return Reference	Explanation
ORGANIZATION'S MISSION STATEMENT - FORM 990, PART III, LINE 1	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 AT OUR ANNUAL MEETING IN DAVOS-KLOSTERS, SWITZERLAND IN ADDITION, THE FORUM USA ORGANIZES NUMEROUS HIGH-LEVEL MEETINGS IN NEW YORK EACH YEAR TO SUPPORT THE WORK OF OUR CONSTITUENTS THIS INCLUDES THE ANNUAL INDUSTRY PARTNERSHIP STRATEGY MEETING, WHICH BRINGS TOGETHER SELECT MEMBER COMPANIES THAT ARE ACTIVELY INVOLVED IN THE FORUM'S MISSION AT THE INDUSTRY LEVEL

990 Schedule O, Supplemental Information

Return Reference	Explanation
BOARD OF DIRECTORS - FORM 990, PART VI, SECTION A, LINE 1A & 1B	THE SECRETARY OF THE BOARD PARTICIPATES IN BOARD MEETINGS BUT DOES NOT HAVE VOTING RIGHTS THE BOARD OF DIRECTORS WAS DISSOLVED ON DECEMBER 31, 2016

990 Schedule O, Supplemental Information

Return Reference	Explanation
GOVERNING BODY/MANAGEMENT- FORM 990, PART VI, SECTION A, LINE 7A	THE WORLD ECONOMIC FORUM, A SWISS NON-PROFIT FOUNDATION, HAS THE POWER TO APPOINT A MAJORI TY OF THE WORLD ECONOMIC FORUM USA'S BOARD OF DIRECTORS

990 Schedule O, Supplemental Information

Return Reference	Explanation
GOVERNING BODY/MANAGEMENT- FORM 990, PART VI, SECTION A, LINE 7B	A MAJORITY OF THE ENTIRE BOARD OF DIRECTORS SHALL CONSTITUTE A QUORUM FOR THE TRANSACTION OF BUSINESS IF A MAJORITY OF THE DIRECTORS PRESENT HAVE BEEN APPOINTED BY THE WORLD ECONOM IC FORUM (THE FORUM), A SWISS NON-PROFIT FOUNDATION THE FORUM THUS HAS THE POWER TO MAKE GOVERNANCE DECISIONS OR RATIFY DECISIONS OF THE GOVERNING BODY MADE BY WORLD ECONOMIC FORU M USA'S BOARD OF DIRECTORS

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 REVIEW PROCESS- FORM 990, PART VI, SECTION B, LINE 11	THE FORM 990 IS PREPARED BY AN INDEPENDENT ACCOUNTING FIRM BASED ON THE INFORMATION PROVIDED BY THE ORGANIZATION'S HEAD OF FINANCE AND OPERATIONS. IT IS THEN REVIEWED AND APPROVED BY THE CHIEF OPERATING OFFICER BEFORE FILING, AND IS ALSO PROVIDED TO THE SENIOR MANAGEMENT OF THE WORLD ECONOMIC FORUM IN SWITZERLAND FOR COMMENT. THE BOARD OF DIRECTORS WAS DISSOLVED ON DECEMBER 31, 2016 PRIOR TO THE FILING OF THIS FORM 990, WHEN THE WORLD ECONOMIC FORUM USA CONVERTED TO A SINGLE MEMBER LLC, WITH THE WORLD ECONOMIC FORUM IN SWITZERLAND AS ITS SINGLE MEMBER.

990 Schedule O, Supplemental Information

Return Reference	Explanation
CONFLICT OF INTEREST POLICY- FORM 990, PART VI,SECTION B, LINE 12A	EMPLOYEES HAVE AN OBLIGATION TO CONDUCT BUSINESS WITHIN GUIDELINES THAT PROHIBIT ACTUAL OR POTENTIAL CONFLICTS OF INTEREST. THIS POLICY ESTABLISHES THE FRAMEWORK WITHIN WHICH THE FORUM USA WISHES THE BUSINESS TO OPERATE. THE PURPOSE OF THESE GUIDELINES IS TO PROVIDE 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 INTEREST 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 BLOOD OR MARRIAGE OR WHOSE RELATIONSHIP WITH THE EMPLOYEE IS SIMILAR TO THAT OF PERSONS WHO ARE RELATED BY BLOOD OR MARRIAGE. IT IS IMPERATIVE THAT EMPLOYEES DISCLOSE TO THE CHIEF OPERATING OFFICER 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 WHICH THE FORUM USA DOES BUSINESS BUT ALSO WHEN AN EMPLOYEE OR RELATIVE RECEIVES ANY KICKBACK, BRIBE, SUBSTANTIAL GIFT, OR SPECIAL CONSIDERATION AS A RESULT OF ANY TRANSACTION OR BUSINESS DEALINGS INVOLVING THE FORUM USA. ALL DISCLOSURES REQUIRED BY THIS POLICY ARE TO BE DECLARED IN WRITING TO THE CHIEF OPERATING OFFICER OF THE FORUM USA AS SOON AS IS REASONABLY POSSIBLE ONCE ONE OR MORE OF THE FOLLOWING OCCURS - WHEN YOU ARE OR BECOME AN OFFICER OR DIRECTOR OF ANY ORGANIZATION, - WHEN YOU RECEIVE ANY SOURCE OF EMPLOYMENT OR CONSULTING INCOME 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 SIGN AN ACKNOWLEDGMENT DISCLOSING ANY CONFLICT OF INTEREST WITH THE ORGANIZATION AS WELL AS AN ANNUAL QUESTIONNAIRE TO IDENTIFY ANY RELATED ACTIVITY THAT MAY BE A CONFLICT OF INTEREST.

990 Schedule O, Supplemental Information

Return Reference	Explanation
CONFLICT OF INTEREST POLICY- FORM 990,PART VI,SECTION B,LN 12B&12C	THE ORGANIZATION HAS A CONFLICT OF INTEREST POLICY TO REQUIRE DIRECTORS AND OFFICERS TO ANNUALLY DISCLOSE ANY CONFLICTS OF INTEREST SUCH POLICY WAS IN PLACE IN THE YEAR ENDING DECEMBER 31, 2016 THE ORGANIZATION CIRCULATES ANNUAL CONFLICT OF INTEREST QUESTIONNAIRES WHICH ARE REVIEWED BY THE CHIEF FINANCIAL OFFICER OF FORUM USA KEY EMPLOYEES ARE REQUIRED TO RAISE ANY POTENTIAL CONFLICTS OF INTEREST TO THE CHIEF OPERATING OFFICER OF FORUM USA

990 Schedule O, Supplemental Information

Return Reference	Explanation
COMPENSATION REVIEW PROCESS- FORM 990, PART VI, SECTION B, LINE 15	THE CHAIRMAN'S COMPENSATION IS SET BY THE WORLD ECONOMIC FORUM IN SWITZERLAND. THE FORUM IN SWITZERLAND WORKED WITH AN EXTERNAL, GLOBALLY RECOGNIZED PARTNER THAT MANAGED CREATING A JOB STRUCTURE, DEFINING LEVELS AND BUILDING PAY RANGES. FEWER, BROADER AND OVERLAPPING PAY RANGES WERE ESTABLISHED BASED ON BENCHMARKING WITH 3 SECTORS, INTERNATIONAL ORGANIZATIONS, CONSULTING FIRMS AND GENERAL INDUSTRY COMPANIES. GENERAL REMUNERATION GUIDELINE FOR THE MANAGING BOARD IS APPROVED BY THE BOARD OF TRUSTEES AS PER THE LAWS GOVERNING THE ORGANIZATION OF THE WORLD ECONOMIC FORUM, SWITZERLAND (FORUM SWITZERLAND). THE CHAIRMAN'S COMPENSATION IS APPROVED BY THE MANAGING BOARD OF FORUM SWITZERLAND IN LINE WITH APPROVED REMUNERATION GUIDELINE. THE VICE-CHAIRMAN VOLUNTARILY WAIVED COMPENSATION EFFECTIVE JULY 1, 2016. THE SALARY REPORTED ON THE FORM 990 REPRESENTS COMPENSATION PAID JANUARY 1, 2016 THROUGH JUNE 30, 2016. THE VICE-CHAIRMAN'S SALARY WAS INITIALLY SET BASED ON A SURVEY OF COMPARABLE POSITIONS AND IN CONSULTATION WITH INDEPENDENT OUTSIDE EXPERTS INCLUDING AN EXECUTIVE SEARCH FIRM AND EXECUTIVES FROM THE WORLD ECONOMIC FORUM IN SWITZERLAND. IT WAS THEN RATIFIED BY THE BOARD OF DIRECTORS AND HAS NOT BEEN CHANGED SINCE RATIFICATION. THE VICE-CHAIRMAN RECUSED HIMSELF DURING BOARD DISCUSSIONS RELATING TO HIS COMPENSATION. THE VICE-CHAIRMAN DOES NOT RECEIVE ANY PERFORMANCE-RELATED BONUS OR SIMILAR FORM OF COMPENSATION. FOR THE OTHER OFFICERS, THE COMPENSATION PROCESS IS LED BY THE VICE-CHAIRMAN. INITIAL SALARY LEVELS ARE SET BASED ON A SURVEY OF COMPARABLE POSITIONS AND IN CONSULTATION WITH INDEPENDENT OUTSIDE EXPERTS INCLUDING AN EXECUTIVE SEARCH FIRM AND EXECUTIVES FROM THE WORLD ECONOMIC FORUM IN SWITZERLAND. PERFORMANCE IS ASSESSED ON AN ANNUAL BASIS THROUGH AN ORGANIZATION-WIDE FORMAL REVIEW PROCESS WHICH IS USED TO DETERMINE ANY APPLICABLE PERFORMANCE RELATED BONUSES.

990 Schedule O, Supplemental Information

Return Reference	Explanation
GOVERNING DOCUMENTS- FORM 990, PART VI, SECTION C, LINE 19	NO DOCUMENTS RELATED TO GOVERNANCE DOCUMENTS, CONFLICT OF INTEREST POLICY AND FINANCIAL STATEMENTS HAVE BEEN MADE AVAILABLE TO THE PUBLIC DURING CALENDAR YEAR 2016

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART XI, LINE 9, OTHER CHANGES IN NET ASSETS	CONVERSION TO AN LLC - SEE SCHEDULE N (65,243,000)

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION CONSULTING FEES TOTAL FEES 440894

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION EMPLOYEES NY TEAM WORKING GVA TOTAL FEES 1701888

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION INVESTMENT CHARGES TOTAL FEES 115334

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION BANK FEES/SERVICE CHARGE TOTAL FEES 5853

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION PAYROLL FEES TOTAL FEES 52304

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION MISC EXPENSES TOTAL FEES 83689

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION MANAGING CONTRACT FEE TOTAL FEES 5437982

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

OMB No 1545-0047

2016

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 COLOGNYGVA SZ98-0459408	GLOBAL MTGS	SZ	501(C)(6)				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

1b

1c

1d

1e

1f

1g

1h

1i

1j

1k

1l

1m

1n

1o

1p

1q

1r

1s

No

No

No

No

No

No

No

No

No

No

No

Yes

Yes

No

No

Yes

Yes

No

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

Schedule R (Form 990) 2016

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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