



WORLD TRADE CENTERS  
ASSOCIATION

## ANNUAL REPORT 2017

S FOUNDATION  
ONS FOUNDATI  
FOUNDATIONSF  
NS **FOUND**ATIO  
S **FOUND**ATIONS  
O **FOUND**ATIONS  
S FOUNDATION







# TABLE OF CONTENTS

<b>CHAIRMAN'S WELCOME .....</b>	<b>6</b>
<b>LETTER FROM THE CEO .....</b>	<b>7</b>
<b>LEADERSHIP</b>	
BOARD OF DIRECTORS .....	11
GOVERNANCE .....	12
<b>COMMUNICATION</b>	
ANNUAL MEMBER SATISFACTION SURVEY .....	15
<b>PLANNING</b>	
A PATH FOWARD .....	19
<b>ACTION</b>	
BUILDING FROM THE GROUND UP: NEW INITIATIVES .....	23
MEMBER EVENTS .....	26
<b>STABILITY</b>	
FINANCIAL OVERVIEW .....	29
MEMBERSHIP ROSTER .....	32

# CHAIRMAN'S WELCOME

---



John E. Drew  
*Chairman of the Board of Directors*

## DEAR MEMBERS,

I was honored to be elected Chairman in 2017, and after one year in the position, I truly look forward to growing and strengthening the Association and our worldwide community over the next few years.

Whenever I am asked what is special about being a part of this Association, my answer is always the same—the people who are our Members. There are very few organizations whose Members demonstrate the passion for their work, the collaborative spirit, and the trust in colleagues like our World Trade Centers Association. We are a unique, one-of-a-kind worldwide community of trade and real estate professionals. That is what makes me excited to serve as your Chairman.

Over the past year, I was fortunate to have had the opportunity to engage in active discussions with Members, fellow Board Members, and staff as we entered into our three-year strategic-planning cycle. The process of reviewing the past several years of success and challenges was an invigorating and valuable exercise in working to chart our path forward.

As Chair, I set out and will continue to ensure, that we marshal resources and guide our activities in order to help strengthen the Association, where we are better serving you, our Members, by listening and delivering on your expectations. I believe the core principles of our organization are sound and we are poised to meet the challenges of the future. This is evident in the improved financial results of 2017 and in seeing the collaboration and excitement amongst the Members as we initiated new programming this past year. What I can promise is that I will always work as hard as I can to make our community stronger and build an Association that has a stellar international reputation.

The enclosed report highlights some of our initiatives and high points of last year. Thank you for being a part of what is a growing and evolving network of passionate and committed individuals.

Sincerely,

A handwritten signature in black ink that reads "John E. Drew". The signature is fluid and cursive, written in a professional style.

**John E. Drew**  
*Chairman of the Board of Directors*  
**World Trade Centers Association**

# LETTER FROM THE CEO

---



Scott Ferguson  
*Chief Executive Officer*

## TO OUR MEMBERS,

A year ago I penned a letter to you that outlined my intentions as the new Chief Executive Officer. I knew that job number one was for us to have a solid understanding of our Members. That unless we had a firm grasp on your expectations, your challenges, and your goals, we could not work towards progress. So we visited and spoke with many of you, listened to your reflections on our organization, and deployed new tools to systematically gather your insights. Those efforts were invaluable.

Armed with that information our team began to act. As part of a process that plays out every three years, the Board crafted a Strategic Plan that lent critical guidance for us at Headquarters as we created a business plan to execute on those goals. We launched new initiatives that would carry over into 2018 and pay dividends for years to come, ensuring the stability sought by any organization. These efforts will serve to strengthen our network and usher in a new era of engagement.

That is why 2017 can best be described as a year of setting in place the cornerstone programs and services that will better serve you and your home communities. That was how we came to choose the title of this report: "Foundations."

The core elements of Leadership, Communication, Planning, Action, and Stability—critical to any organization—form the structure of our content here as we look to each of these five areas as the keys to our collective prosperity. And while this is the annual report for the association, your organizations and staff are the engines of our team's enthusiasm.

In conversations both public and in private we repeat that our association is only as strong as our Members, and we are fortunate that the World Trade Centers Association has this particular Membership base upon which to rely. You are an engaged, committed, and extraordinary roster of individuals and businesses that are both the goal of our efforts, and the source of our inspiration. And for that, we thank you.

All the best,

A handwritten signature in black ink that reads "Scott Ferguson". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Scott Ferguson  
*Chief Executive Officer*  
**World Trade Centers Association**

LEADERSH  
COMMUNICATIO  
PLANNINGPLANNI  
ACTIONAC  
STABIL



WORLD TRADE CENTERS  
ASSOCIATION

IPLEADERSHIPLEAD  
NCOMMUNICATIONC  
NGPLANNINGPLANN  
TIONACTIONACTION  
ITYSTABILITYSTABIL

# LEADERSHIP



# BOARD OF DIRECTORS

---

## BOARD OFFICERS:

Mr. John E. Drew

*WTCA Chair*

**World Trade Center Boston**

Mr. Rolf Draak

*WTCA Vice Chair-Treasurer*

**World Trade Center Nice**

Mr. Remy Swaab

*WTCA Vice Chair-Secretary*

**World Trade Center Panama**

## BOARD COMMITTEE CHAIRS:

Mr. Balaram Menon

*Chair-Executive Committee*

**World Trade Center Bengaluru**

Mr. Mehran Eftekhari

*Chair-Audit & Risk Committee*

**World Trade Center Cyprus**

Ms. Charlotte Gallogly

*Chair-Nomination & Compensation Committee*

**World Trade Center Miami**

Mr. Remy Swaab

*Chair-Digital Steering Committee*

**World Trade Center Panama**

Mr. Scott Center

*Chair-Investment Committee*

**World Trade Center Savannah**

## ADDITIONAL BOARD MEMBERS:

Mr. Ghazi Abu Nahl

**World Trade Center Doha**

Mr. Togbe Afede XIV

**World Trade Center Accra**

Mr. Pedro Pablo Alamos

**World Trade Center Santiago**

Mr. A. Rüştü Argit

**World Trade Center Istanbul**

Mr. Lew Cramer

**World Trade Center Utah**

Ms. Andrea Garwood

**World Trade Center Trieste**

Mr. Christiaan Huijg

**World Trade Center Amsterdam**

Mr. Vijay Kalantri

**World Trade Center Mumbai**

Mr. Didier Kling

**World Trade Center Paris**

Ms. Catherine Lee

**World Trade Center Nanjing**

Mr. Luciano Menezes

**World Trade Center São Paulo**

Ms. Mariette Mulaire

**World Trade Center Winnipeg**

Mr. Emmanuel Thauhier

**World Trade Center Rennes-Bretagne**

Mr. Gerard Vaandrager

**World Trade Center The Hague**

Mr. Jianrong Yang

**World Trade Center Shanghai**

Mr. Walter M.S. Yeh

**World Trade Center Taipei**

# WTCA GOVERNANCE

---

## 2017 BOARD ELECTION

The World Trade Center Association's (WTCA) biennial Board election was held in April 2017, with 14 candidates vying for 12 open seats. Five incumbent Directors and seven new Directors were elected to serve four-year terms, joining the 11 hold-over Directors whose terms run until 2019. Fifty-seven percent of the WTCA Members eligible to vote in the election cast ballots electronically or in-person at the General Assembly in Las Vegas.

## 2017 BOARD OFFICER ELECTION

The newly-constituted WTCA Board elected Mr. John E. Drew to serve as WTCA's new Chairman, with Mr. Rolf Draak as Vice Chair-Treasurer and Mr. Remy Swaab as Vice Chair-Secretary. Mr. Ghazi Abu Nahl, who stepped down as WTCA's Chair after serving in that position since 2008, was given the honorary title of "Chairman Emeritus" by the Board in recognition of his service.

## ELECTION PROCESS CHANGES

The Board adopted term limits for WTCA Directors and Board Officers. Under the new policy, a WTCA Director may not serve more than three terms (each term is four years), and no Board officer may serve in the same officer position for more than three terms (each term is two years). To maintain continuity, current directors who have already completed two or more terms will be permitted to run for one additional four-year term as Director. Similarly, if there are not enough candidates to fill the open Board seats in a region for any election, then incumbent Directors in that region may be placed on the ballot even if they have served their maximum terms.

## OTHER GOVERNANCE ACTIONS

In 2017, the Board met five times, including three in-person meetings, and the Board's five Standing Committees met a total of 28 times. Among the key actions taken in 2017 by your volunteer Board and its Committees were:

- Adopting a new Strategic Plan prepared by the Board's Strategic Plan Task Force, which was comprised of the Board's Officers, Committee Chairs and Executive Committee Members;
- Approving an updated Business Plan, which Headquarters – with input from Directors – developed based on the new Strategic Plan;
- Adopting and presenting to Members at the 2017 GA in Las Vegas the WTCA's 2016 audited financials;
- Approving the 2018 budget, which initiates additional operational efficiencies to reduce WTCA's overhead costs and aligns them with annual dues revenues as part of the Business Plan;
- Approving Headquarters' Strategic Communications Plan, which emphasizes the importance of positioning the brand with key constituents;
- Establishing Member Advisory Councils: Real Estate, Trade Services, and Conferences and Exhibitions.

In addition, the Board and its Committees continued their oversight of the governance practices that have been implemented to ensure the transparency of the Association's business operations and safeguard its assets, including: (i) an internal audit review process; (ii) a risk management process; and (iii) a performance review process for key management.

## STANDING COMMITTEE APPOINTMENTS

The Board appointed the following Directors to serve on its Standing Committees:

**Executive Committee:** Chair, Balaram Menon (WTC Bengaluru); Vice-Chair, Mariette Mulaire (WTC Winnipeg); Ghazi Abu Nahl (WTC Doha); Rolf Draak (WTC Nice); John E. Drew (WTC Boston); and Luciano Menezes (WTC São Paulo)

**Audit & Risk Committee:** Chair, Mehran Eftekhari (WTC Cyprus); Pedro Pablo Alamos (WTC Santiago); Vijay Kalantri (WTC Mumbai); and Didier Kling (WTC Paris)

**Nomination & Compensation Committee:** Chair, Charlotte Gallogly (WTC Miami); Rüştü Arıt (WTC Istanbul); Lew Cramer (WTC Utah); Catherine Lee (WTC Nanjing); and Gerard Vaandrager (WTC The Hague)

**Digital Steering Committee:** Chair, Remy Swaab (WTC Panama); Andrea Garwood (WTC Trieste); Christiaan Huijg (WTC Amsterdam); Emmanuel Thauvier (WTC Rennes-Bretagne); and Walter Yeh (WTC Taipei)

**Investment Committee:** Chair, Scott Center (WTC Savannah); Mr. Togbe Afede XIV (WTC Accra); John E. Drew (WTC Boston); Rolf Draak (WTC Nice); Catherine Lee (WTC Nanjing); and Jianrong Yang (WTC Shanghai)

## ROLE OF THE BOARD

In conducting its oversight activities in 2017, the Board was guided by its official Mandate and the Association's strategic and business plans. As set forth in its mandate, the Board's fundamental objective is to create value for WTCA's Members by directing the Association's business affairs in a manner that fulfills the purposes of the organization as set forth in the Association's Constitution and Bylaws. The Board's stewardship responsibilities are to oversee the conduct of the Association's business affairs, to provide leadership and direction to WTCA's management, and to set the standards of conduct for and policies of the Association, and the terms of reference for all Board committees.

## FAREWELL TO FORMER WTCA DIRECTORS

After a combined 70 years of service, seven Directors stepped down from the WTCA Board in 2017. We would like to thank the following departing Directors for their dedication to the Association:

**Mr. Antonio Trueba** (WTC Madrid and WTC Sevilla)—1992-2017

**Mr. Ousama Ghannoum** (WTC Abu Dhabi and WTC Beirut)—2000-2017

**Mr. Pierre-Antoine Gailly** (WTC Paris)—2005-2017

**Mr. Lawrence Boudreaux** (WTC New Orleans)—2012-2017

**Mr. Vladimir Salamatov** (WTC Moscow)—2012-2017

**Mr. Francis Liang** (WTC Taipei)—2015-2017

**Ms. Jjuling Xiong** (WTC Beijing)—2015-2017

# COMMUNICATION



**WE THINK THE MOST IMPORTANT THING WE CAN DO IS LISTEN. SO WE ASKED QUESTIONS, AND YOU ANSWERED.**

Any association is only as strong as its Members, and the WTCA is no different. Comprised of a highly diverse network of individuals and their businesses, the WTCA brings a variety of industries to the table, and provides avenues of dialogue and collaboration across sectors and regions of the globe. Cognizant of this potential we strive not simply to hear, but to listen to our Members. This communication was pivotal in attending to Members’ needs.

**LAYING THE GROUNDWORK: OUR BOARD AND OUR ANNUAL MEMBER SATISFACTION SURVEY**

The incredible body of institutional knowledge that resides on our Board of Directors is invaluable. That is why as we set about listening to the wide spectrum of our association, we started with our Board. Armed with the critical insights and guidance they provided, we then turned to Membership.

We also knew that in order to reflect Member needs in our actions, we had to gather the right information, by asking the right questions. To do this we enlisted a globally-recognized polling firm to conduct a professionally administered and analyzed, two-phased, comprehensive research initiative that included both quantitative and qualitative data collection:

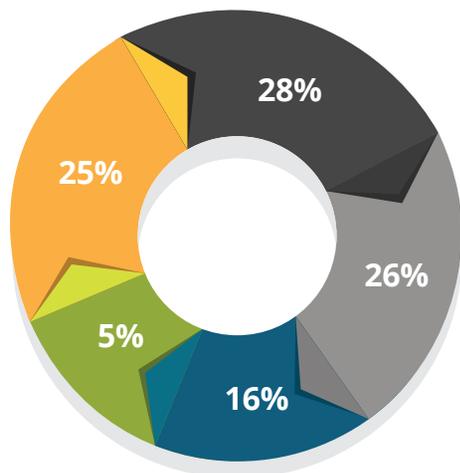
**Step 1: Conducting in-depth interviews with a wide swath of Members to inform survey direction and design**

**Step 2: Administering the online survey to Members**

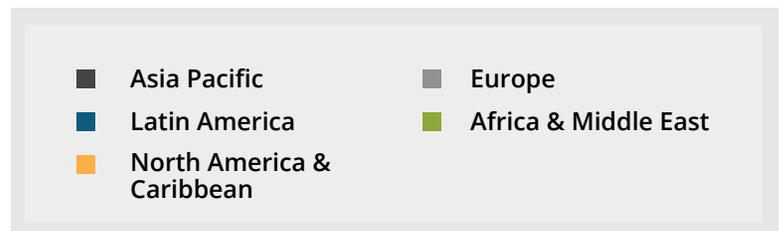
This process resulted in our first Annual Member Satisfaction Survey.

Responses proved to be very promising, demonstrating that Members are eager to voice their opinions, and to engage with each other and the team at Headquarters.

**SURVEY RESPONSES BY REGION**



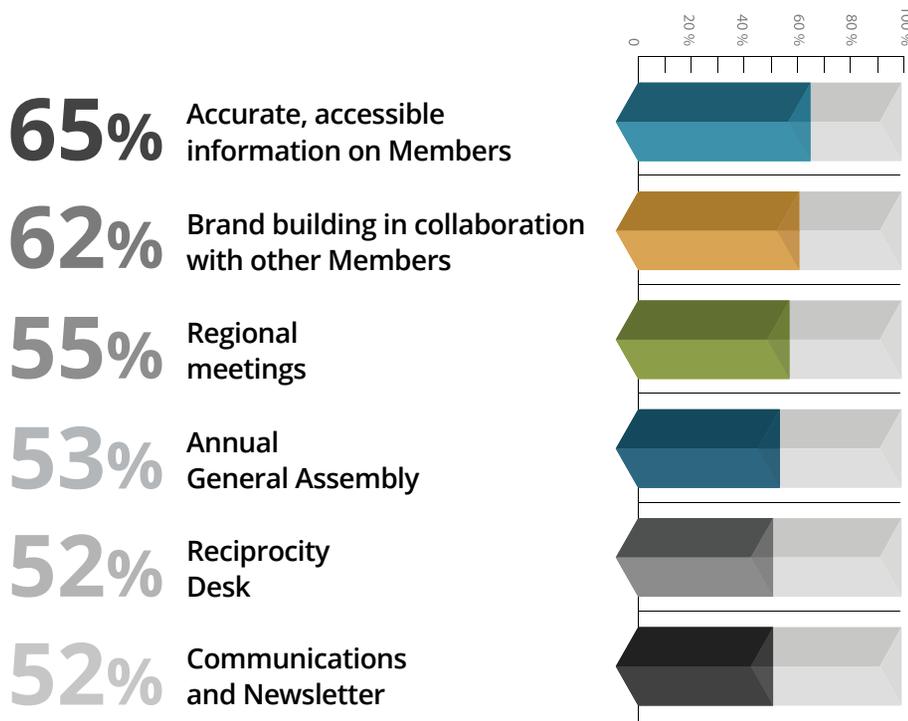
**44%** completed our Member Satisfaction Survey in 2017 (141 out of 321 unique WTCs)



# WTCA COMMUNICATION

## THE SURVEY ALLOWED US TO EXTRACT KEY LEARNINGS ABOUT WHAT OUR MEMBERS CARE ABOUT AND WANT THE MOST:\*

Five existing WTCA initiatives considered most important:



*\*Q16a: How important are each of the following WTCA Member tools, services, events and programs to you?*

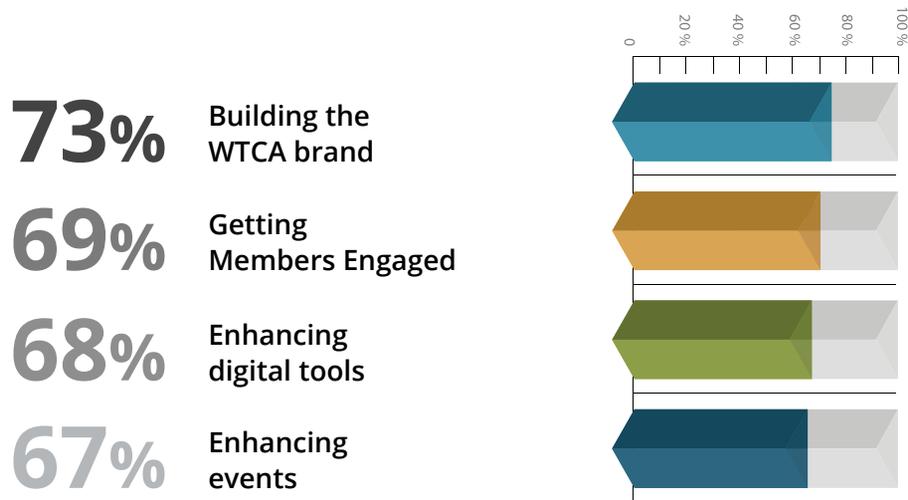
## WE ALSO GAVE YOU AN OPEN FORUM TO TELL US AREAS WHERE WE COULD IMPROVE OPERATIONS.\*

The top three answers to these open-ended questions accounted for more than half of survey respondents, and this input was used directly in our planning:



*\*Q24a: Looking forward, when considering where WTCA should focus its efforts and resources, how important are each of the following initiatives?*

**SUBSEQUENTLY, WE HONED IN ON YOUR RESPONSES, IDENTIFYING AREAS ON WHICH WTCA SHOULD FOCUS ITS EFFORTS AND RESOURCES:\***



*\*Q26: What, if anything, can the World Trade Center Association do to better serve you as a Member of WTCA?*

**WE ALSO ASKED ABOUT YOUR LEVEL OF SATISFACTION WITH YOUR MEMBERSHIP:\***

Members were asked to rate their satisfaction level on a scale of 1-10, with 10 being the highest. We took all of your reported feedback, and wove this into our future plan of action to ensure we continue to drive this number higher. We will use this survey as a baseline each year, repeating this exercise to gauge Member satisfaction, compare year-over-year performance, and garner critical Member input into programming.



*\*Q18: Overall, how satisfied are you as a WTCA Member?*

# PLANNING



## A PATH FORWARD

In early 2017 the Board and management began a new three-year planning cycle, sketching out how the association would chart its course for the next several years to come. In order to do so, a Board Task Force was established to tackle the first job of drafting a new Strategic Plan.

**This group was made up of Board Members including:**

- Mr. John E. Drew—*Board Chairman, WTC Boston*
- Mr. Rolf Draak—*Board Vice Chair, WTC Nice/Sophia Antipolis*
- Mr. Mehran Eftekhari—*Chair, Audit and Risk Committee, WTC Cyprus*
- Ms. Charlotte Gollogly—*Chair, Nomination and Compensation Committee, WTC Miami*
- Mr. Balaram Menon—*Chair, Executive Committee, WTC Bengaluru*
- Ms. Mariette Mulaire—*Executive Committee Member, WTC Winnipeg*
- Mr. Remy Swaab—*Board Vice Chair; Chair, Digital Steering Committee, WTC Panama*
- Ms. Jiuling Xiong—*Executive Committee Member, WTC Beijing*

The goal of this task force was to consider the opportunities and challenges that faced the organization, taking into account all of the lessons learned from previous plans while considering a number of inputs, including those from Members. What resulted was a comprehensive outline that highlighted four key areas where management was directed to focus its activities in the coming years.

This plan then went to Headquarters as a foundation upon which to build its business plan for the next year and onward. From there the office of the CEO worked with the Finance, IT, Legal, and Communications and Member Relations departments to construct a tactical plan made up of 35 separate initiatives to ensure the association is working towards the goals sketched out in the 2018–2020 strategy.

## STRATEGIC PLAN

### Vision Statement:

*World's trusted global brand facilitating international business connections and trade.*

### Mission Statement:

- Promoting and protecting our WTC brand for the collective benefit of our Membership;
- Expanding the reach and increasing the quality of our global WTCA network;
- Strengthening our global presence through connecting engaged Members;
- Actively seeking out potential Members and establishing WTCs in new growing markets;
- Providing Members support in enabling them to connect with their counterparts within the network to foster international trade;
- Expanding the reach and quality of the WTCA network through our Members' WTC-branded properties and integrated trade services;
- Making sure our Members maintain and provide the highest quality service to their business Members;
- Having strong continental and regional structure to meet our Members' needs; and
- Migrating, leveraging, transferring, and utilizing the strengths of our experienced Members' best practices

### Motto/Slogan/Tag Line:

*Connecting the Business World*

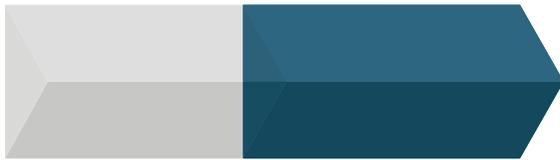
### Values:

- Non-political alignment
- Open and Transparent
- Multicultural
- Respect Toward Others
- Cooperation
- Compliant

## WE THEN LAUNCHED SPECIFIC PROJECTS ALIGNED WITH THE FOUR BOARD-DRAFTED AND APPROVED STRATEGIES

### THE WTC BRAND

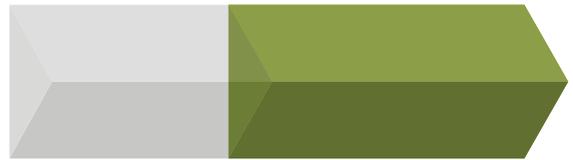
*Building and protecting the value of the WTC Brand*



- Strategic Communications Plan, including media relations and content marketing
- The first annual “WTCA Trade and Investment Report”
- Repositioning events as vehicles for external brand positioning

### BUILDING THE GLOBAL NETWORK

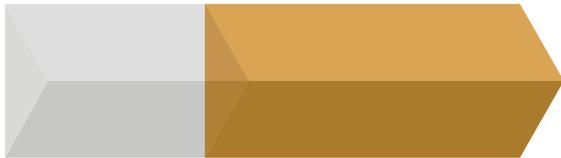
*Strengthen the global network by managing standards and improving services for current and new Members*



- Reinvent Member Accreditation (previously “Certification”)
- Field an annual Member Satisfaction Survey to glean Member insights
- Develop Member Health indices to identify opportunities and challenges on Regional and Member levels

## SUPPORTING THE MEMBERS

*Supporting efforts to enhance the long-term sustainability of our Members*



- Establish Member Advisory Councils to encourage and enable deep Member involvement into the affairs of the Association
- Launch InfoShare Online to enable accurate data capture, and to power new Member tools
- Develop a Member-lifecycle-management program to identify issues early and keep Membership strong

## FISCAL SUSTAINABILITY

*Operating the WTCA in an efficient manner*



- Explore revenue models that reduce dependence on new-Member recruitment
- Review WTCA budget and programming to identify trends and opportunities for efficiency
- Constantly review HQ expenses to find cost savings

# ACTION



## **BUILDING FROM THE GROUND UP: NEW INITIATIVES**

A number of new endeavors were set in motion in 2017 with the goal of strengthening our network and building our brand. Some highlights include the following:

### **Rolling out of Strategic Communications Plan**

After a year of listening and planning, we crafted a comprehensive strategic communications plan that aims to elevate the WTCA brand, the foundations of which we laid in 2017.

The first step in any such effort is to ask, “What makes us special?”

**WTCA stands out for being a network of deeply-connected, passionate professionals, that truly transcends borders. With deep expertise in our focus areas, and our fingers collectively on the pulse of more than 300 local economies and business communities, we are an invaluable resource.**

With this in mind, we began to take action on a plan that will create opportunities for the organization to tell its story, and that of our Members.

### **Refreshing Events as Interactive Platforms**

We understand that WTCA events are key moments for our Membership: These gatherings shorten distances and bring many of us together, providing access to an exclusive global network, and a platform to highlight our extraordinary roster of Members. But we also understand that this is a fast-changing world, and we cannot stand still. We thus began to transform our events to enhance Member experience and education.

We began with the pivot of our Member Seminar in October, 2017, offering interactive workshops, educational seminars, and renowned speakers.

Your feedback from attending that event was proof that our meetings should be engaging affairs that produce actionable insights and help elevate our worldview. You can expect our event programs to include many more interactive components that will not only allow, but also encourage, a two-way dialogue between Members of our network, and with the public at large.

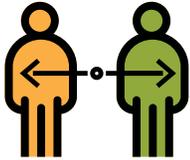
### **Priming New Engagement Programs**

In 2017 we also introduced new programs, and reinvented existing ones to better engage and understand our Members. These new initiatives offer Members more structured channels to communicate with Headquarters and amongst themselves, and include:

- **Member Advisory Councils (MACs)**
- **InfoShare Online**
- **Accreditation (formerly Certification)**

## *Member Advisory Councils (MACs)*

MACs are Member-driven councils, unique in that each council determines its focus (based on Members' expertise), deliverables and timetable. MACs were created in 2017 to:



### **Communicate:**

Act as a direct and formalized line of communication between Members, the Board and Headquarters

---



### **Counsel:**

Advise HQ on programs and initiatives

---



### **Champion:**

Memorialize best practices to share with other Members

---



### **Commit:**

Serve to engage Members with each other, and with WTCA management

---

*We created three initial MACs based on our Members' expertise:*



**Trade Services**

---



**Real Estate**

---



**Conferences & Exhibitions**

---

### ***InfoShare Online***

We rolled out a much more user-friendly and intuitive web version of our existing InfoShare form, called “InfoShare Online.” The goal was to solicit and capture Member data in a far more automated and sophisticated manner, resulting in a better understanding of our Members.

The most exciting benefit is the way we will empower Members to leverage this information, creating a means of searching for other WTCs along specific criteria with the goal of fueling collaboration around the globe. Completing this form helps WTCA and its Members get to know each other better and to build customized tools for your use, so everyone can get the most out of being part of our network.



### ***Accreditation Program***

Redesigning our certification program—renamed as “accreditation”— was in the works for some time. But in 2017 we began the work in earnest. We conducted a feasibility study at the General Assembly in April of 2017 in collaboration with our outside partner, the result of which was a resounding call for a program.

We found that first and foremost, we had to recruit highly active Members who would participate in a critical phase of the process: stakeholder engagement. These Members came together as the Accreditation Advisory Group and Content Advisory Panels, both of which will monitor the quality of the program restructure, set standards, and ensure it complies with Members’ needs.

**It all comes down to your opinion: your thoughts, insights and feedback are invaluable. Learning is a never-ending process, especially in such a fast-paced, ever-changing world. And while the answers are sometimes complex, we are fortunate to have our Members to rely on. You are, and always will be, the focus of our work.**

# WTCA MEMBER EVENTS

---

## THE 48TH ANNUAL GENERAL ASSEMBLY



Hosted by WTC Las Vegas from April 2-5, 2017, in Las Vegas, NV, USA

ANNUAL MEMBER SEMINAR 2017



Hosted by WTCA Headquarters from October 15-17, 2017, in New York City, NY, USA

# STABILITY



# FINANCIAL OVERVIEW

These consolidated financial statements have been audited by an independent and outside auditor, PKF O'Connor Davies, and present fairly, in all material respects, the consolidated financial position of World Trade Centers Association, Inc. and Subsidiary as of December 31, 2017, and 2016 and the consolidated changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

## CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

	December 31	
	<u>2017</u>	<u>2016</u>
<b>ASSETS</b>		
Cash and cash equivalents	\$ 1,036,739	\$ 1,523,092
Investments		
Unrestricted	12,572,834	11,672,121
Restricted for letters of credit	179,323	178,128
Reserve for top level domain costs	-	1,008,250
Membership dues and license fees receivable, net of allowance for doubtful accounts of \$120,000 and \$95,000, respectively	477,304	323,600
Other assets and deposits	162,350	143,995
Property and equipment, net of accumulated depreciation	58,566	44,413
Platform/software development costs, net of accumulated amortization	514,600	369,146
Trademark costs	2,491,174	2,176,441
Top level domain	<u>226,230</u>	<u>226,230</u>
	<u>\$ 17,719,120</u>	<u>\$ 17,665,416</u>
<b>LIABILITIES AND UNRESTRICTED NET ASSETS</b>		
Liabilities		
Accounts payable and accrued expenses	\$ 1,053,793	\$ 2,159,637
Deferred membership fees	534,150	453,014
Refundable license fees	76,000	276,000
Line of credit payable	400,000	-
Deferred rent	<u>105,311</u>	<u>81,467</u>
Total Liabilities	2,169,254	2,970,118
Unrestricted net assets	<u>15,549,866</u>	<u>14,695,298</u>
	<u>\$ 17,719,120</u>	<u>\$ 17,665,416</u>

# FINANCIAL OVERVIEW

---

## CONSOLIDATED STATEMENTS OF ACTIVITIES AND CHANGE IN UNRESTRICTED NET ASSETS

	December 31	
	2017	2016
<b>OPERATING REVENUES</b>		
Membership dues	\$ 3,973,679	\$ 3,235,000
License fees	3,909,000	1,475,000
Option fees	435,000	170,000
Bad debt recovery	25,000	160,002
Services income	85,827	-
Other income	66,340	24,117
Total Operating Revenues	<u>8,594,846</u>	<u>5,064,119</u>
<b>OPERATING EXPENSES</b>		
Program services to Members	3,262,518	2,867,191
Management and general	<u>5,938,864</u>	<u>5,895,933</u>
Total Operating Expenses	<u>9,201,382</u>	<u>8,763,124</u>
(Deficit) of Operating Revenues Over Operating Expenses	(606,536)	(3,699,005)
<b>NON-OPERATING ACTIVITIES</b>		
Investment income, net	<u>1,461,104</u>	<u>712,440</u>
Change in Unrestricted Net Assets	854,568	(2,986,565)
<b>UNRESTRICTED NET ASSETS</b>		
Beginning of year	<u>14,695,298</u>	<u>17,681,863</u>
End of year	<u>\$ 15,549,866</u>	<u>\$ 14,695,298</u>

## CONSOLIDATED STATEMENTS OF CASH FLOWS

	December 31	
	2017	2016
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Change in unrestricted net assets	\$ 854,568	\$ (2,986,565)
Adjustments to reconcile change in unrestricted net assets to net cash used in operating activities		
Deferred rent	23,844	81,467
Provision (recovery) for uncollectible accounts	25,000	(32,689)
Depreciation and amortization	158,399	147,852
Net realized and unrealized gain on investments	(1,187,438)	(415,951)
Changes in operating assets and liabilities		
(Increase) decrease in membership dues and license fees receivable	(178,704)	1 23,389
(Increase) decrease in other assets and deposits	(18,355)	33,751
(Decrease) increase in accounts payable and accrued expenses	(1,105,844)	1,375,868
Increase in deferred membership fees	81,136	67,181
Decrease in refundable license fees	<u>(200,000)</u>	<u>(125,000)</u>
Net Cash Used in Operating Activities	<u>(1,547,394)</u>	<u>(1,730,697)</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of investments	(1,907,702)	(1,661,602)
Proceeds from sale and maturity of investments	3,201,482	3,595,28
Purchase of property and equipment	(23,772)	-
Increase in platform/software development costs	(294,234)	(69,600)
Increase in trademark costs	<u>(314,733)</u>	<u>(223,493)</u>
Net Cash Provided by Investing Activities	<u>661,041</u>	<u>1,640,586</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Proceeds from line of credit	<u>400,000</u>	<u>-</u>
Net Decrease in Cash and Cash Equivalents	(486,353)	(90,111)
<b>CASH AND CASH EQUIVALENTS</b>		
Beginning	<u>1,523,092</u>	<u>1,613,203</u>
Ending	<u>\$ 1,036,739</u>	<u>\$ 1,523,092</u>
<b>SUPPLEMENTAL CASH FLOW INFORMATION</b>		
Non-cash Investing Activities		
Additions to trademark costs and property and equipment included in accounts payable and accrued expenses	<u>\$ -</u>	<u>\$ 42,713</u>

# MEMBERSHIP ROSTER

---

## ASIA & THE PACIFIC



Ahmedabad	Daejeon	Hyderabad	Metro Manila	Pune	Tokyo (AF)
Amaravati	Dandong	Islamabad	Mumbai	Quanzhou	Vadodara
Amritsar	Delhi-Gurgaon	Jaipur	Nanchang	Saigon	Varanasi
Anyang	Dhaka	Jakarta	Nanjing	Seoul	Wuhan
Beijing	Faridabad	Jinzhong	Nanning	Shanghai	Wuhan CBD
Bengaluru	Fuzhou	Kaohsiung	Nansha	Shenzhen	WuXi
Bhopal	GIFT City	Karachi	Navi Mumbai	Surabaya	Xiamen
Bhubaneswar	Goa	Kochi	New Delhi	Surat	Xian
Chandigarh	Guangzhou	Kolkata	Ningbo	Suwon	Xuzhou
Changsha	Guiyang	Kuala Lumpur	Noida	Suzhou	Yancheng
Wanjiali	Harbin	Kunming	Noida CBD	Taichung	Yongjia
Changzhou	Hong Kong (AF)	Lanzhou	Okinawa	Taipei	Yongkang
Chennai	Hong Kong	Lucknow	Patna	Thiruvananthapuram	Zhengzhou
Chittagong	International	Luohe	Penang	Tianjin	
Chongqing	Airport	Macau	Perth	Tokyo	
Colombo	Hunchun	Melbourne	Pingtang		

## EUROPE



Almaty	Brussels	Hamburg	Luxembourg	Oslo	Tallinn
Almeda Park	Bucharest	Heerlen Aachen	Lyon	Paris	The Hague
Almere	Chelyabinsk	Helsingborg	Madrid	Pescara	Trieste
Amsterdam	Cyprus	Helsinki	Malmo	Pilsen	Turku
Antwerp	Dresden	Helsinki Airport	Malpensa Airport	Poitiers	Twente
Arnhem	Dublin	Istanbul	Marseille	Futuroscope	Utrecht
Nijmegen	Eindhoven	Karlskrona	Provence	Poznan	Vaxjo
Ballerup	Ekaterinburg	Kiel	Metz-Saarbrucken	Rennes Bretagne	Venlo
Barcelona	Frankfurt (Oder)	Krasnodar	Milan	Rostock	Warsaw
Basilicata	Geneva	Lausanne	Monaco	Rotterdam	Zaragoza
Belfast	Genoa	Leeuwarden	Moscow	San Marino	Zurich
Berlin	Ghent (AF)	Lille	Nantes Atlantique	Schiphol Airport	
Bordeaux	Gibraltar	Lille-Arras	Nice/Sophia	Sevilla	
Breda	Glasgow	Lisbon	Antipolis	Sofia	
Bremen	Gothenburg	Lugano	Nizhny Novgorod	Sofia (AF)	
Brest	Grenoble	Lund	Norrkoping	Stockholm	

**LATIN AMERICA & CARIBBEAN**

Aruba	Caracas	Encarnación	Managua	Porlamar	San Salvador
Asuncion	Cartagena	Goiania	Maracaibo	Puerto La Cruz	Santa Cruz de la Sierra
Barquisimeto	Ciudad del Este	Guadalajara	Medellin	Puerto Ordaz	Santiago
Belo Horizonte	Cochabamba	Guanajuato	Merida	Punta del Este	Santo Domingo
Bogota	Colonia del Sacramento	Haiti	Mexico City	Queretaro	São Paulo
Brasilia	Cordoba	Havana	Monterrey	Rio de Janeiro	Tijuana
Bucaramanga	Culiacan	Ibague	Montevideo	Rosario	Valencia, Venezuela
Buenos Aires	Curacao	Joinville	Naucalpan	San Jose	Veracruz
Cali	Curitiba	La Paz	Panama	San Luis Potosi	
Cancun		Lima	Pereira	San Pedro Sula	

**THE MIDDLE EAST & AFRICA**

Abu Dhabi	Algiers	Basra	Dakar	Lagos	Qatar
Abuja	Amman	Beirut	Damascus	Luanda	Ramallah
Accra	Antananarivo	Benghazi	Dubai	Muscat	Riyadh
Al Khobar	Baghdad	Cairo	Erbil	Nairobi	Sanaa
Aleppo	Bahrain	Casablanca	Jeddah	Praia	Sharjah
					Tunis

**NORTH AMERICA**

Anchorage	Denver	Halifax	Montana	Palm Beach	St. Louis
Arkansas	Detroit/Windsor	Harrisburg	Montreal	Pittsburgh	Tacoma
Atlanta	Dulles Airport	Houston	New Orleans	Portland	Tampa Bay
Baltimore	Edmonton	Kansas City	New York	Providence	Toronto
Birmingham	El Paso/Juarez	Kentucky	Norfolk	San Antonio	Utah
Boston	Fort Lauderdale	Las Vegas	Northern California–Sacramento	San Diego	Vancouver
Buffalo Niagara	Greenville–Spartanburg	Long Beach	Orlando	San Francisco	Washington, D.C.
Charleston	Greater Philadelphia	Los Angeles	Oxnard	Saskatoon	Winnipeg
Chicago		McAllen		Savannah	
Delaware		Miami		Seattle	



**LEADERSHIP  
COMMUNICATION  
PLANNING  
ACTION  
STABILITY**



