

U.S. Department of Justice
Washington, DC 20530

Registration Statement
Pursuant to the Foreign Agents Registration Act of 1938, as amended

I--REGISTRANT

1. Name of Registrant

McKinsey & Company, Inc. International

2. Registration Number (To be assigned by the FARA Unit)

6852

3. Primary Business Address

711 Third Avenue, 4th Floor, New York, NY 10017

4. If the registrant is an individual, furnish the following information:

- (a) Residence address(es)

- (b) Nationality
- (c) Year of birth
- (d) Present citizenship
- (e) If present citizenship not acquired by birth, state when, where and how acquired
- (f) Occupation

5. If the registrant is not an individual, furnish the following information:

- (a) Type of organization: Committee Association Partnership Voluntary group
Corporation Other (*specify*) _____
- (b) Date and place of organization 10/30/1996, Washington

- (c) Name of responsible individual Tarek El Sayed
(e.g., officer, director or partner)

- (d) Other business address(es), if any, including 2304 International Tower Capital Ctr Al Karamah St, P.O. Box
locations of branch or local offices 52093, Abu Dhabi, UNITED ARAB EMIRATES
Kingdom Tower 54th Floor, P.O. Box 54517, Riyadh, SAUDI ARABIA
11524

- (e) If a membership organization, provide number of members

(f) List all partners, officers, directors or persons performing the functions of an officer or director of the registrant.

Name	Residence Address	Citizenship	Position
See Appendix for Response			

(g) Which of the above named persons renders services directly in furtherance of the interests of any of the foreign principals?

Name	Foreign Principal(s)	Services

(h) Describe the nature of the registrant's regular business or activity.

McKinsey & Company, Inc. International provides consulting services in Abu Dhabi and Riyadh and is also a holding company for other McKinsey & Company, Inc. entities. McKinsey & Company, Inc. International advises businesses, governments, and institutions across the private, public, and social sectors.

(i) Give a complete description of the ownership and control structure of the registrant.

McKinsey & Company, Inc. International is wholly owned by McKinsey & Company, Inc.

6. List all individuals, other than those listed in Item 5(g), who render services or will render services to the registrant directly in furtherance of the interests of any foreign principal(s) in other than a clerical, secretarial, or in a related or similar capacity.

Name	Residence Address	Foreign Principal(s)	Services
See Appendix for Response			

II--FOREIGN PRINCIPAL

7. List every foreign principal¹ for whom the registrant is acting or has agreed to act.

Foreign Principal	Foreign Principal Address
Saudi Council of Economic and Development Affairs (CEDA)	CEDA Riyadh SAUDI ARABIA

III--ACTIVITIES

8. In addition to the activities described in any Exhibit B to this statement, will the registrant engage or is the registrant engaging now in activity or rendering services on its own behalf which benefits any or all of its foreign principals?

Yes No

If yes, describe fully.

Foreign Principal	Activities/Services
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IV--FINANCIAL INFORMATION**9. (a) RECEIPTS-MONIES**

During the period beginning 60 days prior to the date of the registrant's obligation to register² under FARA, has the registrant received from any foreign principal named in Item 7 of this statement, or from any other source, for or in the interests of any such foreign principal, any contributions, income, or money either as compensation, or for disbursement or otherwise?

Yes No

If yes, set forth below in the required detail and separately for each such foreign principal an account of such monies.³

Foreign Principal	Date Received	From Whom	Purpose	Amount
Saudi Council of Economic and Development Affairs (CEDA)	06/01/2017	Saudi Arabian Oil Company	Consulting services (on behalf of the Saudi Council of Economic and Development Affairs)	\$4,799,160.00

\$4,799,160.00

¹ The term "foreign principal," as defined in Section 1(b) of the Act, includes a foreign government, foreign political party, foreign organization, foreign individual and, for the purpose of registration, an organization or an individual any of whose activities are directly or indirectly supervised, directed, controlled, financed, or subsidized in whole or in major part by a foreign government, foreign political party, foreign organization or foreign individual.

² An agent must register within 10 days of becoming an agent, and before acting as such.

³ A registrant is required to file an Exhibit D if he collects or receives contributions, loans, monies, or other things of value for a foreign principal, as part of a fundraising campaign. There is no printed form for this exhibit. (See Rule 201(e), 28 C.F.R. § 5.201(e)).

(b) RECEIPTS-THINGS OF VALUE

During the period beginning 60 days prior to the date of the registrant's obligation to register⁴ under FARA, has the registrant received anything of value⁵ other than money, from any foreign principal named in Item 7 of this statement, or from any other source, for or in the interests of any such foreign principal?

Yes No

If yes, furnish the following information:

Foreign Principal	Date Received	From Whom	Purpose	Thing of Value
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10. (a) DISBURSEMENTS-MONIES

During the period beginning 60 days prior to the date of the registrant's obligation to register⁶ under FARA, has the registrant disbursed or expended monies in connection with activity on behalf of any foreign principal named in Item 7 of this statement or transmitted monies to any such foreign principal?

Yes No

If yes, set forth below in the required detail and separately for each such foreign principal named including monies transmitted, if any, to each foreign principal.

Foreign Principal	Date	Recipient	Purpose	Amount
			See Appendix for Response	

(b) DISBURSEMENTS-THINGS OF VALUE

During the period beginning 60 days prior to the date of the registrant's obligation to register⁷ under FARA, has the registrant disposed of any thing of value⁸ other than money in furtherance of or in connection with its activities on behalf of any foreign principal named in Item 7 of this statement? Yes No

If yes, furnish the following information:

Foreign Principal	Date	Recipient	Purpose	Thing of Value
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(c) DISBURSEMENTS-POLITICAL CONTRIBUTIONS

During the period beginning 60 days prior to the date of the registrant's obligation to register⁹ under FARA, has the registrant (or any short form registrant) made any contribution of money or other thing of value from its own funds and on its own behalf in connection with an election to any political office or in connection with any primary election, convention, or caucus held to select candidates for any political office? Yes No

If yes, furnish the following information:

Date	Donor	Political Organization/Candidate	Method	Amount/Thing of Value
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4, 6, 7 and 9 See Footnote 2, on page 3.

5 and 8 Things of value include but are not limited to gifts, interest-free loans, expense-free travel, favored stock purchases, exclusive rights, favored treatment over competitors, "kickbacks", and the like.

V--INFORMATIONAL MATERIALS¹⁰

11. Prior to the time of filing this statement,¹¹ has the registrant prepared, disseminated, or caused to be disseminated, any informational materials on behalf of any foreign principal listed in Item 7 of this statement?

Yes No

If yes, identify each foreign principal and attach the informational materials.

Foreign Principal	Informational Materials Attached	Type
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12. (a) Will the activities of the registrant on behalf of any foreign principal include the preparation or dissemination of informational materials?

Yes No

(b) If yes, identify each foreign principal and respond to the remaining items in this section.

13. Has a budget been established or specified sum of money allocated to finance the registrant's activities in preparing or disseminating informational materials? Yes No

If yes, identify each foreign principal, and specify the period of time and the amount.

Foreign Principal	Period of Time	Amount
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14. Will any individuals or organizations, including public relations firms or publicity agents, participate in the preparation or dissemination of such informational materials?

Yes No

If yes, furnish the names and addresses of such individuals or organizations.

Name	Address	Foreign Principal(s)
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15. Activities in preparing or disseminating informational materials will include the use of the following:

- Magazine or newspaper
 Advertising campaigns
 Press releases
 Pamphlets or other publications
 Lectures or speeches
 Radio or TV broadcasts
 Motion picture films
 Letters or telegrams
 Email
 Website URL(s): _____
 Social Media website URL(s): _____
 Other (*specify*) _____

¹⁰ The term informational materials includes any oral, visual, graphic, written, or pictorial information or matter of any kind, including that published by means of advertising, books, periodicals, newspapers, lectures, broadcasts, motion pictures, electronic communications, or any means or instrumentality of interstate or foreign commerce or otherwise. Informational materials disseminated by an agent of a foreign principal as part of an activity in itself exempt from registration, or an activity which by itself would not require registration, need not be filed pursuant to Section 4(b) of the Act.

¹¹ See Footnote 2, on page 3.

16. Informational materials will be disseminated among the following groups:

- | | |
|--|---|
| <input type="checkbox"/> Public officials | <input type="checkbox"/> Civic groups or associations |
| <input type="checkbox"/> Legislators | <input type="checkbox"/> Libraries |
| <input type="checkbox"/> Government agencies | <input type="checkbox"/> Educational groups |
| <input type="checkbox"/> Newspapers | <input type="checkbox"/> Nationality groups |
| <input type="checkbox"/> Editors | <input type="checkbox"/> Other (<i>specify</i>) _____ |

17. Indicate the language to be used in the informational materials:

- English Other (*specify*) _____

VI--EXHIBITS AND ATTACHMENTS

18. (a) The following described exhibits shall be filed with a Registration Statement:

Exhibit A- This exhibit, which is filed on Form NSD-3, sets forth the information required to be disclosed concerning each foreign principal named in Item 6.

Exhibit B- This exhibit, which is filed on Form NSD-4, sets forth the information concerning the agreement or understanding between the registrant and the foreign principal.

(b) An Exhibit C shall be filed when applicable. This exhibit, for which no printed form is provided, consists of a true copy of the charter, articles of incorporation, association, constitution, and bylaws of a registrant that is an organization. A waiver of the requirement to file an Exhibit C may be obtained for good cause shown upon written application to the Assistant Attorney General, National Security Division, U.S. Department of Justice, Washington, DC 20530. (See Rule 201(c) and (d)).

(c) An Exhibit D shall be filed when applicable. This exhibit, for which no printed form is provided, sets forth an account of money collected or received as a result of a fundraising campaign and transmitted for a foreign principal. (See Rule 201 (e)).

VII--EXECUTION

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date	Printed Name	Signature ¹²
08/10/2020	Elizabeth C. Duffy	/s/Elizabeth C. Duffy

12 This statement shall be signed by the individual agent, if the registrant is an individual, or by a majority of those partners, officers, directors or persons performing similar functions, if the registrant is an organization, except that the organization can, by power of attorney, authorize one or more individuals to execute this statement on its behalf.

EXECUTION

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date

Printed Name

Signature

08/05/2020

Elizabeth C. Duffy

Elizabeth C. Duffy

Appendix

Response to Item 5(f)

Item 5(f): If the registrant is not an individual, furnish the following information: List all partners, officers, directors or persons performing the functions of an officer or director of the registrant.

Name	Residence Address	Citizenship	Position
Richard Verity	Unit 45, Al-Jazeera Compound, Mujashi Ibn Masud, As Sulimaniyah Riyadh, Riyadh SAUDI ARABIA 12241	UNITED KINGDOM	Partner
Gassan Al-Kibsi	Reehan 8, Apt 303, Dubai Downtown Dubai, Dubai UNITED ARAB EMIRATES	YEMEN	Senior Partner
Tarek El Sayed	Etihad Towers, Suite 1606, Jumeriah Residences, West Corniche, P.O. Box 111929 Abu Dhabi, Abu Dhabi UNITED ARAB EMIRATES	FRANCE	Senior Partner
Ibrahim El-Husseini	Etihad Towers, Suite 1609, Jumeriah Residences, West Corniche, P.O. Box 111929 Abu Dhabi, Abu Dhabi UNITED ARAB EMIRATES	LEBANON	Senior Partner
Nicklas Garemo	Al Zeina F1, Apt 803 Abu Dhabi, Abu Dhabi UNITED ARAB EMIRATES	SWEDEN	Senior Partner
Abdulkader Lamaa	Sheikh Rashed Ben Saeed Street, 1504, Post Office Tower, Al Khalidiya Abu Dhabi, Abu Dhabi UNITED ARAB EMIRATES	LEBANON	Partner
Mahir Ali Neyfeh	Villa B23 Golf Gardens, Khalifa City A Abu Dhabi, Abu Dhabi UNITED ARAB EMIRATES	UNITED STATES	Partner
Dr. Jigar Patel	Villa 1989, Al Reem Compound, Building 2836, Abdullah Bin Ibrahim Bin Saif, Al Munsiyah Dist. Riyadh, Riyadh SAUDI ARABIA 13249-7098	UNITED KINGDOM	Partner
Christian Stüer	Boulevard Street, Villa 21, HIDD Al Saadiyat Abu Dhabi, Abu Dhabi UNITED ARAB EMIRATES	GERMANY	Partner
Dennis Ducro	TH51-Island Side, Al Muneera, Al Raha Beach Abu Dhabi, Abu Dhabi UNITED ARAB EMIRATES	BELGIUM	Partner

Appendix

Response to Item 6

Item 6: List all individuals, other than those listed in Item 5(g), who render services or will render services to the registrant directly in furtherance of the interests of any foreign principal(s) in other than a clerical, secretarial, or in a related or similar capacity.

Name	Residence Address	Foreign Principal(s)	Nature of Services
Arno Heinrich	4, Rue de Commaille Paris, France FRANCE 75007 90 avenue des, Champs- Elysées Paris FRANCE 75008	Saudi Council of Economic and Development Affairs (CEDA)	Between December 2015 and June 2016, the primary registrant aided the committee appointed by CEDA in a project in respect of the US-Saudi Partnership as described in further detail in Exhibit B Question 9. While based in the Middle East, the short- form registrant supported the registrant's activities referenced in Exhibit B Question 9.
Aly Jeddy	350 East 79th Street, Apt 37A New York, NY 10075 3 World Trade Center, 175 Greenwich Street New York, NY 10007	Saudi Council of Economic and Development Affairs (CEDA)	Between December 2015 and June 2016, the primary registrant aided the committee appointed by CEDA in a project in respect of the US-Saudi partnership as described in further detail in Exhibit B Question 9. While based in the United States, the short-form registrant supported certain aspects of the project with a focus on arranging and supporting meetings in the United States.
Ju-Hon Kwek	301 West 108th Street New York, NY 10025 3 World Trade Center, 175 Greenwich Street New York, NY 10007	Saudi Council of Economic and Development Affairs (CEDA)	Between December 2015 and June 2016, the primary registrant aided the committee appointed by CEDA in a project in respect of the US-Saudi partnership as described in further detail in Exhibit B Question 9. While based in the United States, the short-form registrant supported certain aspects of the project with a focus on arranging and supporting meetings in the United States.
Gary Pinkus	210 Josselyn Lane Woodside, CA 94062 555 California Street, Suite 4700 San Francisco, CA 94104	Saudi Council of Economic and Development Affairs (CEDA)	Between December 2015 and June 2016, the primary registrant aided the committee appointed by CEDA in a project in respect of the US-Saudi partnership as described in further detail in Exhibit B Question 9. While based in the United States, the short-form registrant supported certain aspects of the project with a focus on arranging and supporting meetings in the United States.
Jorg Schubert	Segub Street, Villa 131 Dubai, Dubai UNITED ARAB EMIRATES Dubai International Financial Center, Gate Precinct 4, Level 4, P.O. Box 33538 Dubai, Dubai UNITED ARAB EMIRATES	Saudi Council of Economic and Development Affairs (CEDA)	Between December 2015 and June 2016, the primary registrant aided the committee appointed by CEDA in a project in respect of the US-Saudi Partnership as described in further detail in Exhibit B Question 9. While based in the Middle East, the short- form registrant supported the registrant's activities referenced in Exhibit B Question 9.

Name	Residence Address	Foreign Principal(s)	Nature of Services
Tarek Elmasry	Villa 25, Street 4C, Community 332, Jumeirah Dubai, Dubai UNITED ARAB EMIRATES Dubai International Financial Center, Gate Precinct 4, Level 4, P.O. Box 33538 Dubai, Dubai UNITED ARAB EMIRATES	Saudi Council of Economic and Development Affairs (CEDA)	Between December 2015 and June 2016, the primary registrant aided the committee appointed by CEDA in a project in respect of the US-Saudi Partnership as described in further detail in Exhibit B Question 9. While based in the Middle East, the short- form registrant supported the registrant's activities referenced in Exhibit B Question 9.

Appendix

Response to Item 10(a)

Item 10(a): DISBURSEMENTS-MONIES: During the period beginning 60 days prior to the date of the registrant's obligation to register under FARA, has the registrant disbursed or expended monies in connection with activity on behalf of any foreign principal named in Item 7 of this statement or transmitted monies to any such foreign principal? If yes, set forth below in the required detail and separately for each such foreign principal named including monies transmitted, if any, to each foreign principal.

Foreign Principal	Date	To Whom	Purpose	Amount
Saudi Council of Economic and Development Affairs (CEDA)	06/30/2016	Various service providers	Travel and Lodging (approximate figures for time period 12/10/2015 through 06/30/2016)	\$668,228.00
Saudi Council of Economic and Development Affairs (CEDA)	06/30/2016	Various service providers	Meals and Entertainment (approximate figures for time period 12/10/2015 through 06/30/2016)	\$37,733.00
Saudi Council of Economic and Development Affairs (CEDA)	06/30/2016	Various service providers	Office Services/Supplies (approximate figures for time period 12/10/2015 through 06/30/2016)	\$38,533.00
Saudi Council of Economic and Development Affairs (CEDA)	06/30/2016	Various service providers	Misc./Other (approximate figures for time period 12/10/2015 through 06/30/2016)	\$75,765.00