

**Return of Private Foundation**

Department of the Treasury  
Internal Revenue Service

or Section 4947(a)(1) Trust Treated as Private Foundation

**2016**

Do not enter social security numbers on this form as it may be made public.  
Information about Form 990-PF and its separate instructions is at [www.irs.gov/form990pf](http://www.irs.gov/form990pf).

Open to Public Inspection

For calendar year 2016 or tax year beginning

, and ending

Name of foundation <b>The David and Lucile Packard Foundation</b>		A Employer identification number <b>94-2278431</b>
Number and street (or P.O. box number if mail is not delivered to street address) <b>343 Second Street</b>	Room/suite	B Telephone number <b>650-948-7658</b>
City or town, state or province, country, and ZIP or foreign postal code <b>Los Altos, CA 94022-3632</b>		C If exemption application is pending, check here <input type="checkbox"/>
G Check all that apply: <input type="checkbox"/> Initial return <input type="checkbox"/> Initial return of a former public charity <input type="checkbox"/> Final return <input type="checkbox"/> Amended return <input type="checkbox"/> Address change <input type="checkbox"/> Name change		D 1. Foreign organizations, check here <input type="checkbox"/> 2. Foreign organizations meeting the 85% test, check here and attach computation <input type="checkbox"/>
H Check type of organization: <input checked="" type="checkbox"/> Section 501(c)(3) exempt private foundation <input type="checkbox"/> Section 4947(a)(1) nonexempt charitable trust <input type="checkbox"/> Other taxable private foundation		E If private foundation status was terminated under section 507(b)(1)(A), check here <input type="checkbox"/>
I Fair market value of all assets at end of year (from Part II, col. (c), line 16) \$ <b>7,102,402,524.</b>	J Accounting method: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other (specify) _____	F If the foundation is in a 60-month termination under section 507(b)(1)(B), check here <input type="checkbox"/>

Part I Analysis of Revenue and Expenses (The total of amounts in columns (b), (c), and (d) may not necessarily equal the amounts in column (a).)		(a) Revenue and expenses per books	(b) Net investment income	(c) Adjusted net income	(d) Disbursements for charitable purposes (cash basis only)
<b>Revenue</b>	1 Contributions, gifts, grants, etc., received			N/A	
	2 Check <input checked="" type="checkbox"/> if the foundation is not required to attach Sch. B				
	3 Interest on savings and temporary cash investments	134.	134.		Statement 1
	4 Dividends and interest from securities	48,764,026.	108,851,472.		Statement 2
	5a Gross rents	166,338.	166,338.		Statement 3
	b Net rental income or (loss)	108,977.			Statement 4
	6a Net gain or (loss) from sale of assets not on line 10	305,233,316.			
	b Gross sales price for all assets on line 6a				
	7 Capital gain net income (from Part IV, line 2)		221,107,414.		
	8 Net short-term capital gain				
	9 Income modifications				
	10a Gross sales less returns and allowances				
b Less: Cost of goods sold					
c Gross profit or (loss)					
11 Other income	1,330,855.	66,294,575.		Statement 5	
12 Total. Add lines 1 through 11	355,494,669.	396,419,933.			
<b>Operating and Administrative Expenses</b>	13 Compensation of officers, directors, trustees, etc.	4,439,500.	2,496,612.		1,942,888.
	14 Other employee salaries and wages	17,335,890.	6,527,208.		10,736,808.
	15 Pension plans, employee benefits	8,321,936.	1,717,048.		4,890,887.
	16a Legal fees Stmt 6	896,397.	133,881.		756,021.
	b Accounting fees Stmt 7	685,013.	381,970.		302,443.
	c Other professional fees Stmt 8	10,658,117.	1,317,815.		9,077,747.
	17 Interest				
	18 Taxes Stmt 9	9,885,212.	1,699,702.		0.
	19 Depreciation and depletion	3,772,311.	24,926.		
	20 Occupancy	1,550,828.	171,050.		1,351,800.
	21 Travel, conferences, and meetings	3,688,521.	541,422.		2,949,035.
	22 Printing and publications	225,066.	24,942.		124,121.
	23 Other expenses Stmt 10	3,655,800.	60,678,664.		3,171,886.
	24 Total operating and administrative expenses. Add lines 13 through 23	65,114,591.	75,715,240.		35,303,636.
	25 Contributions, gifts, grants paid	406,785,444.			318,957,275.
26 Total expenses and disbursements. Add lines 24 and 25	471,900,035.	75,715,240.		354,260,911.	
27 Subtract line 26 from line 12:					
a Excess of revenue over expenses and disbursements	-116405366.				
b Net investment income (if negative, enter -0-)		320,704,693.			
c Adjusted net income (if negative, enter -0-)			N/A		

Part II Balance Sheets		Attached schedules and amounts in the description column should be for end-of-year amounts only.		Beginning of year	End of year	
		(a) Book Value	(b) Book Value	(c) Fair Market Value		
Assets	1	Cash - non-interest-bearing		37,253,580.	67,502,050.	67,502,050.
	2	Savings and temporary cash investments		6,420,587.	10,645,717.	10,645,717.
	3	Accounts receivable	141,030,131.			
		Less: allowance for doubtful accounts		57,871,253.	141,030,131.	141,030,131.
	4	Pledges receivable				
		Less: allowance for doubtful accounts				
	5	Grants receivable				
	6	Receivables due from officers, directors, trustees, and other disqualified persons				
	7	Other notes and loans receivable				
		Less: allowance for doubtful accounts				
	8	Inventories for sale or use				
	9	Prepaid expenses and deferred charges		13,882,351.	15,855,789.	15,855,789.
	10a	Investments - U.S. and state government obligations	Stmt 12	615,880,783.	533,785,098.	533,785,098.
	b	Investments - corporate stock	Stmt 13	143,061,980.	0.	0.
	c	Investments - corporate bonds				
	11	Investments - land, buildings, and equipment: basis	2,400,000.			
	Less: accumulated depreciation		2,120,000.	2,400,000.	2,400,000.	
12	Investments - mortgage loans					
13	Investments - other	Stmt 14	5967776781.	6144296101.	6144296101.	
14	Land, buildings, and equipment: basis	97,539,757.				
	Less: accumulated depreciation	Stmt 15	28,621,824.	72,164,292.	68,917,933.	
15	Other assets (describe)	Statement 16	109,395,572.	117,969,705.	117,969,705.	
16	<b>Total assets</b> (to be completed by all filers - see the instructions. Also, see page 1, item I)		7025827179.	7102402524.	7102402524.	
Liabilities	17	Accounts payable and accrued expenses		26,240,805.	20,065,357.	
	18	Grants payable		132,574,006.	222,128,732.	
	19	Deferred revenue				
	20	Loans from officers, directors, trustees, and other disqualified persons				
	21	Mortgages and other notes payable				
	22	Other liabilities (describe)	Statement 17	49,857,017.	51,926,933.	
23	<b>Total liabilities</b> (add lines 17 through 22)		208,671,828.	294,121,022.		
Net Assets or Fund Balances	Foundations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 24 through 26 and lines 30 and 31.					
	24	Unrestricted		6817155351.	6808281502.	
	25	Temporarily restricted				
	26	Permanently restricted				
	Foundations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 27 through 31.					
	27	Capital stock, trust principal, or current funds				
	28	Paid-in or capital surplus, or land, bldg., and equipment fund				
29	Retained earnings, accumulated income, endowment, or other funds					
30	<b>Total net assets or fund balances</b>		6817155351.	6808281502.		
31	<b>Total liabilities and net assets/fund balances</b>		7025827179.	7102402524.		

Part III Analysis of Changes in Net Assets or Fund Balances

1	Total net assets or fund balances at beginning of year - Part II, column (a), line 30 (must agree with end-of-year figure reported on prior year's return)	1	6817155351.
2	Enter amount from Part I, line 27a	2	-116,405,366.
3	Other increases not included in line 2 (itemize)	3	See Statement 11
4	Add lines 1, 2, and 3	4	6808281502.
5	Decreases not included in line 2 (itemize)	5	0.
6	Total net assets or fund balances at end of year (line 4 minus line 5) - Part II, column (b), line 30	6	6808281502.

**Part IV Capital Gains and Losses for Tax on Investment Income**

(a) List and describe the kind(s) of property sold (e.g., real estate, 2-story brick warehouse; or common stock, 200 shs. MLC Co.)		(b) How acquired P - Purchase D - Donation	(c) Date acquired (mo., day, yr.)	(d) Date sold (mo., day, yr.)
<b>1a Pass through investments reported on K-1s</b>				
<b>b Realized G/L on securities and PRI</b>				
c				
d				
e				
(e) Gross sales price	(f) Depreciation allowed (or allowable)	(g) Cost or other basis plus expense of sale	(h) Gain or (loss) (e) plus (f) minus (g)	
a			131,337,412.	
b			89,770,002.	
c				
d				
e				
Complete only for assets showing gain in column (h) and owned by the foundation on 12/31/69			(i) Gains (Col. (h) gain minus col. (k), but not less than -0-) or Losses (from col. (h))	
(i) F.M.V. as of 12/31/69	(j) Adjusted basis as of 12/31/69	(k) Excess of col. (i) over col. (j), if any		
a			131,337,412.	
b			89,770,002.	
c				
d				
e				
<b>2 Capital gain net income or (net capital loss)</b>		{ If gain, also enter in Part I, line 7 If (loss), enter -0- in Part I, line 7 ..... }	<b>2</b>	221,107,414.
<b>3 Net short-term capital gain or (loss) as defined in sections 1222(5) and (6):</b> If gain, also enter in Part I, line 8, column (c). If (loss), enter -0- in Part I, line 8 .....			<b>3</b>	N/A

**Part V Qualification Under Section 4940(e) for Reduced Tax on Net Investment Income**

(For optional use by domestic private foundations subject to the section 4940(a) tax on net investment income.)

If section 4940(d)(2) applies, leave this part blank.

Was the foundation liable for the section 4942 tax on the distributable amount of any year in the base period?  Yes  No

If "Yes," the foundation does not qualify under section 4940(e). Do not complete this part.

**1** Enter the appropriate amount in each column for each year; see the instructions before making any entries.

(a) Base period years Calendar year (or tax year beginning in)	(b) Adjusted qualifying distributions	(c) Net value of noncharitable-use assets	(d) Distribution ratio (col. (b) divided by col. (c))
2015	375,470,482.	6,835,556,071.	.054929
2014	374,182,587.	6,929,520,363.	.053998
2013	339,184,829.	6,326,751,320.	.053611
2012	336,849,867.	5,680,703,513.	.059297
2011	314,825,054.	5,742,479,481.	.054824
<b>2 Total of line 1, column (d)</b> .....			<b>2</b> .276659
<b>3 Average distribution ratio for the 5-year base period - divide the total on line 2 by 5, or by the number of years the foundation has been in existence if less than 5 years</b> .....			<b>3</b> .055332
<b>4 Enter the net value of noncharitable-use assets for 2016 from Part X, line 5</b> .....			<b>4</b> 6,792,766,542.
<b>5 Multiply line 4 by line 3</b> .....			<b>5</b> 375,857,358.
<b>6 Enter 1% of net investment income (1% of Part I, line 27b)</b> .....			<b>6</b> 3,207,047.
<b>7 Add lines 5 and 6</b> .....			<b>7</b> 379,064,405.
<b>8 Enter qualifying distributions from Part XII, line 4</b> .....			<b>8</b> 389,967,731.

If line 8 is equal to or greater than line 7, check the box in Part VI, line 1b, and complete that part using a 1% tax rate. See the Part VI instructions.

**Part VI Excise Tax Based on Investment Income (Section 4940(a), 4940(b), 4940(e), or 4948 - see instructions)**

1a Exempt operating foundations described in section 4940(d)(2), check here <input type="checkbox"/> and enter "N/A" on line 1. Date of ruling or determination letter: _____ (attach copy of letter if necessary-see instructions)			
b Domestic foundations that meet the section 4940(e) requirements in Part V, check here <input checked="" type="checkbox"/> and enter 1% of Part I, line 27b		1	3,207,047.
c All other domestic foundations enter 2% of line 27b. Exempt foreign organizations enter 4% of Part I, line 12, col. (b).			
2 Tax under section 511 (domestic section 4947(a)(1) trusts and taxable foundations only. Others enter -0-)		2	0.
3 Add lines 1 and 2		3	3,207,047.
4 Subtitle A (income) tax (domestic section 4947(a)(1) trusts and taxable foundations only. Others enter -0-)		4	0.
5 Tax based on investment income. Subtract line 4 from line 3. If zero or less, enter -0-		5	3,207,047.
6 Credits/Payments:			
a 2016 estimated tax payments and 2015 overpayment credited to 2016	6a	15,441,932.	
b Exempt foreign organizations - tax withheld at source	6b		
c Tax paid with application for extension of time to file (Form 8868)	6c		
d Backup withholding erroneously withheld	6d		
7 Total credits and payments. Add lines 6a through 6d	7	15,441,932.	
8 Enter any penalty for underpayment of estimated tax. Check here <input checked="" type="checkbox"/> if Form 2220 is attached	8		
9 Tax due. If the total of lines 5 and 8 is more than line 7, enter amount owed	9		
10 Overpayment. If line 7 is more than the total of lines 5 and 8, enter the amount overpaid	10	12,234,885.	
11 Enter the amount of line 10 to be: Credited to 2017 estimated tax <input checked="" type="checkbox"/> 7,234,885.   Refunded <input checked="" type="checkbox"/>	11	5,000,000.	

**Part VII-A Statements Regarding Activities**

	Yes	No
1a During the tax year, did the foundation attempt to influence any national, state, or local legislation or did it participate or intervene in any political campaign?		X
b Did it spend more than \$100 during the year (either directly or indirectly) for political purposes (see instructions for the definition)? <i>If the answer is "Yes" to 1a or 1b, attach a detailed description of the activities and copies of any materials published or distributed by the foundation in connection with the activities.</i>		X
c Did the foundation file Form 1120-POL for this year?		X
d Enter the amount (if any) of tax on political expenditures (section 4955) imposed during the year: (1) On the foundation. <input checked="" type="checkbox"/> \$ 0. (2) On foundation managers. <input checked="" type="checkbox"/> \$ 0.		
e Enter the reimbursement (if any) paid by the foundation during the year for political expenditure tax imposed on foundation managers. <input checked="" type="checkbox"/> \$ 0.		
2 Has the foundation engaged in any activities that have not previously been reported to the IRS? <i>If "Yes," attach a detailed description of the activities.</i>		X
3 Has the foundation made any changes, not previously reported to the IRS, in its governing instrument, articles of incorporation, or bylaws, or other similar instruments? <i>If "Yes," attach a conformed copy of the changes</i>		X
4a Did the foundation have unrelated business gross income of \$1,000 or more during the year?	X	
b If "Yes," has it filed a tax return on Form 990-T for this year?	X	
5 Was there a liquidation, termination, dissolution, or substantial contraction during the year? <i>If "Yes," attach the statement required by General Instruction T.</i>		X
6 Are the requirements of section 508(e) (relating to sections 4941 through 4945) satisfied either: • By language in the governing instrument, or • By state legislation that effectively amends the governing instrument so that no mandatory directions that conflict with the state law remain in the governing instrument?	X	
7 Did the foundation have at least \$5,000 in assets at any time during the year? <i>If "Yes," complete Part II, col. (c), and Part XV</i>	X	
8a Enter the states to which the foundation reports or with which it is registered (see instructions) <input checked="" type="checkbox"/> CA, CO		
b If the answer is "Yes" to line 7, has the foundation furnished a copy of Form 990-PF to the Attorney General (or designate) of each state as required by General Instruction G? <i>If "No," attach explanation</i>	X	
9 Is the foundation claiming status as a private operating foundation within the meaning of section 4942(j)(3) or 4942(j)(5) for calendar year 2016 or the taxable year beginning in 2016 (see instructions for Part XIV)? <i>If "Yes," complete Part XIV</i>		X
10 Did any persons become substantial contributors during the tax year? <i>If "Yes," attach a schedule listing their names and addresses</i>		X

**Part VII-A Statements Regarding Activities** (continued)

<p>11 At any time during the year, did the foundation, directly or indirectly, own a controlled entity within the meaning of section 512(b)(13)? If "Yes," attach schedule (see instructions) <u>Statement 19 Statement 20 Stmt 21</u></p>	11	Yes X	No
<p>12 Did the foundation make a distribution to a donor advised fund over which the foundation or a disqualified person had advisory privileges? If "Yes," attach statement (see instructions)</p>	12	X	
<p>13 Did the foundation comply with the public inspection requirements for its annual returns and exemption application? Website address <u>www.packard.org</u></p>	13	X	
<p>14 The books are in care of <u>Craig Neyman, Vice President &amp; CFO</u> Telephone no. <u>650-948-7658</u> Located at <u>343 Second Street, Los Altos, CA</u> ZIP+4 <u>94022-3632</u></p>			
<p>15 Section 4947(a)(1) nonexempt charitable trusts filing Form 990-PF in lieu of Form 1041 - Check here <input type="checkbox"/> and enter the amount of tax-exempt interest received or accrued during the year <u>15</u> N/A</p>			
<p>16 At any time during calendar year 2016, did the foundation have an interest in or a signature or other authority over a bank, securities, or other financial account in a foreign country? See the instructions for exceptions and filing requirements for FinCEN Form 114. If "Yes," enter the name of the foreign country <u>See Statement 18</u></p>	16	X	Yes No

**Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required**

File Form 4720 if any item is checked in the "Yes" column, unless an exception applies.

		Yes	No
<p>1a During the year did the foundation (either directly or indirectly):</p> <p>(1) Engage in the sale or exchange, or leasing of property with a disqualified person? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>(2) Borrow money from, lend money to, or otherwise extend credit to (or accept it from) a disqualified person? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>(3) Furnish goods, services, or facilities to (or accept them from) a disqualified person? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>(4) Pay compensation to, or pay or reimburse the expenses of, a disqualified person? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>(5) Transfer any income or assets to a disqualified person (or make any of either available for the benefit or use of a disqualified person)? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>(6) Agree to pay money or property to a government official? (Exception. Check "No" if the foundation agreed to make a grant to or to employ the official for a period after termination of government service, if terminating within 90 days.) <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>			
<p>b If any answer is "Yes" to 1a(1)-(6), did any of the acts fail to qualify under the exceptions described in Regulations section 53.4941(d)-3 or in a current notice regarding disaster assistance (see instructions)? Organizations relying on a current notice regarding disaster assistance check here <input type="checkbox"/></p>	1b		X
<p>c Did the foundation engage in a prior year in any of the acts described in 1a, other than excepted acts, that were not corrected before the first day of the tax year beginning in 2016?</p>	1c		X
<p>2 Taxes on failure to distribute income (section 4942) (does not apply for years the foundation was a private operating foundation defined in section 4942(j)(3) or 4942(j)(5)):</p> <p>a At the end of tax year 2016, did the foundation have any undistributed income (lines 6d and 6e, Part XIII) for tax year(s) beginning before 2016? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If "Yes," list the years _____, _____, _____, _____</p> <p>b Are there any years listed in 2a for which the foundation is <b>not</b> applying the provisions of section 4942(a)(2) (relating to incorrect valuation of assets) to the year's undistributed income? (If applying section 4942(a)(2) to <b>all</b> years listed, answer "No" and attach statement - see instructions.) N/A</p> <p>c If the provisions of section 4942(a)(2) are being applied to <b>any</b> of the years listed in 2a, list the years here. _____</p>			
<p>3a Did the foundation hold more than a 2% direct or indirect interest in any business enterprise at any time during the year? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>			
<p>b If "Yes," did it have excess business holdings in 2016 as a result of (1) any purchase by the foundation or disqualified persons after May 26, 1969; (2) the lapse of the 5-year period (or longer period approved by the Commissioner under section 4943(c)(7)) to dispose of holdings acquired by gift or bequest; or (3) the lapse of the 10-, 15-, or 20-year first phase holding period? (Use Schedule C, Form 4720, to determine if the foundation had excess business holdings in 2016.)</p>	3b		X
<p>4a Did the foundation invest during the year any amount in a manner that would jeopardize its charitable purposes?</p>	4a		X
<p>b Did the foundation make any investment in a prior year (but after December 31, 1969) that could jeopardize its charitable purpose that had not been removed from jeopardy before the first day of the tax year beginning in 2016?</p>	4b		X

**Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required** (continued)

**5a** During the year did the foundation pay or incur any amount to:

(1) Carry on propaganda, or otherwise attempt to influence legislation (section 4945(e))?  Yes  No

(2) Influence the outcome of any specific public election (see section 4955); or to carry on, directly or indirectly, any voter registration drive?  Yes  No

(3) Provide a grant to an individual for travel, study, or other similar purposes?  Yes  No

(4) Provide a grant to an organization other than a charitable, etc., organization described in section 4945(d)(4)(A)? (see instructions)  Yes  No

(5) Provide for any purpose other than religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals?  Yes  No

**b** If any answer is "Yes" to 5a(1)-(5), did any of the transactions fail to qualify under the exceptions described in Regulations section 53.4945 or in a current notice regarding disaster assistance (see instructions)?  Yes  No  
 Organizations relying on a current notice regarding disaster assistance check here

**c** If the answer is "Yes" to question 5a(4), does the foundation claim exemption from the tax because it maintained expenditure responsibility for the grant?  Yes  No  
 If "Yes," attach the statement required by Regulations section 53.4945-5(d).

**6a** Did the foundation, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?  Yes  No

**b** Did the foundation, during the year, pay premiums, directly or indirectly, on a personal benefit contract?  Yes  No  
 If "Yes" to 6b, file Form 8870.

**7a** At any time during the tax year, was the foundation a party to a prohibited tax shelter transaction?  Yes  No

**b** If "Yes," did the foundation receive any proceeds or have any net income attributable to the transaction?  Yes  No  N/A

**Part VIII Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors**

**1 List all officers, directors, trustees, foundation managers and their compensation.**

(a) Name and address	(b) Title, and average hours per week devoted to position	(c) Compensation (If not paid, enter -0-)	(d) Contributions to employee benefit plans and deferred compensation	(e) Expense account, other allowances
See Statement 22		4439500.	580,882.	0.

**2 Compensation of five highest-paid employees (other than those included on line 1). If none, enter "NONE."**

(a) Name and address of each employee paid more than \$50,000	(b) Title, and average hours per week devoted to position	(c) Compensation	(d) Contributions to employee benefit plans and deferred compensation	(e) Expense account, other allowances
Kimberly B. Sargent - 343 Second Street, Los Altos, CA 94022	Senior Managing Director 40.00	1193432.	102,421.	0.
Christine A, Ortiz - 343 Second Street, Los Altos, CA 94022	Managing Dir Real Assets 40.00	1113160.	78,313.	0.
Seck-Eng Tan - 343 Second Street, Los Altos, CA 94022	Managing Dir Private Equity 40.00	1031793.	93,329.	0.
Silpa S. Pericherla - 343 Second Street, Los Altos, CA 94022	Managing Director Global Equities 40.00	618,504.	71,815.	0.
David R. Cormier - 343 Second Street, Los Altos, CA 94022	Investment Operations Director 40.00	597,625.	86,404.	0.
<b>Total</b> number of other employees paid over \$50,000				<b>104</b>

**Part VIII Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors** *(continued)*

**3 Five highest-paid independent contractors for professional services. If none, enter "NONE."**

(a) Name and address of each person paid more than \$50,000	(b) Type of service	(c) Compensation
MATHEMATICA POLICY RESEARCH, INC. P.O. BOX 2393, PRINCETON, NJ 08543-2393	CONSULTING	1761897.
INSTITUTE OF INTERNATIONAL EDUCATION, INC - 530 BUSH STREET, SUITE 1000, SAN FRANCISCO, NORTHERN TRUST - 801 SOUTH CANAL, FLOORr 1 SOUTH, CHICAGO, IL 60607	CONSULTING INVESTMENT MANAGEMENT	1420990. 666,317.
CALIFORNIA ENVIRONMENTAL ASSOCIATES - 423 WASHINGTON STREET, 3RD FLOOR, SAN FRANCISCO, PUBLIC HEALTH INSTITUTE - 555 12TH ST, 10TH FLOOR, OAKLAND, CA 94607-4046	CONSULTING CONSULTING	448,511. 431,714.
<b>Total</b> number of others receiving over \$50,000 for professional services		<b>47</b>

**Part IX-A Summary of Direct Charitable Activities**

List the foundation's four largest direct charitable activities during the tax year. Include relevant statistical information such as the number of organizations and other beneficiaries served, conferences convened, research papers produced, etc.	Expenses
1 See Statement 23	1,144,612.
2 See Statement 24	584,278.
3 See Statement 25	2,586,074.
4	

**Part IX-B Summary of Program-Related Investments**

Describe the two largest program-related investments made by the foundation during the tax year on lines 1 and 2.	Amount
1 National Park Foundation - To support acquisition by the National Park Service (NPS) of the 640-acre Antelope Flats inholding within Grand Teton National Park, Wyoming.	9,523,704.
2 See Statement 26	6,500,000.
3 All other program-related investments. See instructions.	
See Statement 27	19,283,290.
<b>Total.</b> Add lines 1 through 3	<b>35,306,994.</b>

**Part X Minimum Investment Return** (All domestic foundations must complete this part. Foreign foundations, see instructions.)

1 Fair market value of assets not used (or held for use) directly in carrying out charitable, etc., purposes:			
a	Average monthly fair market value of securities .....	1a	799,366,921.
b	Average of monthly cash balances .....	1b	167,795,213.
c	Fair market value of all other assets .....	1c	5,929,047,553.
d	<b>Total</b> (add lines 1a, b, and c) .....	1d	6,896,209,687.
e	Reduction claimed for blockage or other factors reported on lines 1a and 1c (attach detailed explanation) .....	1e	0.
2	Acquisition indebtedness applicable to line 1 assets .....	2	0.
3	Subtract line 2 from line 1d .....	3	6,896,209,687.
4	Cash deemed held for charitable activities. Enter 1 1/2% of line 3 (for greater amount, see instructions) .....	4	103,443,145.
5	<b>Net value of noncharitable-use assets.</b> Subtract line 4 from line 3. Enter here and on Part V, line 4 .....	5	6,792,766,542.
6	<b>Minimum investment return.</b> Enter 5% of line 5 .....	6	339,638,327.

**Part XI Distributable Amount** (see instructions) (Section 4942(j)(3) and (j)(5) private operating foundations and certain foreign organizations check here  and do not complete this part.)

1	Minimum investment return from Part X, line 6 .....	1	339,638,327.
2a	Tax on investment income for 2016 from Part VI, line 5 .....	2a	3,207,047.
b	Income tax for 2016. (This does not include the tax from Part VI.) .....	2b	788,907.
c	Add lines 2a and 2b .....	2c	3,995,954.
3	Distributable amount before adjustments. Subtract line 2c from line 1 .....	3	335,642,373.
4	Recoveries of amounts treated as qualifying distributions .....	4	28,259,202.
5	Add lines 3 and 4 .....	5	363,901,575.
6	Deduction from distributable amount (see instructions) .....	6	0.
7	<b>Distributable amount</b> as adjusted. Subtract line 6 from line 5. Enter here and on Part XIII, line 1 .....	7	363,901,575.

**Part XII Qualifying Distributions** (see instructions)

1 Amounts paid (including administrative expenses) to accomplish charitable, etc., purposes:			
a	Expenses, contributions, gifts, etc. - total from Part I, column (d), line 26 .....	1a	354,260,911.
b	Program-related investments - total from Part IX-B .....	1b	35,306,994.
2	Amounts paid to acquire assets used (or held for use) directly in carrying out charitable, etc., purposes .....	2	399,826.
3	Amounts set aside for specific charitable projects that satisfy the:		
a	Suitability test (prior IRS approval required) .....	3a	
b	Cash distribution test (attach the required schedule) .....	3b	
4	<b>Qualifying distributions.</b> Add lines 1a through 3b. Enter here and on Part V, line 8, and Part XIII, line 4 .....	4	389,967,731.
5	Foundations that qualify under section 4940(e) for the reduced rate of tax on net investment income. Enter 1% of Part I, line 27b .....	5	3,207,047.
6	<b>Adjusted qualifying distributions.</b> Subtract line 5 from line 4 .....	6	386,760,684.

**Note:** The amount on line 6 will be used in Part V, column (b), in subsequent years when calculating whether the foundation qualifies for the section 4940(e) reduction of tax in those years.



**Part XIII Undistributed Income** (see instructions)

	(a) Corpus	(b) Years prior to 2015	(c) 2015	(d) 2016
1 Distributable amount for 2016 from Part XI, line 7				363,901,575.
2 Undistributed income, if any, as of the end of 2016:				
a Enter amount for 2015 only			0.	
b Total for prior years:		0.		
3 Excess distributions carryover, if any, to 2016:				
a From 2011	16,782,574.			
b From 2012	16,786,293.			
c From 2013				
d From 2014	84,340.			
e From 2015	85,580.			
f Total of lines 3a through e	33,738,787.			
4 Qualifying distributions for 2016 from Part XII, line 4: ▶ \$389,967,731.				
a Applied to 2015, but not more than line 2a			0.	
b Applied to undistributed income of prior years (Election required - see instructions)		0.		
c Treated as distributions out of corpus (Election required - see instructions)	0.			
d Applied to 2016 distributable amount				363,901,575.
e Remaining amount distributed out of corpus	26,066,156.			
5 Excess distributions carryover applied to 2016 (If an amount appears in column (d), the same amount must be shown in column (a).)	0.			0.
6 Enter the net total of each column as indicated below:				
a Corpus. Add lines 3f, 4c, and 4e. Subtract line 5	59,804,943.			
b Prior years' undistributed income. Subtract line 4b from line 2b		0.		
c Enter the amount of prior years' undistributed income for which a notice of deficiency has been issued, or on which the section 4942(a) tax has been previously assessed		0.		
d Subtract line 6c from line 6b. Taxable amount - see instructions		0.		
e Undistributed income for 2015. Subtract line 4a from line 2a. Taxable amount - see instr.			0.	
f Undistributed income for 2016. Subtract lines 4d and 5 from line 1. This amount must be distributed in 2017				0.
7 Amounts treated as distributions out of corpus to satisfy requirements imposed by section 170(b)(1)(F) or 4942(g)(3) (Election may be required - see instructions)	0.			
8 Excess distributions carryover from 2011 not applied on line 5 or line 7	16,782,574.			
9 Excess distributions carryover to 2017. Subtract lines 7 and 8 from line 6a	43,022,369.			
10 Analysis of line 9:				
a Excess from 2012	16,786,293.			
b Excess from 2013				
c Excess from 2014	84,340.			
d Excess from 2015	85,580.			
e Excess from 2016	26,066,156.			

**Part XIV Private Operating Foundations** (see instructions and Part VII-A, question 9) N/A

**1 a** If the foundation has received a ruling or determination letter that it is a private operating foundation, and the ruling is effective for 2016, enter the date of the ruling ▶

**b** Check box to indicate whether the foundation is a private operating foundation described in section  4942(j)(3) or  4942(j)(5)

	Tax year				(e) Total
	(a) 2016	(b) 2015	(c) 2014	(d) 2013	
<b>2 a</b> Enter the lesser of the adjusted net income from Part I or the minimum investment return from Part X for each year listed					
<b>b</b> 85% of line 2a					
<b>c</b> Qualifying distributions from Part XII, line 4 for each year listed					
<b>d</b> Amounts included in line 2c not used directly for active conduct of exempt activities					
<b>e</b> Qualifying distributions made directly for active conduct of exempt activities. Subtract line 2d from line 2c					
<b>3</b> Complete 3a, b, or c for the alternative test relied upon:					
<b>a</b> "Assets" alternative test - enter:					
<b>(1)</b> Value of all assets					
<b>(2)</b> Value of assets qualifying under section 4942(j)(3)(B)(i)					
<b>b</b> "Endowment" alternative test - enter 2/3 of minimum investment return shown in Part X, line 6 for each year listed					
<b>c</b> "Support" alternative test - enter:					
<b>(1)</b> Total support other than gross investment income (interest, dividends, rents, payments on securities loans (section 512(a)(5)), or royalties)					
<b>(2)</b> Support from general public and 5 or more exempt organizations as provided in section 4942(j)(3)(B)(iii)					
<b>(3)</b> Largest amount of support from an exempt organization					
<b>(4)</b> Gross investment income					

**Part XV Supplementary Information (Complete this part only if the foundation had \$5,000 or more in assets at any time during the year-see instructions.)**

**1 Information Regarding Foundation Managers:**

**a** List any managers of the foundation who have contributed more than 2% of the total contributions received by the foundation before the close of any tax year (but only if they have contributed more than \$5,000). (See section 507(d)(2).)

None

**b** List any managers of the foundation who own 10% or more of the stock of a corporation (or an equally large portion of the ownership of a partnership or other entity) of which the foundation has a 10% or greater interest.

None

**2 Information Regarding Contribution, Grant, Gift, Loan, Scholarship, etc., Programs:**

Check here  if the foundation only makes contributions to preselected charitable organizations and does not accept unsolicited requests for funds. If the foundation makes gifts, grants, etc. (see instructions) to individuals or organizations under other conditions, complete items 2a, b, c, and d.

**a** The name, address, and telephone number or e-mail address of the person to whom applications should be addressed:

The David and Lucile Packard Foundation, 650-948-7658  
343 Second Street, Los Altos, CA 94022

**b** The form in which applications should be submitted and information and materials they should include:

See "What We Fund" in each program area at [www.packard.org](http://www.packard.org)

**c** Any submission deadlines:

See "What We Fund" in each program area at [www.packard.org](http://www.packard.org)

**d** Any restrictions or limitations on awards, such as by geographical areas, charitable fields, kinds of institutions, or other factors:

See "What We Fund" in each program area at [www.packard.org](http://www.packard.org)

**Part XV** Supplementary Information (continued)

<b>3 Grants and Contributions Paid During the Year or Approved for Future Payment</b>				
Recipient	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
Name and address (home or business)				
<b>a Paid during the year</b>				
1000 Days 1020 19th Street NW Suite 250 Washington, DC 20036		PC	Children, Families, and Communities	20,000.
1000 Days 1020 19th Street NW Suite 250 Washington, DC 20036		PC	Children, Families, and Communities	240,000.
1000 Days 1020 19th Street NW Suite 250 Washington, DC 20036		PC	Children, Families, and Communities	138,000.
Aahung Sasi Home, G-18/6, Block-8 Kehkashan, Clifton Karachi, PAKISTAN		NC	Population and Reproductive Health	300,000.
Abt Associates Inc. 4550 Montgomery Avenue Suite 800 North Bethesda, MD 20814-5341		NC	Population and Reproductive Health	499,998.
<b>Total</b> ..... See continuation sheet(s) ▶ <b>3a</b>				<b>318,957,275.</b>
<b>b Approved for future payment</b>				
Abt Associates Inc. 4550 Montgomery Avenue Suite 800 North Bethesda, MD 20814-5341		NC	Population and Reproductive Health	1,000,000.
Alianza para la Sustentabilidad del Noroeste Costero, A.C. Eloy Cavazos 149 Fracc. El Toreo Mazatlan, Sinaloa, MEXICO 82120		NC	Conservation and Science	120,000.
American Bird Conservancy PO Box 249 The Plains, VA 20198-2237		PC	Conservation and Science	125,000.
<b>Total</b> ..... See continuation sheet(s) ▶ <b>3b</b>				<b>178,575,076.</b>

**Part XVI-A Analysis of Income-Producing Activities**

Enter gross amounts unless otherwise indicated.

	Unrelated business income		Excluded by section 512, 513, or 514		(e) Related or exempt function income
	(a) Business code	(b) Amount	(c) Exclu- sion code	(d) Amount	
1 Program service revenue:					
a <b>Program Related</b>					
b <b>Investments</b>					1,330,855.
c					
d					
e					
f					
g Fees and contracts from government agencies .....					
2 Membership dues and assessments .....					
3 Interest on savings and temporary cash investments .....			14	134.	
4 Dividends and interest from securities .....			14	48,764,026.	
5 Net rental income or (loss) from real estate:					
a Debt-financed property .....					
b Not debt-financed property .....			16	108,977.	
6 Net rental income or (loss) from personal property .....					
7 Other investment income .....					
8 Gain or (loss) from sales of assets other than inventory .....			18	305,044,105.	189,211.
9 Net income or (loss) from special events .....					
10 Gross profit or (loss) from sales of inventory .....					
11 Other revenue:					
a					
b					
c					
d					
e					
12 Subtotal. Add columns (b), (d), and (e) .....		0.		353,917,242.	1,520,066.
13 Total. Add line 12, columns (b), (d), and (e) .....				13 355,437,308.	

(See worksheet in line 13 instructions to verify calculations.)

**Part XVI-B Relationship of Activities to the Accomplishment of Exempt Purposes**

Line No.	Explain below how each activity for which income is reported in column (e) of Part XVI-A contributed importantly to the accomplishment of the foundation's exempt purposes (other than by providing funds for such purposes).
1	<p>Program related investments (PRIs) are an integral part of the Foundation's exempt programs and are undertaken to complement and extend its grant making activities. PRIs are reviewed by the relevant program and are made to further the Foundation's charitable, educational or scientific purposes and the program's goals. PRIs are generally made as loans. Each PRI meets the following three requirements:</p> <ul style="list-style-type: none"> <li>(a) the primary purpose of the PRI is charitable; and</li> <li>(b) no significant purpose of the PRI is profit motivated; and</li> <li>(c) no purpose of the PRI is to attempt to influence legislation, or to participate or intervene in any political campaign, for or against, any candidate for public office.</li> </ul> <p>See Part IX-B and Statements 26 and 27 for a description of the charitable purpose of each PRI made in 2016.</p>
8	<p>Same explanation for PRIs as described in Line 1</p>

**Part XVII Information Regarding Transfers To and Transactions and Relationships With Noncharitable Exempt Organizations**

		Yes	No
<b>1</b>	Did the organization directly or indirectly engage in any of the following with any other organization described in section 501(c) of the Code (other than section 501(c)(3) organizations) or in section 527, relating to political organizations?		
<b>a</b> Transfers from the reporting foundation to a noncharitable exempt organization of:			
	(1) Cash .....	<b>1a(1)</b>	<b>X</b>
	(2) Other assets .....	<b>1a(2)</b>	<b>X</b>
<b>b</b> Other transactions:			
	(1) Sales of assets to a noncharitable exempt organization .....	<b>1b(1)</b>	<b>X</b>
	(2) Purchases of assets from a noncharitable exempt organization .....	<b>1b(2)</b>	<b>X</b>
	(3) Rental of facilities, equipment, or other assets .....	<b>1b(3)</b>	<b>X</b>
	(4) Reimbursement arrangements .....	<b>1b(4)</b>	<b>X</b>
	(5) Loans or loan guarantees .....	<b>1b(5)</b>	<b>X</b>
	(6) Performance of services or membership or fundraising solicitations .....	<b>1b(6)</b>	<b>X</b>
	<b>c</b> Sharing of facilities, equipment, mailing lists, other assets, or paid employees .....	<b>1c</b>	<b>X</b>
<b>d</b> If the answer to any of the above is "Yes," complete the following schedule. Column (b) should always show the fair market value of the goods, other assets, or services given by the reporting foundation. If the foundation received less than fair market value in any transaction or sharing arrangement, show in column (d) the value of the goods, other assets, or services received.			

(a) Line no.	(b) Amount involved	(c) Name of noncharitable exempt organization	(d) Description of transfers, transactions, and sharing arrangements
		N/A	

**2a** Is the foundation directly or indirectly affiliated with, or related to, one or more tax-exempt organizations described in section 501(c) of the Code (other than section 501(c)(3)) or in section 527?  Yes  No

**b** If "Yes," complete the following schedule.

(a) Name of organization	(b) Type of organization	(c) Description of relationship
N/A		

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 taxpayer) is based on all information of which preparer has any knowledge.

**Sign Here** **Original signed by Craig Neyman 11/10/17** **Vice President & CFO**  
 Signature of officer or trustee Date Title

<b>Paid Preparer Use Only</b>	Print/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed	PTIN
	Original signed by	Joan S. McMahon	11/10/17		P00966494
	Firm's name	▶ Deloitte Tax LLP			Firm's EIN ▶ 86-1065772
	Firm's address	▶ 555 Mission Street San Francisco, CA 94105			Phone no. 415-783-5568

May the IRS discuss this return with the preparer shown below (see instr.)?  Yes  No