

**THE PLANET  
IS CHANGING.  
WE ARE TOO.**





**WWF-US**  
**ANNUAL**  
**REPORT**  
**2014**

**EVERY DAY, THE  
THREATS FACING  
THE **PLANET** BECOME  
MORE STARK.**

**TARGETING  
SPECIFIC PLACES  
AND SPECIES  
IS NO LONGER  
ENOUGH.**

**TO MEET THOSE  
UNPRECEDENTED  
CHALLENGES, WE  
HAVE REFINED THE  
WAY WE WORK.**





# NOT ONE WITHOUT THE OTHER

Connecting the dots is not always as simple as it seems.

If it were, our work would be a lot easier. Fortunately, making connections—between the health of the planet and the health of humanity, between sustainability and a strong bottom line, between the sources of energy we choose and the water we drink—is one of WWF’s greatest talents. The challenge comes in establishing that connectivity in a way that inspires action from people everywhere, on all levels. We embrace this challenge.

Our founders created WWF with a vision firmly rooted in saving species and landscapes. But over the course of 53 years, we necessarily expanded the scope of our mission to include humanity as well, because we cannot separate the well-being of people from the well-being of the ecosystems where they live.

In the pages of this Annual Report you will learn about WWF’s work over the past year, with results organized by our six global goals. These goals represent the fruits of one of last year’s most important labors: updating our strategy and priorities to better leverage WWF’s unique strengths and assets, allowing us to more effectively address the challenges the world faces.

Key among those assets is our ability to engage key US stakeholders—from individuals to businesses to government agencies to academia—to help devise solutions to complex problems.

We did it for ARPA (the Amazon Region Protected Areas program) when we helped convene the group that conceived

and funded ARPA for Life, an innovative financing mechanism that will facilitate permanent protection of 150 million acres of Amazonian rain forest. We did it when we developed a program with the Nepalese government that was approved by The World Bank and is now poised to access up to \$70 million in carbon financing. And with our recent designation as a project agency of the Global Environment Facility—the world’s largest source of international funds for environmental projects—our ability to connect partners at all levels and effect global change has increased dramatically.

When Charles Lindbergh addressed the Alaska State Legislature in 1968, he said that he didn’t think there was “anything more important than conservation, with the exception of human survival, and the two are so closely interlaced that it is hard to separate one from the other.”

Bolstered by the unwavering commitment of our friends and supporters—who believe as we do that to change everything, we need the efforts of everyone—we strive every day to strengthen the connections from our lives here at home to our work all over the world.

Neville Isdell, WWF Chairman

Carter Roberts, President & CEO



**SUSTAINABLE FARMING**

In Mozambique, a woman takes in sustainable farming practices at an agricultural training site coordinated by WWF and CARE.



# HUMANITY'S FOOTPRINT IS OUTSTRIPPING EARTH'S ABILITY TO PROVIDE

Already, 60% of ecosystem services—things like water supplies, fish stocks and fertile soil—are in decline because of human impacts on the environment. Already, we need the equivalent of 1½ Earths to meet the demands people make on nature. We are eating into our natural capital, making it more and more difficult to sustain what will be needed by those who come after us.

# 1 IN 9

# PEOPLE ON THE PLANET SUFFERS FROM HUNGER

# 90%

# OF THE OCEAN'S FISH STOCKS ARE OVERFISHED OR BEING FISHED TO THEIR LIMITS

# WILDLIFE POPULATIONS AROUND THE WORLD HAVE DECLINED BY AN AVERAGE OF

# 52%

# OVER THE PAST 40 YEARS

**BY 2030,  
GLOBAL  
DEMAND  
FOR FRESH  
WATER IS  
PROJECTED  
TO EXCEED  
CURRENT  
SUPPLY  
BY MORE  
THAN  
40%**

**573  
MILLION  
ACRES OF  
FOREST  
WILL BE  
GONE BY  
2050 IF  
WE DO  
NOTHING  
TO STOP  
DEFORES-  
TATION**

**THE  
CONCEN-  
TRATION  
OF CO<sub>2</sub> IN THE  
ATMOSPHERE  
IN 2013 WAS  
HIGHER THAN  
IT HAD BEEN  
IN AT LEAST  
800  
THOUSAND  
YEARS**

NOTE: The percentage of wildlife population decline was calculated using trends in 10,380 populations of 3,038 vertebrate species (fishes, amphibians, reptiles, birds and mammals).  
SOURCES: WWF 2014 Living Planet Report; WWF 2011 Living Forest Report; World Food Program; Scripps Institution of Oceanography.

# THE PATH TO CONSERVING THE PLANET

To bend the curve against trajectories that are destroying our planet's ability to support life on Earth, we have systematically reimagined the way we work. Our ambitious new strategy commits us to making a difference—in partnership with many others—by making measurable progress against six key goals.



# FORESTS

Protect and restore forests.



# OCEANS

Safeguard healthy oceans and marine livelihoods.



# FRESH WATER

Secure water for people and nature.



# WILDLIFE

Protect the world's most important species.



# FOOD

Double net food availability; freeze its footprint.



# CLIMATE

Create a zero-carbon future.

# THE ART OF CO-CREATION



We never do anything alone. Not one of our best accomplishments this year rests entirely on WWF's shoulders. More often than not our best work represents an act of co-creation—of partners bringing their separate talents and resources together to devise a solution at scale.

When it happens it is sheer alchemy that solves the problems we face. But our problems only grow in scale and complexity.

WWF's 2014 *Living Planet Report*, a biennial assessment of the world's ecological vital signs, delivers the grim news: since

1970 a representative set of mammal populations has fallen in number by 52%. Causes of the decline include increased habitat destruction, unsustainable resource extraction and climate change. We see the LPR as a progress report on our success as a conservation organization, and the takeaway this year was undeniable. While we were absolutely winning some battles, we were losing the war.

So we took a breath, looked around at other organizations who were bending larger trends through innovation, and then we made a major pivot. In parts of our organization we began behaving more like a Silicon Valley start-up and less like a venerable conservation organization. Where once we relied on detailed five-year work plans, we now invested our discretionary resources in a fast-moving pipeline of “disruptive ideas.” Generous donors and some hard decisions internally provided the seed capital—a \$10 million annual Innovation Fund—for the most promising ideas.

Nonprofits rarely make changes as sweeping as this without a financial crisis forcing their hand. For us, the crisis wasn't financial. It was planetary.

There was a time not long ago when belonging and affiliation meant a great deal to people. Church service groups, bowling leagues, Rotary Clubs and Mason Lodges knit together energy and resolve for local causes. That sense of belonging inspired like-minded individuals to act and led in some cases to great, society-enhancing accomplishments.

WWF stands tall in this proud tradition. When our founders first dreamed of WWF, they likely never imagined they were starting an organization that would capture people's imaginations for decades. We've built a global membership of 5 million people, and this legion of strong supporters remains one of our finest assets.

People around the world have grown up with childhood memories of WWF—selling WWF stamps, participating in our Pennies for Pandas campaign, displaying a panda sticker on the bumper of the family car—that remain indelible throughout their lives. For many, WWF is still a touchstone, and it means something: trust, values that rely more on collaboration than confrontation, devotion to our cause. And, undeniably, results.

Now, the 21st century and social media have ushered in a new set of trends. Younger generations respond less to formal affiliation and gravitate to supporting stand-alone causes and initiatives to get things done. The same is true of some sectors of philanthropy. Increasingly, successful individuals, along with foundations and corporations, see



giving as a tool to confront and mitigate some of the biggest problems of our day.

And they're not content to simply give their money to an institution they trust and then walk away. They want to use the same persistence, creativity, connections and smarts that enabled them to build their wealth in the first place to achieve results. This model has become a major force at WWF, and in almost every instance our best work is an act of co-creation.

Take ARPA (the Amazon Region Protected Areas program), for example. WWF, The Moore Foundation, The World Bank, the governments of Brazil and Germany, and current WWF Board members Larry Linden and Roger Sant came together 15 years ago in support of declaring 10% of the Amazon as new protected areas and financing their conservation in perpetuity.

This group led the charge in setting aside 150 million acres—the size of California, one and a half times over—then came back together just this past May 21 to call in all commitments and fully finance those parks. Now this model of permanent financing is inspiring other multi-landscape projects around the world.

Take our work in Nepal's Bardia National Park with the Leonardo DiCaprio Foundation. Together we've co-financed the boots on the ground, community capacity, and monitoring and surveillance that laid the foundation for the near-tripling of tiger numbers in that far-flung park in western Nepal. We've also collaborated on social media, generating 1.5 million signatures and a joint op-ed that led the prime

minister of Thailand to commit to ending the illegal ivory trade in her country.

And then there's our program in Myanmar. We traveled there with the Helmsley Charitable Trust in October 2012, when the country first opened to outsiders after five decades of military rule. WWF had worked in the Greater Mekong region for more than 20 years, and we were keen to help protect the almost unfathomable natural wealth found within Myanmar's borders. Thanks to partnerships at every level of society we are doing just that. And just last month, I joined our friends from the Helmsley Trust in cutting the ribbon on the new WWF office in Yangon. On the same trip we met with President U Thein Sein and his cabinet to discuss mapping natural capital and continuing to support sustainable forms of development and the growth of a green economy in Myanmar.

As you read this Annual Report it will become clear that succeeding in conservation is not all about WWF. The urgency of our mission dictates that reality. For us, realizing the audacious goals we have set means it must be about our staff and our institution having both the skill and the humility to work side by side with others. It means being willing to share the ideas as well as the limelight.

John Muir wrote that "one touch of nature makes the whole world kin." We all belong to the family of humanity. And working together, we will co-create the solutions our planet so desperately needs.

Carter Roberts, President & CEO

#### EXPEDITION AMAZON

In Brazil's Juruena National Park: Carter Roberts practices traditional rubber tapping skills; Rio Juruena from above; the expedition team discusses the day's plan; a black jaguar swims in the Rio Tapajós.

**FORESTS ARE AT  
THE HEART OF  
LIFE ON EARTH.**

**BILLIONS OF  
ANIMALS, PLANTS  
AND PEOPLE  
DEPEND ON THEM.  
THEY PROTECT OUR  
WATERSHEDS AND  
SUPPLY THE OXYGEN  
WE BREATHE.**

**WE WORK TO STOP  
DEFORESTATION  
AND FOREST  
DEGRADATION.**

# GOAL

Conserve the world's most important forests to sustain nature's diversity, benefit our climate, and support human well-being.

## PROTECTED FOR ALL TIME: AMAZON FORESTS NEARLY TWICE THE SIZE OF CALIFORNIA

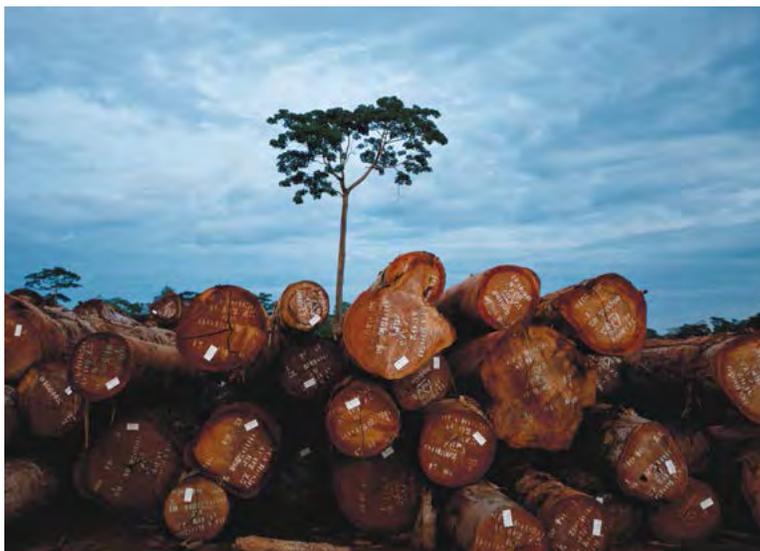
On May 21, 2014, the Brazilian government, WWF and partners announced a \$215 million fund to permanently finance the single largest tropical rain forest conservation program in history. The Amazon Region Protected Areas program (ARPA) is a bold initiative for large-scale conservation of the most biologically diverse place on Earth. ARPA for Life is an innovative funding approach—backed by a united international force—that will forever protect 150 million acres of forests that are critical to Earth's climate, fresh water and biodiversity. Today, ARPA stands as a model of conservation for the world. Other nations, including Bhutan, are already reaching out to WWF to collaborate on their own ambitious programs.







**BETWEEN 46,000 AND 58,000 SQUARE MILES OF FOREST ARE LOST EACH YEAR—ROUGHLY EQUIVALENT TO 36 FOOTBALL FIELDS EVERY MINUTE.**



## **NEXT STOP THE FLOW OF ILLEGAL TIMBER INTO THE UNITED STATES**

The destruction and degradation of forests are happening at alarming rates, driven in part by illegal logging. As one of the world's largest consumers of forest products, the US can play a key role in deterring trade in illegal timber. WWF is tackling this issue by working at many levels, from store shelves to the halls of Congress, to ensure that policies to stop the import of illegal timber into the US are understood and enforced.

**OCEANS FEED MORE  
THAN 1 BILLION PEOPLE.**

**THEY GUIDE US TO  
ADVENTURE AND  
CONTEMPLATION,  
ABSORB CO<sub>2</sub>, AND  
HOLD THE PLANET'S  
GREATEST DIVERSITY  
OF LIFE.**

**WE FIGHT ILLEGAL  
FISHING AND HELP  
COMMUNITIES SUSTAIN  
THEIR FISHERIES AND  
WILDLIFE.**

# GOAL

Achieve sustainable fisheries to meet the needs of people and nature, and protect vulnerable marine habitats and species.

## PRESIDENT OBAMA CALLS ON U.S. TO TAKE ACTION, STOP ILLEGAL FISHING

June 17, 2014, marked a turning point for oceans. In front of leaders from more than 80 nations, President Obama announced the creation of a new initiative to combat illegal fishing—a problem that costs the global economy up to \$23 billion annually, with serious conservation and humanitarian impacts. More than 60,000 supporters and partners joined WWF in the lead-up to the conference, calling for action to stop illegally caught fish from reaching the US seafood market. And with a new presidential task force in place, there is strong momentum to achieve new regulations that will ensure that all seafood sold in the US is fully traceable from bait to plate.







# AMERICANS CONSUME NEARLY 5 BILLION POUNDS OF SEAFOOD A YEAR. GLOBALLY, OVERFISHING IS HAVING A DEVASTATING IMPACT ON THE SEA.



## **NEXT EXPAND THE NETWORK ADDRESSING HEALTHY OCEANS WORLDWIDE**

Humanity's impact on the sea is being felt in marine environments around the world. By uniting scores of partners to coordinate local engagement, good governance, informed science, well-managed marine protected areas, and sustainable development, we are working to build a unified ocean community. That global network will leverage solutions that build on diversified agricultural livelihoods and healthy marine ecosystems—and tackle conservation and development as one.

**FRESH WATER IS CENTRAL  
TO OUR SURVIVAL.**

**RIVERS, WETLANDS,  
LAKES AND STREAMS  
SUPPORT MORE THAN  
10% OF ALL KNOWN  
SPECIES. WATER IS  
A CONDUIT FOR HEALTH,  
ENERGY AND FOOD.**

**WE ARE CRAFTING  
SOLUTIONS TO IMPROVE  
PRIORITY WATERSHEDS  
WORLDWIDE.**

# GOAL

Measurably improve  
the sustainability  
of freshwater systems  
in the world's major  
river basins.

## 35 COUNTRIES RATIFY TRANSBOUNDARY FRESHWATER GUIDELINES

Eight years ago, WWF launched a global initiative to promote the UN Watercourses Convention. This year, Vietnam became the 35th country to sign on to it, thereby ratifying the first legal global framework for managing fresh water across national boundaries. With the Earth experiencing increasing periods of drought and flood, protecting the world's 276 transboundary lake and river basins—including the Mekong River, which passes through six countries and fuels the “rice bowl” of Asia—is increasingly imperative. The new agreement, which entered into force in August 2014, will provide common guidelines for the use, development and conservation of fresh water across borders—and new protections for the water that answers multiple food, energy and wildlife demands.







# VIRTUALLY NO FRESHWATER SYSTEM REMAINS UNAFFECTED BY HUMAN ACTIVITIES.



## NEXT RATE THE HEALTH OF FRESHWATER BASINS

In regions with strong transboundary water governance, conservation efforts can make a meaningful impact. But without a common, scientific baseline, it's challenging to assess how healthy a freshwater system is. WWF's new River Basin Scorecard, due in 2015, will gauge the state of key lake and river basins in targeted regions around the world.

**WILDLIFE INSPIRES US.**

**ANIMAL POPULATIONS  
ANCHOR A WEB OF LIFE  
THAT IS INTEGRAL  
TO EVERY HEALTHY  
ECOSYSTEM ON EARTH.**

**WE SAVE THE WORLD'S  
MOST ECOLOGICALLY,  
ECONOMICALLY  
AND CULTURALLY  
IMPORTANT SPECIES.**

# GOAL

Ensure that populations of the most ecologically, economically and culturally important species are restored and thriving in the wild.

## NEPAL MARKS 365 DAYS WITH ZERO POACHING AS PART OF GLOBAL ACTION ON WILDLIFE CRIME

Our continuing global fight against wildlife crime marked several groundbreaking milestones this fiscal year. Our continued support of strong action on the ground to anticipate, arrest and prosecute poachers led to a massive achievement in Nepal, which saw 365 consecutive days without the poaching of a single rhino, tiger or elephant. We played an important advisory role in shaping the US federal government's first-ever strategy for combating wildlife trafficking as well, helping make this critical issue a national priority for more than a dozen federal agencies. And we partnered with the US government on the historic destruction of nearly six tons of seized contraband elephant ivory trinkets and tusks.







## **NEXT CUT OFF BOTH SUPPLY AND DEMAND**

WWF is partnering with the global wildlife trade monitoring network TRAFFIC on an ambitious plan to tackle the main underlying drivers of wildlife crime: consumer demand, poor governance and the flow of illegal money. Our four areas of focus are to strengthen policies internationally, stop the poaching, stop the trafficking, and stop the buying.



**IN THE SPAN OF  
JUST TWO HUMAN  
GENERATIONS,  
HALF OF EARTH'S  
WILDLIFE HAS  
DISAPPEARED.**

**FOOD SUSTAINS AND  
RENEWS US.**

**ITS CREATION,  
PRODUCTION,  
PACKAGING AND  
TRANSPORT  
ENCROACH ON  
NATURE IN  
HARMFUL WAYS.**

**WE FORGE SOLUTIONS  
WITH THE WORLD'S  
MOST INFLUENTIAL  
COMPANIES TO MAKE  
FOOD A MORE  
RENEWABLE RESOURCE.**

# GOAL

Freeze the footprint  
of food, protecting the  
natural resource base  
while sustainably  
producing enough food  
to meet the needs of all.

## RESHAPING AGRICULTURE THROUGH GLOBAL PARTNERSHIPS

With advice and support from WWF, three multilateral organizations have developed programs to address the impacts of agricultural commodity production on the environment. The World Bank has made the rehabilitation of degraded and underperforming land a pillar of its climate-smart agriculture strategy. The Global Environment Facility approved a \$45 million, five-year pilot project on agricultural commodities and the environment. And the Convention on Biological Diversity approved a two-year program to develop biodiversity indicators for commodity production. These globally important actors are now adapting WWF strategies to improve agriculture's impact on the planet.







## **NEXT IMPROVE THE WORST- PERFORMING AQUACULTURE PRODUCERS**

WWF is developing a multi-country strategy in Southeast Asia to improve the performance of the bottom 25% of aquaculture producers. This group is responsible for only 10% of production, but causes 40-50% of aquaculture's impacts. This move adds a major component to our work, which already supports and recognizes the top performers in the business.



**IF CURRENT TRENDS  
CONTINUE, WE WON'T BE  
ABLE TO REPLENISH THE  
WORLD'S FOOD SUPPLY  
FAST ENOUGH TO KEEP  
UP WITH DEMAND.**

**A HEALTHY CLIMATE  
IS A PRECARIOUS GIFT.**

**CLIMATE CHANGE  
IS UPSETTING  
THE BALANCE  
THAT PEOPLE AND  
WILDLIFE NEED  
TO THRIVE.**

**WE COMBAT  
DEFORESTATION,  
ADVOCATE FOR  
SMARTER POLICIES  
AND HELP BRING  
MORE RENEWABLE  
ENERGY INTO  
PEOPLE'S LIVES.**

# GOAL

Build a climate-resilient  
and zero-carbon  
world powered by  
renewable energy.

## PROVIDING A PLAN TO CUT EMISSIONS AND SAVE BILLIONS

WWF and the environmental data group CDP have identified how the private sector can save billions of dollars by aggressively cutting greenhouse gas emissions at a rate consistent with scientific recommendations. In collaboration with McKinsey & Company and Point380, WWF and CDP are using *The 3% Solution: Driving Profits Through Carbon Reduction* to illustrate how the private sector could save up to \$780 billion over 10 years by reducing emissions by an average of 3% annually and increasing energy efficiency investments by a mere 1.6 percentage points. General Electric Co., Cisco Systems and Colgate-Palmolive are several large US corporations that have established targets using the 3% Solution approach.







# AS CLIMATE CHANGE CAUSES INCREASING SHIFTS IN HABITAT CONDITIONS, **WILDLIFE** **AND PEOPLE STRUGGLE** **TO ADAPT.**



## **NEXT HELP** **MILLIONS ACT** **TO STOP CLIMATE** **CHANGE**

In December 2015, the United Nations Framework Convention on Climate Change will convene in Paris to negotiate a binding global climate agreement. Leading up to this major event, WWF is rallying members, influencing public opinion and collaborating with government leaders to advocate for bold US emissions reduction goals and an ambitious global treaty on climate change.

# GLOBAL IMPACT: MORE WINS IN FY14



## ASIAN COUNTRIES PLEDGE TO SAVE SNOW LEOPARDS

In October 2013, WWF helped secure the Bishkek Declaration on the Conservation of Snow Leopards and the Global Snow Leopard and Ecosystem Protection Program. Endorsed by 12 nations in Asia, this will protect key landscapes and promote sustainable development. With USAID's support, WWF's focus is on conserving snow leopard habitat, promoting water security and helping communities prepare for climate change impacts.



## A VICTORY FOR THE BRISTOL BAY WATERSHED

The US Environmental Protection Agency released a proposal to protect Alaska's pristine Bristol Bay—home to the world's largest sockeye salmon fishery—from the potentially destructive impacts of the proposed Pebble Mine. The EPA's action was a milestone for Alaskans and for the thousands of WWF supporters who raised their voices on this issue.



## THREE NATIONS AGREE TO SUSTAIN BUTTERFLY MIGRATION

In February 2014, North American leaders agreed to create a tri-national task force to conserve the monarch butterfly. In 2013, the number of hibernating monarchs reached an all-time low. This pledge for conservation among the US, Mexico and Canada will help protect the monarch migration. WWF played a vital role in reaching this commitment.



## A NEW PROTECTED AREA IN CHILE FOR BLUE WHALES

A new marine protected area will preserve a biodiverse region that's home to blue whales and other endangered marine life. Covering a stretch of sea approximately the same size as New York City, the Tic-Toc Marine Protected Area is already seeing a decrease in unsustainable fishing, debris, bycatch and other threats, thanks to the Melimoyu Foundation, WWF and partners.



## VIRUNGA NATIONAL PARK GAINS A NEEDED REPRIEVE

More than 750,000 advocates around the world signed WWF's petition calling for an end to oil exploration in Africa's oldest national park. In response, Soco International PLC pledged to stop oil exploration in Virunga National Park, home to astounding biodiversity and rare wildlife such as the critically endangered mountain gorilla. We must now work with local partners to urge the government of the Democratic Republic of the Congo to seek the cancellation of all oil leases that overlap this critical World Heritage Site.



## COCA-COLA AND WWF EXPAND EFFORTS IN 11 WATERSHEDS

The Coca-Cola Company and WWF entered a bold and exciting new phase of our partnership. Building on the initial success of our nearly decade-long collaboration, the two organizations have set ambitious conservation and performance targets to help solve shared environmental challenges. Together, we aim to advance sustainability stewardship, with a focus on fresh water, climate, packaging and agriculture.



## GEF PARTNERSHIP STRENGTHENS WWF IMPACT

The Global Environment Facility is the world's largest source of public international funding for environmental projects. WWF has now been accepted as a GEF project agency, entrusted with designing and driving transformative GEF projects around the world. This opportunity enables us to influence the flow of billions of dollars for conservation.



## WWF GOES TO MYANMAR AT PIVOTAL MOMENT

Myanmar—one of the planet's most biologically diverse and ecologically productive nations—is opening up politically and economically following decades of relative isolation. WWF has seized this historic opportunity to collaborate with government leaders and partners to help the country become a model of sustainable development, where the economy thrives without degrading natural resources.



## NEW STANDARD TACKLES SHARED-WATER CHALLENGES

The Alliance for Water Stewardship launched the world's first international standard to help companies become better stewards of shared watersheds and demonstrate leadership in conserving the planet's limited fresh water. Working with multiple stakeholders, WWF led the establishment of AWS and the creation of the standard.



## NORTHERN GREAT PLAINS GRASSLANDS NOTCH A WIN

In February 2014, Congress passed a Farm Bill that protects America's grasslands and wetlands and balances the needs of people and nature. Over the past three years, WWF has advocated for policy reforms to ensure that farmers and ranchers can provide food to hundreds of millions of people and at the same time conserve some of the world's last intact grasslands, which provide important habitat for wildlife.





**RIDGE TO REEF**

A loggerhead turtle swims near the coast of Belize. Across the Mesoamerican Reef, WWF supports everything from advances in highland agriculture to restoring coral reefs.

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**Robert Evans**  
Stamford, CT

**Gail Eyler**  
Lagrangeville, NY

**Jamee Field**  
Chicago, IL

**John B. Ford**  
San Francisco, CA

**Lynn Foster**  
Palm Beach, FL

**Abigail Field Gerry**  
New York, NY

**Lloyd Gerry**  
New York, NY

**Hannelore Grantham**  
Boston, MA

**Jeremy Grantham**  
Boston, MA

**Katherine Eckert Grunder**  
New York, NY

**Matthew Harris**  
New York, NY

**Stephanie Field Harris**  
Chicago, IL

**C. Wolcott Henry**  
Washington, DC

**Susan Cook Hoganson**  
Oakland, CA

**Lixin Huang**  
San Francisco, CA

**John Thomas Hurvis**  
Glenview, IL

**James Iker**  
Chevy Chase, MD

**Susan K. Ing**  
Honolulu, HI

**Jeremy Jackson**  
Washington, DC

**Donald Kanak**  
Hong Kong

**Charles J. Katz Jr.**  
Palo Alto, CA

**Anne Keiser**  
Washington, DC

**Robert King**  
New York, NY

**William Lake**  
Washington, DC

**Frans Lanting**  
Santa Cruz, CA

**Nicholas Lapham**  
Washington, DC

**Wendy Lee**  
Redding, CT

**Thomas Lovejoy**  
McLean, VA

**Kevin Malone**  
Fort Lauderdale, FL

**Hugh A. McAllister Jr.**  
Houston, TX

**Laurie McBride**  
Old Snowmass, CO

**Willard Wright McDowell II**  
Ketchum, ID

**Thomas McInerney**  
Seattle, WA

**Elisabeth Meeker**  
Chicago, IL

**Jeffrey Morby**  
Key Largo, FL

**Jocelyn Nebenzahl**  
Glencoe, IL

**Kenneth Nebenzahl**  
Glencoe, IL

**Gilman Ordway**  
Wilson, WY

**Julie Packard**  
Monterey, CA

**Victor Parker**  
San Mateo, CA

**Anne Pattee**  
Woodside, CA

**Perk Perkins**  
Sunderland, VT

**Kyle Philipp**  
Smyrna, GA

**Trent Philipp**  
New York, NY

**Shari Sant Plummer**  
Malibu, CA

**Singer Rankin**  
Santa Fe, NM

**Elizabeth Reilly**  
San Francisco, CA

**Alison Richard**  
Middle Haddam, CT

**Marie Ridder**  
McLean, VA

**Rick Ridgeway**  
Ojai, CA

**Emily T. Rowan**  
Chevy Chase, MD

**Elizabeth Sall**  
San Francisco, CA

**Virginia Sall**  
Cary, NC

**Vicki Sant**  
Washington, DC

**Julie Scardina**  
San Diego, CA

**Alan Seelenfreund**  
San Francisco, CA

**Roque Sevilla**  
Quito, Ecuador

**Susan Sherman**  
Glencoe, IL

**Helen Short**  
Ponte Vedra Beach, FL

**Brian Skerry**  
Uxbridge, MA

**Craig Smith**  
Seattle, WA

**Scott Smith**  
Sonoma, CA

**Sue Scott Stanley**  
New York, NY

**Linda Stone**  
Bellevue, WA

**Judy Sturgis**  
Gardnerville, NV

**Gregory Summe**  
Washington, DC

**Aileen Train**  
Washington, DC

**C. Bowdoin Train**  
Chevy Chase, MD

**Joel Treisman**  
Westport, CT

**Donald Wagoner**  
New York, NY

**Karen Wagoner**  
New York, NY

**Wesley Wang**  
New York, NY

**Judith Waterman**  
Hillsborough, CA

**Robert H. Waterman Jr.**  
Hillsborough, CA

**Loren Wengerd**  
Jackson, WY

**David Wilcove**  
Princeton, NJ

**Edward O. Wilson**  
Cambridge, MA

**Justin Winters**  
Venice, CA

**Julie Ann Wrigley**  
Ketchum, ID

**Irene Wurtzel**  
Washington, DC

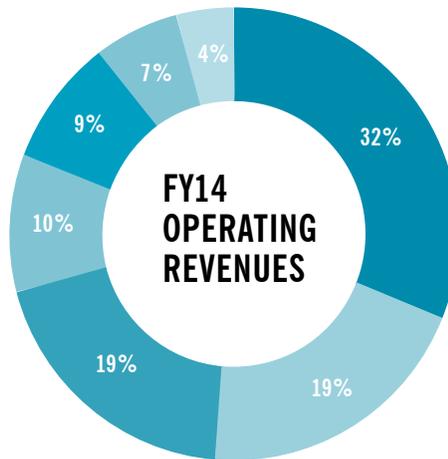
As of September 2014

# FINANCIAL STATEMENTS

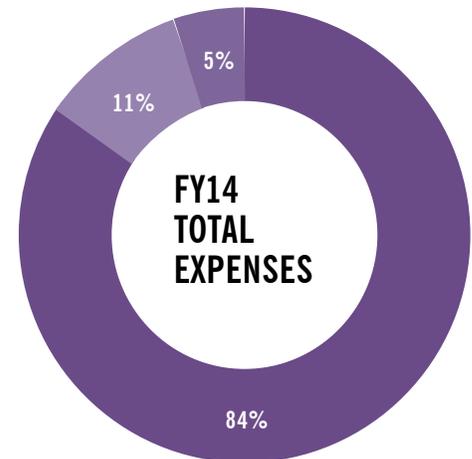
“Achieving long-term conservation results requires dedicated and ongoing commitment. Continually building and strengthening our funding base enables WWF to provide resources for urgent needs and new opportunities, as well as for the long haul. Our donors understand this and have shown their support by continually providing the funding needed to effect sustained conservation results that make a difference in all of our lives. This is truly investing in conservation and the future of our planet. We never take this vote of confidence for granted, and each year we renew our commitment to making the absolute wisest use of our financial support.”

Michael Bauer, Chief Financial Officer

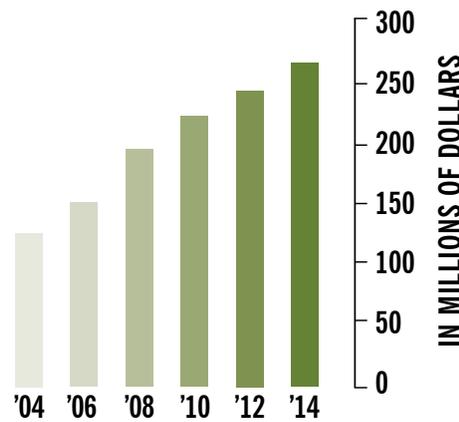
WWF’s FY14 financial performance remained steady, with total revenues and support at \$266.3 million. WWF’s programmatic spending represented 84% of total expenses, with management and administration costs accounting for a modest 5% of total expenses. Total net assets of \$357.9 million represented a 12% increase over FY13.



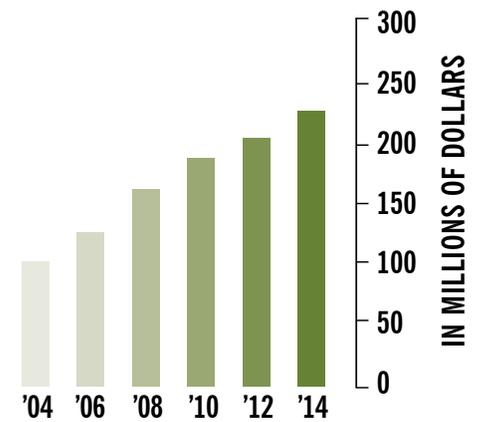
<b>INDIVIDUALS</b>	\$85,253,526	32%
<b>GOVERNMENT GRANTS</b>	50,815,516	19%
<b>IN-KIND AND OTHER</b>	50,280,649	19%
<b>OTHER NON-OPERATING CONTRIBUTIONS</b>	26,364,229	10%
<b>FOUNDATIONS</b>	23,357,358	9%
<b>NETWORK</b>	17,900,629	7%
<b>CORPORATIONS</b>	12,376,256	4%



<b>PROGRAM</b>	\$224,462,191	84%
<b>FUNDRAISING</b>	28,707,268	11%
<b>FINANCE AND ADMINISTRATION</b>	12,723,554	5%



<b>OPERATING REVENUE GROWTH</b>	2014	\$266,348,163
	2012	244,861,793
	2010	224,159,728
	2008	196,488,139
	2006	150,963,162
	2004	126,349,541



<b>PROGRAM SPENDING GROWTH</b>	2014	\$224,462,191
	2012	205,837,013
	2010	186,770,175
	2008	161,822,141
	2006	125,820,191
	2004	104,240,791

## CURRENT YEAR OPERATING REVENUES AND EXPENSES

### REVENUES

	2014 TOTAL	2013 TOTAL
Contributions utilized <sup>1</sup>	\$ 147,351,369	\$ 131,890,374
Government grants and contracts	50,815,516	48,219,397
WWF network revenues	17,900,629	16,210,347
In-kind and other revenues	50,280,649	69,971,451
<b>Total unrestricted revenues, gains and other support</b>	<b>266,348,163</b>	<b>266,291,569</b>

<sup>1</sup> Contributions utilized in 2014 includes current year contributions of \$81,434,186, prior years' contributions of \$32,169,818 and non-operating income of \$33,747,365.

<sup>2</sup> In 2001, WWF issued bonds to finance the purchase of the building housing its offices. Subsequently, it entered into various financial transactions to fix the interest rate on all variable rate bonds. These transactions result in either an unrealized gain or a loss year to year as market interest rates vary above or below the fixed rate obtained in the transactions.

### EXPENSES

#### Program expenses:

Conservation field and policy programs	159,748,270	144,381,532
Public education	64,713,921	81,737,392
<b>Total program expenses</b>	<b>224,462,191</b>	<b>226,118,924</b>

#### Supporting services expenses:

Finance and administration	12,723,554	12,352,154
Fundraising	28,707,268	27,664,528
<b>Total supporting services expenses</b>	<b>41,430,822</b>	<b>40,016,682</b>

<b>TOTAL EXPENSES</b>	<b>265,893,013</b>	<b>266,135,606</b>
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<b>Current year operating revenues over operating expenses</b>	<b>455,150</b>	<b>155,963</b>
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## NON-OPERATING ACTIVITIES AND PLEDGES

### NON-OPERATING ACTIVITIES

Bequests and endowments	12,189,666	29,210,289
Income from long-term investments	34,472,680	19,424,721
Unrealized gain (loss) on financing transactions <sup>2</sup>	274,095	5,872,746
Gain (loss) from foreign currency	452	(119,648)
Non-operating funds utilized	(33,747,365)	(21,730,166)

### PLEDGES AND CONTRIBUTIONS DESIGNATED FOR FUTURE YEARS

Pledges and contributions	57,560,578	45,085,678
Prior years' revenues used in current year	(32,169,818)	(30,775,682)
<b>TOTAL NON-OPERATING ACTIVITIES AND PLEDGES</b>	<b>38,580,288</b>	<b>46,967,938</b>

<b>Increase in net assets</b>	<b>39,035,438</b>	<b>47,123,901</b>
<b>Net assets at beginning of year</b>	<b>318,818,481</b>	<b>271,694,580</b>
<b>Net assets at end of year</b>	<b>\$ 357,853,919</b>	<b>\$ 318,818,481</b>

# WWF LEADERSHIP

## **Carter Roberts**

President & CEO

## **Steven Chapman**

Chief Conservation Officer

## **Marcia Marsh**

Chief Operating Officer

## **Margaret Ackerley**

Senior Vice President and  
General Counsel

## **Suzanne Apple**

Senior Vice President  
Private Sector Engagement

## **Michael Bauer**

Chief Financial Officer

## **Elaine Bowman**

Vice President  
Human Resources

## **Jason Clay**

Senior Vice President  
Markets and Food

## **Tom Dillon**

Senior Vice President  
Forests and Freshwater

## **Ginette Hemley**

Senior Vice President  
Wildlife Conservation

## **Jon Hoekstra**

Vice President and  
Chief Scientist

## **Michele Kuruc**

Acting Senior Vice President  
Marine

## **Terry Macko**

Senior Vice President  
Communications and  
Marketing

## **Julie Miller**

Senior Vice President  
Development

## **David McCauley**

Acting Senior Vice  
President, Government  
and Multilateral Affairs

As of June 30, 2014





# 84%

WWF spending  
directed to  
worldwide  
conservation

# PROTECT OUR PLANET

There are many ways to support WWF and protect the future of nature. To learn more or to make a donation, please contact us at [888-993-1100](tel:888-993-1100) or [worldwildlife.org/donate](http://worldwildlife.org/donate).

## OUTRIGHT GIFTS

- Become a Partner in Conservation
- Become a monthly supporter
- Make a onetime cash gift
- Make a charitable gift of stocks, bonds, mutual funds
- Give a gift membership
- “Adopt” an animal online
- Honor a loved one with a tribute gift

## LIFE INCOME GIFTS

- Give through a WWF Charitable Gift Annuity
- Make a gift through your own Charitable Remainder Trust
- Provide for annual or more frequent payments to you or your loved one while creating an ultimate legacy gift for WWF’s vital work

## ESTATE GIFTS

- Remember WWF in your will or trust
- Donate all or part of the remainder of your retirement plan or life insurance

## WORKPLACE GIVING

Ask if your workplace participates in these easy ways to give:

- Corporate Matching Gifts—[worldwildlife.org/matching-gifts](http://worldwildlife.org/matching-gifts)
- EarthShare—visit [earthshare.org](http://earthshare.org) or call 800-875-3863
- Combined Federal Campaign for federal employees—[earthshare.org/cfc.html](http://earthshare.org/cfc.html); WWF’s designation number is 12072





**World Wildlife Fund**  
1250 24th Street, NW  
Washington, DC 20037-1193  
202-293-4800  
[worldwildlife.org](http://worldwildlife.org)