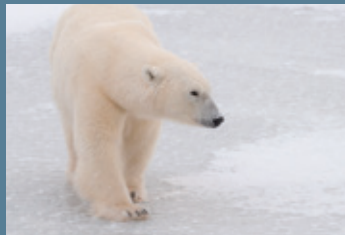




WWF-US | 2015 ANNUAL REPORT





**Cover**

**As part of WWF's Arctic-wide effort to protect polar bears, Russian biologist Natalia Illarionova weighs and measures a briefly sedated male.**

**SPARKING CHANGE AT SCALE** When it comes to addressing the increasingly urgent and complex global issues that impact our planet, the only way we can spark change at scale is by working together. WWF partners with government leaders and tribal authorities; consumers and corporate leaders; fishers and ranchers; donors and advocates; and local communities, universities, and multinational institutions—all to forge joint solutions we couldn't accomplish on our own. Together, we are accomplishing incredible things. Together, anything is possible.



## **FORESTS**

we work to conserve the  
world's most important forests

## **FRESHWATER**

we secure water for people  
and nature

## **OCEANS**

we safeguard healthy oceans  
and marine livelihoods

Nature reserve rangers in  
Kyrgyzstan take WWF staff  
to observe argali sheep, an  
important prey species for  
snow leopards, as part of the  
Asia High Mountains Project  
funded by USAID.



**WILDLIFE**

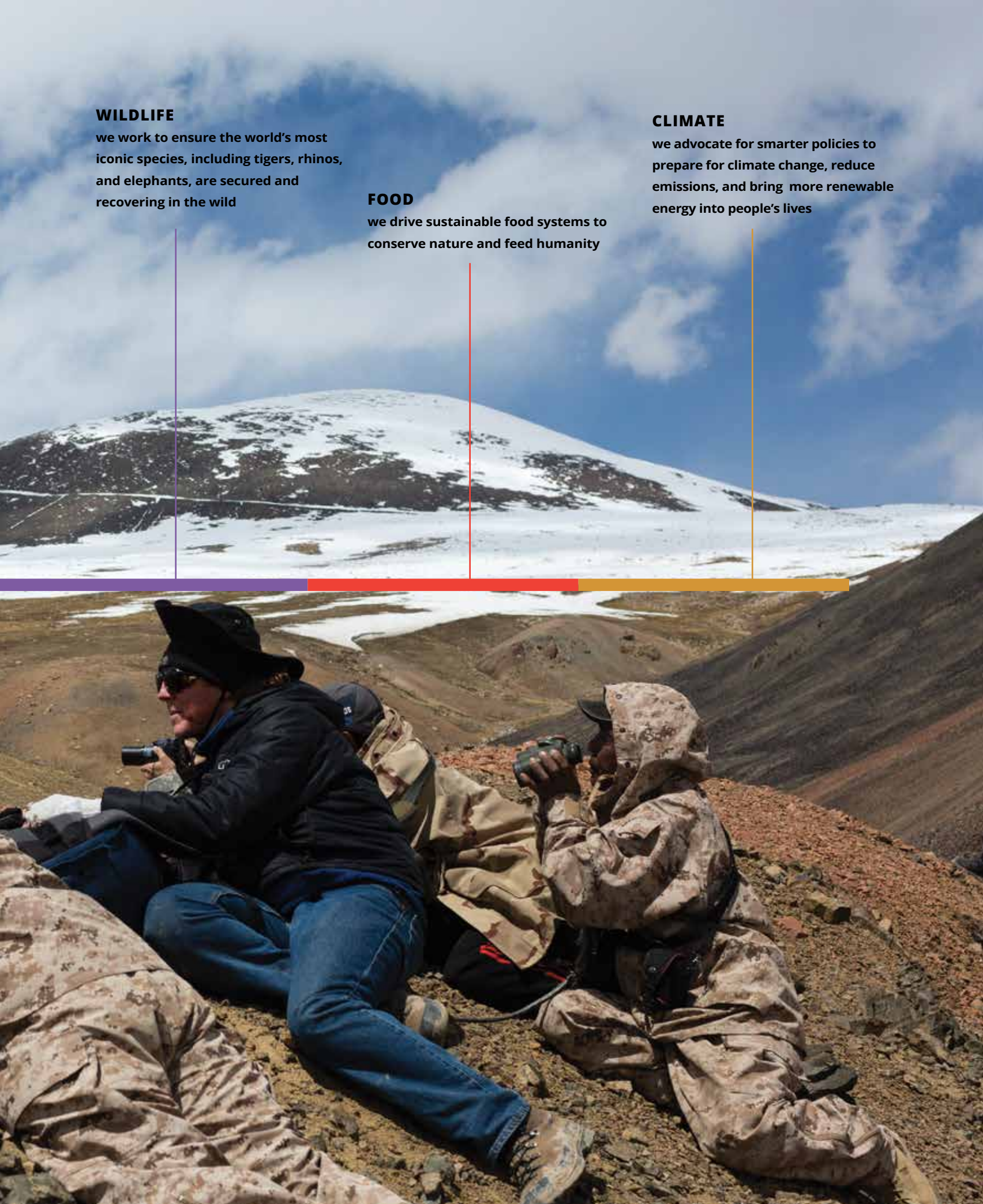
we work to ensure the world's most iconic species, including tigers, rhinos, and elephants, are secured and recovering in the wild

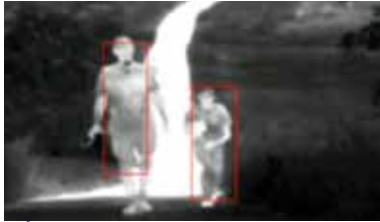
**FOOD**

we drive sustainable food systems to conserve nature and feed humanity

**CLIMATE**

we advocate for smarter policies to prepare for climate change, reduce emissions, and bring more renewable energy into people's lives





**ANTIPOACHING TECHNOLOGY**

With Google's support, thermal cameras and advanced video analytics are being tested as a way to alert park rangers when suspected poachers enter protected areas.



**REDUCING PALM OIL'S IMPACT**

Cargill, Inc., commits to sustainable, deforestation-free, socially responsible palm oil and pledges to build a traceable palm oil supply chain. **STORY PAGE 12**



**NEW PROTECTIONS FOR BRISTOL BAY**

In December 2014 President Obama protects Bristol Bay, Alaska, from offshore oil and gas drilling, conserving the last pristine salmon ecosystem in North America.



**A DECLARATION FOR FORESTS**

More than 150 entities—including governments and private companies—pledge to end natural forest loss by 2030.



**CHINA'S FINLESS PORPOISE**

China's Ministry of Agriculture classifies the Yangtze finless porpoise as a "National First Grade Key Protected Wild Animal" to better protect the rare species.



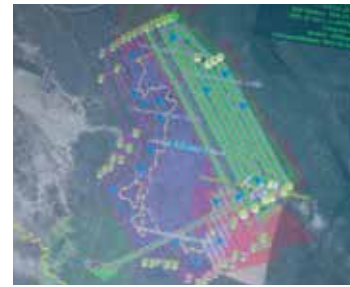
**SUSTAINABILITY HOSPITALITY**

Hilton joins a renewable energy group and is working toward setting new targets for water stewardship, seafood sustainability, and food waste.



**CORPORATE RENEWABLE ENERGY BUYERS' PRINCIPLES**

WWF partners with 44 leading companies to streamline processes for buying renewable energy and to increase availability of cost-competitive clean power. **STORY PAGE 16**



**UAV RESEARCH FOR FERRETS**

WWF gathers a team to test the effectiveness of using drones and 3-D software to map 7,500 acres in Montana and accelerate reintroduction of endangered black-footed ferrets.



**AMUR LEOPARD NUMBERS RISE**

The world's rarest wild cat has doubled its numbers in seven years.



**INDIA'S FIRST MSC-CERTIFIED FISHERY**

In November 2014, India celebrated its first Marine Stewardship Council-certified sustainable fishery. WWF worked with many partners to help make this happen.



**MCDONALD'S TAKES ON DEFORESTATION**

Leading food service retailer pledges to eliminate deforestation from its entire global supply chain.



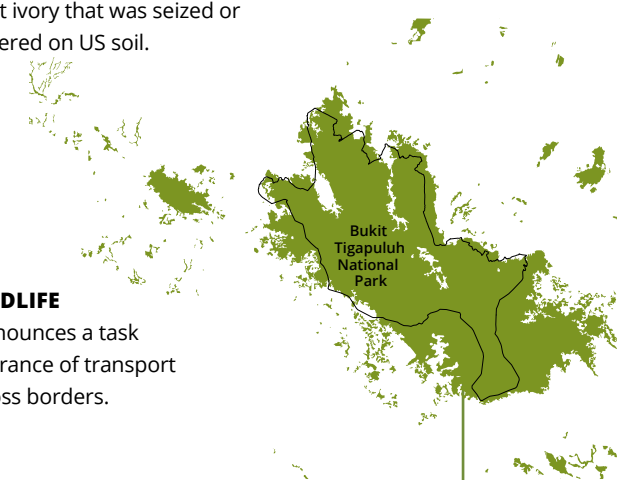
**A NEW FORCE FOR FISHING**

A presidential panel on illegal, unreported, and unregulated fishing recommends action to curb illegal fishing and stop seafood fraud. **STORY PAGE 20**



**ROYALS UNITE FOR WILDLIFE**

Britain's Prince William announces a task force to promote zero tolerance of transport of illegal wildlife parts across borders.



**SAFEGUARDING THIRTY HILLS**

WWF, the Frankfurt Zoological Society, and the Orangutan Project embark on a bold new plan to protect Sumatra's forests and species.



**SAVE THE HUMANS**



**WORLD'S LARGEST CLIMATE MARCH**

In September 2014, hundreds of thousands take to the streets to demand action on climate change.



**INDIA'S NEW TIGER RESERVE**

The Rajaji National Park in Uttarkhand achieves tiger reserve status, expanding protected areas within the interconnected Terai Arc Landscape.



**WATER FOR ASIAN ELEPHANTS**

Researchers investigate the water needs of elephants in Thailand, in the context of climate change.



**REPORT CARDS FOR RIVER HEALTH**

A new process empowers river basin stakeholders to measure the health of their river basins, starting with Colombia's Orinoco. **STORY PAGE 14**



**AMERICANS #HUGATREE**

Tied to Earth Day, a WWF-led social media campaign raises awareness of the importance of Earth's amazing forests.



**MAKING WORLD WATER WORK**

The UN Watercourses Convention goes into force in July 2014, which will help governments better manage shared freshwater resources and resolve water-related disputes across international boundaries.



**WILD PANDAS GAIN GROUND**

The number of wild giant pandas surges to 1,864—a 17% increase over the last decade.



**RETURN TO FORT PECK**

Native American tribes welcome 138 Yellowstone National Park bison to establish conservation herds in Montana.

**NEW CONSERVATION CORRIDOR IN SURINAME**

With global support, two local communities take action to protect a vast conservation corridor that spans nearly 18 million acres in the Republic of Suriname.



**ANTIPOACHING SUCCESSES EXPAND**

Asian governments commit to stamping out poaching at a landmark meeting on protecting wildlife. **STORY PAGE 18**



**SUSTAINABLE WATER STEWARDSHIP STANDARDS**

Two California businesses pilot the international Alliance for Water Stewardship standards framework to improve sustainable freshwater use.



**THAIS TAKE ACTION TO STOP WILDLIFE CRIME**

A massive social media campaign raises international visibility and generates a public appeal to the Thai government to crack down on illegal ivory trade.



**BINATIONAL COOPERATION FOR THE RIO GRANDE**

Cross-border collaboration and innovative farming techniques bring parched land back to life in the Chihuahuan Desert.



**EXPANDING RESPONSIBLE FORESTRY IN CHINA**

In May 2015, WWF and Apple announce a groundbreaking project to help drive responsible forestry and increase FSC-certified forest land within China. **STORY PAGE 22**



**SWEET SUCCESS IN HONDURAS**

Azunosa sugar mill achieves the first Bonsucro® certification in Central America and the Caribbean.



As part of the USAID Coral Triangle Support Partnership to train local people as rangers in marine protected areas, a villager from Nuakata Island in Papua, New Guinea, measures out a coral transect.

**LETTER FROM THE PRESIDENT | THE RIGHT PEOPLE IN THE RIGHT PLACE** Many of my colleagues describe conservation as a living discipline; indeed it constantly evolves—sometimes by our hand and sometimes not—in response to shifting environmental realities. | But conservation also endures as a living discipline because it is inhabited by a magnificent collection of people. This collection includes individuals for whom it is their life’s work; communities that take an active role in pursuing sustainable solutions to feed and

protect their members; and the leadership of sophisticated multinational institutions that consider and then create innovative solutions to the most vexing problems the world faces.

For more than five decades, WWF has pushed the boundaries of what conservation “should” be. Through it all, one thing has remained constant: We have the best people in the business.

I’ve had the privilege of heading up strategy development for NGOs several times, both with WWF and with The Nature Conservancy. And there is a moment in any planning process where you look up from crafting the most beautiful niche in a highly considered strategy for an organization about which you care deeply, and one thing becomes very clear: Everything you want to achieve hinges on the talent you’re able to gather around you. As former US treasury secretary and passionate conservationist Hank Paulson once told me, “It all depends on having the right people in the right place.”

For many of us in the nonprofit sector, our work is our calling. And for the right people, in the right place, it is a calling that can change the world.

I think of Tilak Dhakal, who runs WWF’s community-based programs in Nepal.

I’ll never forget Tilak’s reply when I asked him to tell me the story of his kidnapping by the Maoists in the midst

of doing his work: It was “Which time?” Because he has been kidnapped more than once over the decades during which he has built deep, abiding relationships with communities across the Terai Arc, often covering large stretches of the Himalayan region on foot as part of his work.

With Tilak’s support, these communities do something audacious: take a major, active role in the stewardship of their natural resources, including the nearby parks. Working together, they are restoring forests and connecting protected areas and helping to catch poachers. These communities, these people, are part of one of the most successful wildlife conservation restoration projects in the world.

The common wisdom holds that Tilak’s abductions occurred because of his popularity among local communities and his success in organizing them for conservation. These abductions also reinforced another truism about conservation that often goes overlooked: The work can be extraordinarily dangerous.

Tilak’s bravery, and the great personal affection felt for him by so many, ultimately led to his freedom. He inspired the communities where he worked to raise money for his release, and he was returned to his home one week after being taken from us in 2005. The second kidnapping lasted one day.

**WWF President and CEO Carter Roberts with Prime Minister Tshering Tobgay of Bhutan during his historic visit to the US in March 2015.**



I first met Tilak when I was part of a convoy ferrying a sedated tiger from Chitwan National Park to Bardia National Park, the largest and most pristine wilderness area in the Terai, where we would release the tiger—making it the first wild tiger in Nepal to be translocated. On the way home, we made our way back through many of the communities where Tilak worked. He was greeted like a rock star every place we went. Nepal just celebrated their third year of zero poaching—due, without question, in no small part to the fearlessness of the communities that Tilak supports with his own wisdom and courage.

Equally important to the success of our work are individuals who operate in a different sphere altogether—a world away from our priority ecoregions—in the corridors of institutions where important policies are crafted to make a difference. Roberta Elias, who advocates on behalf of ocean issues for WWF, certainly fits that mold, and is another of our great talents for whom conservation is a calling to change the world.

Roberta came to conservation very deliberately: After hearing her seventh-grade science teacher talk about the needs of the planet, she was inspired to do her part to help. So her parents encouraged her to first study something she loved—which she did, earning undergraduate degrees in biology and environmental studies before going on to Yale for a master's

in environmental management—and then turn it into a career that mattered. After moving to Washington, DC, Roberta worked at NRDC before joining WWF as part of our conservation policy department.

Roberta currently focuses her efforts on delivering federal guidelines around illegal, unreported, and unregulated (IUU) fishing practices. To that end she has spent considerable time with US Customs and Border Patrol officials, learning what they do, how illegal fishing impacts them, and what they need to do their jobs better. Her fluency and passion on the topic have changed the outcome of key meetings—and when people have that kind of knowledge and can convey it in a way that's compelling, it's like gold. In part because of Roberta's work, as well as the leadership of key officials in the current administration, we are seeing some real breakthroughs in bringing transparency and traceability to seafood entering the US, and we are beginning to close our ports to illegal cargo.

When people think about WWF, they often think about the panda logo. When I think about WWF, I think about our talent. That's our calling card. Our ability to develop unexpected solutions with others, and to bring these solutions to life, utterly relies on the Tilaks and Robertas of the world. Their gifts—not only for imagining a different future, but also for doggedly building the deepest and most abiding

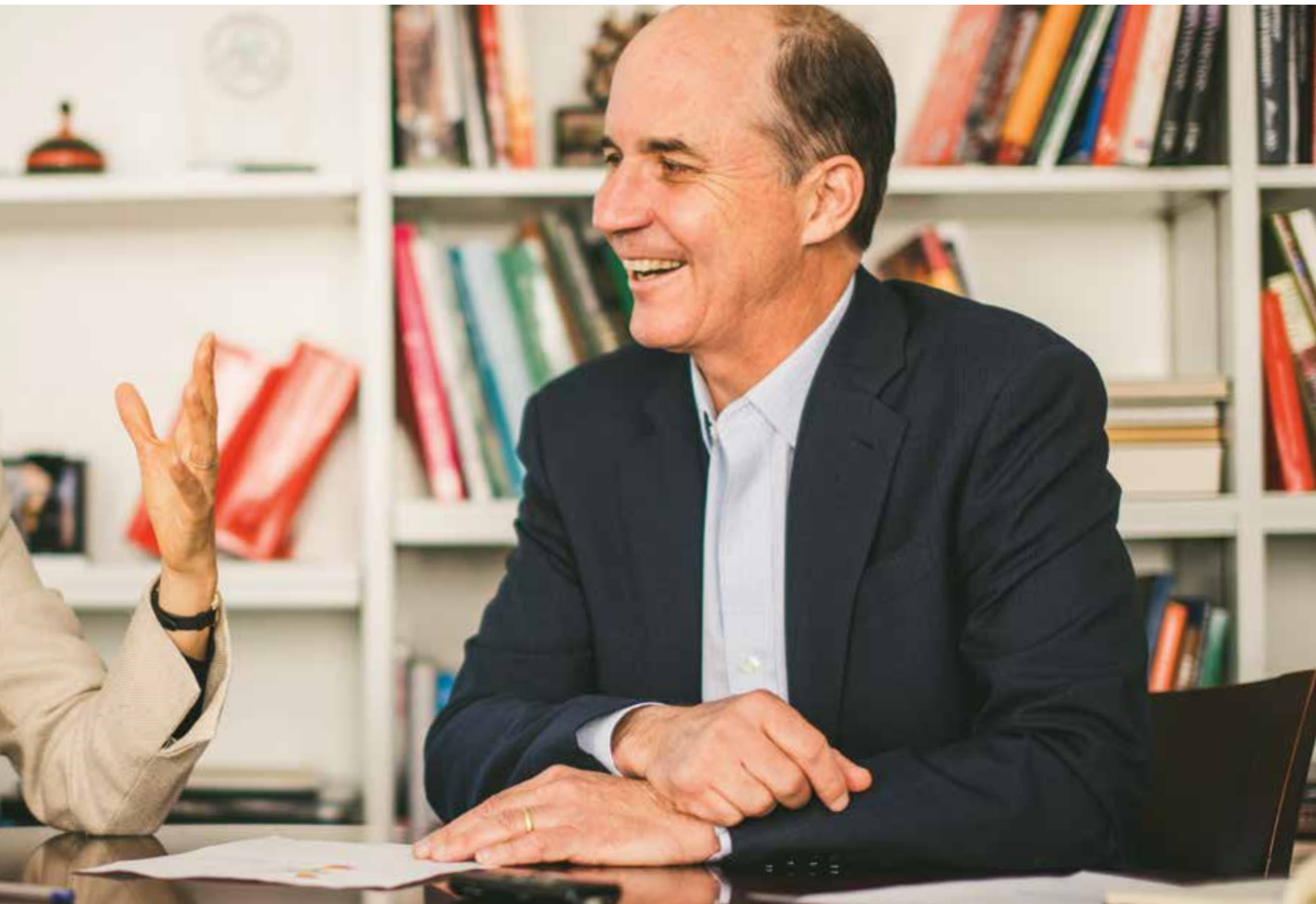


relationships with people on the front lines—ground our work in reality and provide a platform for achieving real change.

Of course, Tilak and Roberta are just two of the thousands of WWF staffers working passionately around



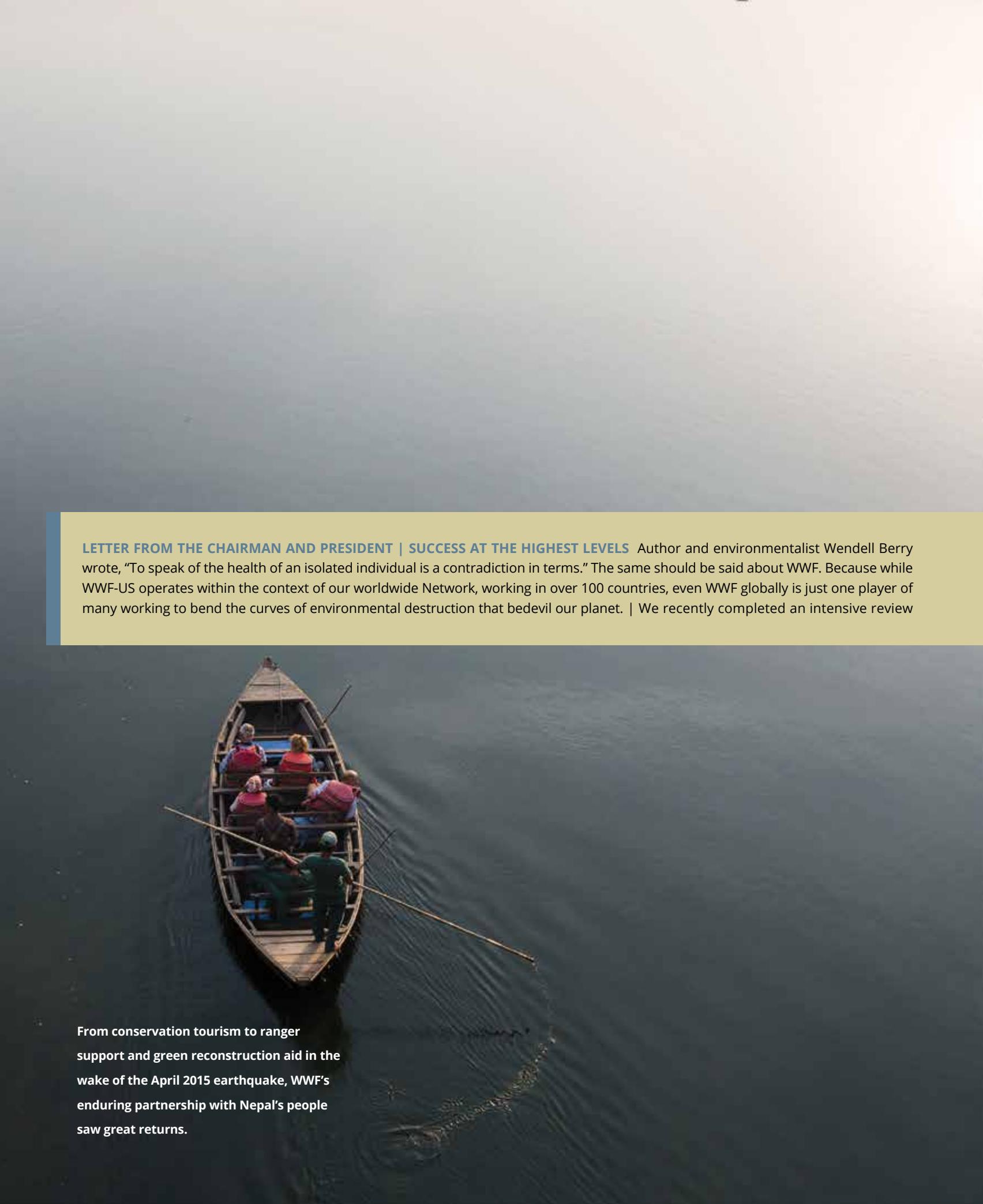
Learning from our partners is a core principle of WWF's approach. Here, Roberts and Dr. Naoko Ishii, CEO and chairperson of the Global Environment Facility, talk about mainstreaming the valuation of natural capital.



the world every day. This annual report is a testament to that work and to the brilliant, determined conservationists you support. The most important part of my job is to find these talented individuals, convince them to come to work at WWF, and then create an environment in which they can

flourish—an environment where they have access to the resources and the people they need to get things done. And then I get out of the way.

Carter Roberts  
President and CEO

An aerial photograph of a wooden boat on a calm body of water. The boat is filled with several people, some wearing life jackets. The water is dark and reflects the light from above. The boat is moving towards the bottom of the frame, leaving a wake behind it.

**LETTER FROM THE CHAIRMAN AND PRESIDENT | SUCCESS AT THE HIGHEST LEVELS** Author and environmentalist Wendell Berry wrote, “To speak of the health of an isolated individual is a contradiction in terms.” The same should be said about WWF. Because while WWF-US operates within the context of our worldwide Network, working in over 100 countries, even WWF globally is just one player of many working to bend the curves of environmental destruction that bedevil our planet. | We recently completed an intensive review

From conservation tourism to ranger support and green reconstruction aid in the wake of the April 2015 earthquake, WWF’s enduring partnership with Nepal’s people saw great returns.

of our work and determined to set goals that mattered not just to WWF but also to the world. So we followed the lead of over 190 countries that recently approved the United Nations' Sustainable Development Goals.\* If you take a close look at these 17 goals, you can see how far the world has come in realizing how much humanity's future depends upon the health of the planet. These goals all must be realized on a planetary level if we are to reverse the destruction of our natural home—whether that plays out in the context of oceans, forests, climate, wildlife, food, or freshwater.

In each and every case, success in our work depends on understanding the institutions or systems that will play the most important roles, and then relying on our strengths and capabilities to influence or support them in deciding what the world needs. Which means leveraging our science, our search for solutions, our work in influencing markets and corporate behavior, and our engagement with policymakers and the American public in the choices that they make.

While the deep and thoughtful strategic review we undertook may have been necessary, we're not saying it was easy. Anything worth doing rarely is. But against the backdrop of increasingly stark environmental realities around the world—precipitously declining wildlife populations, record-high levels

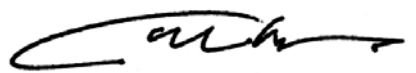
of carbon in the atmosphere, increased stress on already dwindling water supplies, and more—the need for change was undeniable.

Ultimately, the fate of the planet depends upon many actors operating together. Of course we are not the only institution that matters—but as the world's largest conservation group we have an important part to play in concert with others. And so we should always see our role as providing support, tools, solutions, and advocacy, while challenging the world to drive for sustainability and never accept a trajectory that takes us down the path of our own destruction.

We remain committed to making the highest and best use of our institutional assets—most important, your generous donations. And we face the future emboldened with the confidence that we can deliver the change our planet so desperately needs. As you read through the pages of this annual report, we hope you'll agree.



Neville Isdell, Chairman




Carter Roberts, President & CEO

**Board Chairman Neville Isdell with Carter Roberts in South Africa**



\* The Sustainable Development Goals are 1. No Poverty; 2. Zero Hunger; 3. Good Health & Well-Being; 4. Quality Education; 5. Gender Equality; 6. Clean Water & Sanitation; 7. Affordable & Clean Energy; 8. Decent Work & Economic Growth; 9. Industry, Innovation & Infrastructure; 10. Reduced Inequalities; 11. Sustainable Cities & Communities; 12. Responsible Consumption & Production; 13. Climate Action; 14. Life Below Water; 15. Life on Land; 16. Peace, Justice & Strong Institutions; 17. Partnerships for the Goals.



**OUT IN FRONT** Palm oil is a key ingredient in everything from dish soap to ice cream; it is now the world's most widely consumed vegetable oil. It is also one of the greatest threats to remaining tropical forests in Indonesia and Malaysia—and to the indigenous people and endangered elephants, tigers, orangutans, and rhinos that live there. | In the face of rising concerns about the impact of palm oil production, a collaborative force for sustainable palm oil is driving change across the supply chain—from producers, processors, traders, and consumer goods companies to citizens, local communities, and governments. | Cargill, Inc., is a leader in the push toward sustainable palm oil. In July



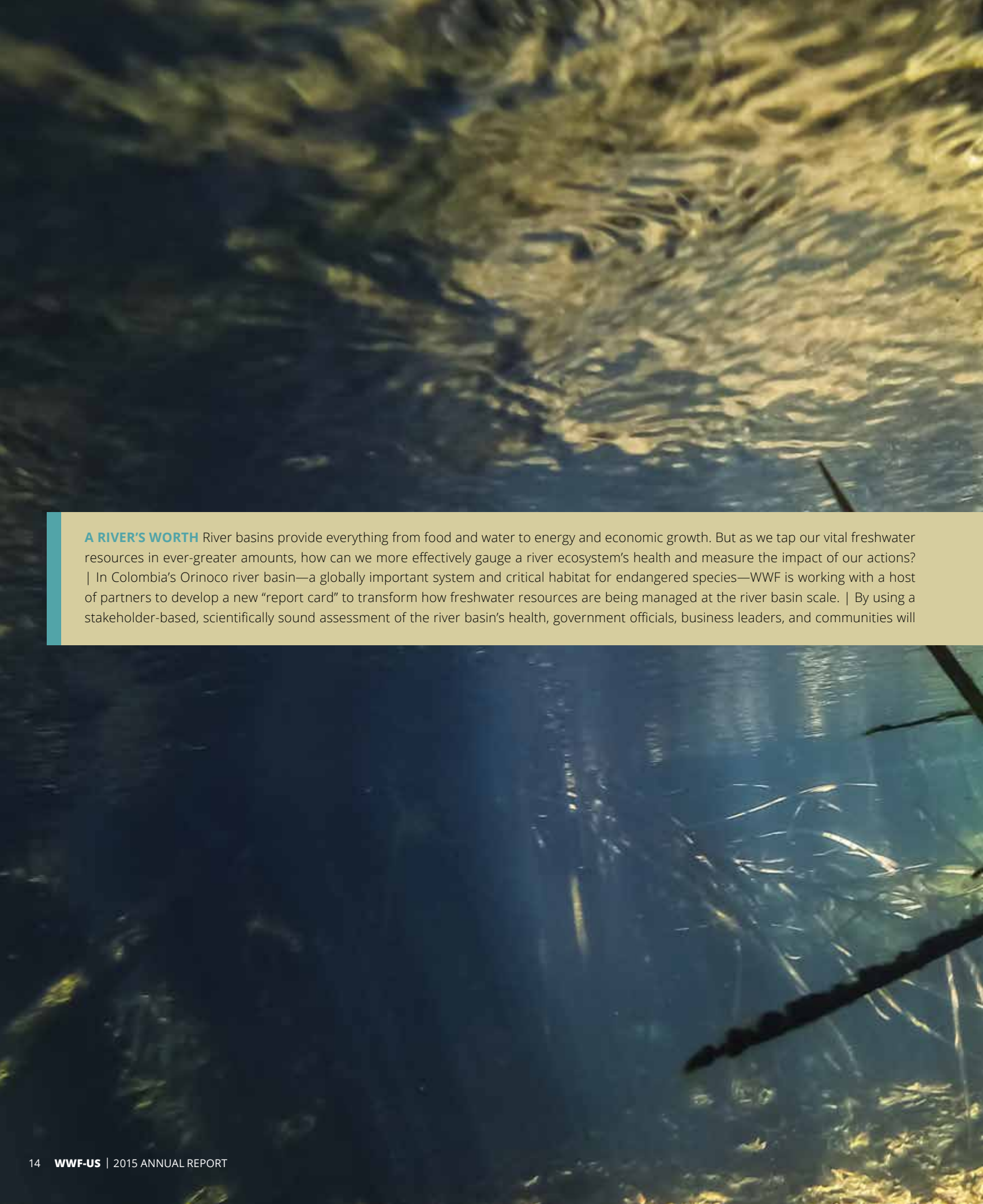
In collaboration with a host of partners such as Cargill, World Wildlife Fund is working to define better management practices in the trade and production of commodities like palm oil.

of 2014, the company strengthened its decade-long efforts with a powerful policy that commits to palm oil that is “sustainable, deforestation-free, and socially responsible.” That year, Cargill and major palm oil producers also signed the Indonesian Palm Oil Pledge, committing to deliver “sustainable palm oil that is deforestation-free, respects human and community rights, and delivers shareholder value,” and inked a Sustainable Palm Oil Manifesto to establish a system with a “traceable and transparent supply chain.” With these actions and more, Cargill is on track to achieve its goal of 100% responsibly produced palm oil by 2020.



*David McLaughlin, acting senior vice president for sustainable food, joins a roundtable of experts in assessing the impact of agricultural practices on forests, wetlands, savannas, and other natural ecosystems.*



An aerial photograph of a river with a yellow text box overlay. The river flows from the top right towards the bottom left. The water is a mix of blue and yellowish-green, with ripples and reflections. A dark, thin object, possibly a branch or stick, is visible in the lower right quadrant of the image.

**A RIVER'S WORTH** River basins provide everything from food and water to energy and economic growth. But as we tap our vital freshwater resources in ever-greater amounts, how can we more effectively gauge a river ecosystem's health and measure the impact of our actions? | In Colombia's Orinoco river basin—a globally important system and critical habitat for endangered species—WWF is working with a host of partners to develop a new “report card” to transform how freshwater resources are being managed at the river basin scale. | By using a stakeholder-based, scientifically sound assessment of the river basin's health, government officials, business leaders, and communities will




With our partners in Colombia and from the University of Maryland's Center for Environmental Science, WWF is gathering data about the Orinoco river basin and will create a report card to help drive improvements in water policy, use, and management.

be able to make informed decisions about how they use their freshwater ecosystems for energy, food, water, and economic growth. | To develop the report card, we are engaging local fishers, farmers, community leaders, academics, public officials, and others to ensure we understand and prioritize the issues most important to them. | Once the process is tested, we will share it with stakeholders in other river basins around the world, so they too can create credible report cards; arm decision makers with clear, meaningful information to change behaviors and policies; and measurably improve river basin health.



Water resources engineer *Sarah Freeman*, who is leading the Orinoco assessment for WWF, listens to river activist and entrepreneur *Dexter Dombro* describe his efforts to protect and restore a large swath of riverside land for ecotourism opportunities.



**POWER SOURCE** America's largest companies are making renewable energy part of business as usual, and the new *Corporate Renewable Buyers' Principles* are a driving force behind that change. | Forty-four corporate signatories, including Walmart, developed the principles in an unprecedented collaboration with WWF and the World Resources Institute, in order to simplify the process of buying renewable energy and to help improve the future of US energy and electricity systems. | This shared vision could create exponential impact in making renewable energy more easily accessible at competitive rates for large and small businesses. The collaboration also demonstrates how a committed group of






The most efficient big-box stores can supply up to 30% of their electricity on-site with rooftop solar energy systems. To meet 100% renewable energy goals, the rest must come from projects on the electricity grid.

corporate customers can leverage their buying power to help usher in a clean energy future. | WWF is working with these businesses, and many others, to set strong goals that will result in billions of kilowatt hours of renewable energy demand, track that progress, and create solutions to help renewable energy buyers and utility providers meet the demand. | Walmart has also actively worked with WWF in recent years to create new models for collaborative renewable energy delivery, and set ambitious targets across multiple conservation goals, including sustainable food, reduced emissions, and healthy forests.



WWF director of US climate and energy policy *Marty Spitzer* talks solar panels, natural lighting, and renewable energy with Katherine Neebe, Walmart's director of sustainability engagement and stakeholder engagement, at the company's Laurel, Maryland, store.





**SEEKING ZERO** The tiny Himalayan country of Nepal is slowly breaking the death grip of wildlife crime, marking its third full 12-month stretch of zero poaching of rhinos and elephants, and serving as a model for the rest of the world. Nepal is leading the way on zero poaching with a multipronged strategy—backed by a strong commitment by the country's leadership—that focuses on collaboration among park agencies, national law enforcement officials, and international organizations, including World Wildlife Fund. | Criminal penalties for poaching are stiff, and the Nepalese Army patrols the national parks using advanced technologies, unmanned aerial vehicles, and specially trained



**With assistance from World Wildlife Fund, the government of Nepal increased guards in protected areas, trained and equipped rangers for antipoaching patrols, and engaged local communities in conservation.**

sniffer dogs that help frontline teams track and arrest wildlife criminals. In February, Nepal hosted the historic Towards Zero Poaching in Asia symposium, where leaders from 13 countries—Bangladesh, Bhutan, Cambodia, China, India, Indonesia, Laos, Malaysia, Myanmar, Nepal, Russia, Thailand, and Vietnam—came together to share best practices to protect their wildlife and enforce criminal penalties. At the closing session, representatives from all countries unanimously agreed to launch a regional response to advance zero poaching across Asia. WWF is helping to hold them to that task.



***Ginette Hemley, senior vice president for wildlife conservation, testifies before the US Congress about the international poaching crisis, and addresses antipoaching, law enforcement efforts, and community-based conservation, as well as the need to arrest consumer demand.***





**FROM BAIT TO PLATE** In the US, we import more than 5.3 billion pounds of seafood every year. Unfortunately, much of that seafood cannot be traced back to its source—and much of it is illegally caught. In fact, illegal fishing is rampant and current traceability laws are not strong—so US consumers cannot know whether their seafood was caught legally. | But thanks to a concerted effort by the US government, WWF, and hundreds of thousands of WWF supporters, all that is beginning to change. Over the past year and a half, a task force formed by a White House-led initiative, and cochaired by the secretaries of commerce and state, has assessed the situation to combat black-market fishing. | This



To stop illegal and unreported seafood from entering the US market, WWF engaged key government stakeholders around a US policy of legality and traceability—and saw new, positive guidelines put in place.

year, the Senate passed the Illegal, Unreported and Unregulated Fishing Enforcement Act of 2015, which sets the stage for President Obama to formally commit the United States to the Port States Measures Agreement—a strong, far-reaching tool to fight illegal fishing. The administration also announced a program that uses technology to coordinate and share information that helps trace seafood while strengthening global partnerships among state and local governments, the seafood industry, and nongovernmental organizations. Real progress toward legally traceable fishing is being made.



*Michele Kuruc, vice president for oceans policy, visits a seafood market in Washington, DC. WWF's advocacy on the issue was vital to engaging government leaders on the reality of illegal fishing's impact on US consumers and fishing communities.*





**ON THE CUTTING EDGE** Although China is the world's largest producer and consumer of paper products, the practice of responsible forest management is not yet widespread there. But that may be changing soon, thanks to a new, multiyear initiative launched in collaboration with Apple Inc. This groundbreaking partnership to catalyze responsible forestry in China will help the country reduce its environmental footprint by producing paper products from responsibly managed forests within its own borders. As a result, the country could conserve as much as 1 million acres of forests, showcase its ability to reduce the land and water used to produce paper while creating less pollution, and still meet





Launched in 2015, the China Sustainable Paper Alliance will help clarify China's pulp and paper needs and increase the percentage of those products created inside China in a responsible, sustainable way.

the growing demand for paper products. | By 2020, up to 296,000 acres of working forests in China—the plantations and semi-natural forests that supply pulp and paper manufacturers—could receive Forest Stewardship Council (FSC) certification, which means the product comes from a responsibly managed forest that follows rigorous standards for environmental and social responsibility. | This project also represents the dynamic role companies can play in protecting forests, and is a step toward guiding more of China's pulp and paper supply chain to responsible forestry efforts on its own land.



Keila Hand, manager of paper sector engagement for WWF, meets with WWF-China's Mingming Sun (at left) and representatives from Zaozhuang Huarun Paper Company, Ltd., to discuss the many sources of wood, pulp, and paper—whether domestic or foreign—that can feed more sustainability and transparency in China's paper sector.





WWF program officer Erica Rieder joins rangers, community leaders, and WWF-Tanzania staff to review a new wildlife monitoring system in the Tunduru Wildlife Management Area office in Ruvuma, Tanzania.





# BOARD OF DIRECTORS FY15

## CHAIRMAN

### **Neville Isdell**

Former Chairman & CEO  
The Coca-Cola Company, Inc.  
Atlanta, GA

## VICE CHAIRMAN

### **Pamela Matson**

Dean, School of Earth, Energy  
and Environmental Sciences  
Stanford University  
Stanford, CA

## PRESIDENT

### **Carter Roberts**

President & CEO  
World Wildlife Fund  
Washington, DC

## TREASURER

### **Robert Litterman**

Founding Partner  
Kepos Capital  
New York, NY

## SECRETARY

### **Shelly Lazarus**

Chairman Emeritus  
Ogilvy & Mather  
New York, NY

## **Fabiola Arredondo**

Managing Partner  
Siempre Holdings  
Greenwich, CT

## **Peter Crane**

Carl W. Knobloch Jr. Dean  
School of Forestry &  
Environmental Studies  
Yale University  
New Haven, CT

## **Tammy Crown**

Portola Valley, CA

## **Brenda S. Davis**

Bozeman, MT

## **Jared Diamond**

Professor, Geography  
University of California  
Los Angeles, CA

## **Leonardo DiCaprio**

Founder  
Leonardo DiCaprio Foundation  
Los Angeles, CA

## **Christopher J. Dodd**

Chairman & CEO  
Motion Picture Association of America  
Washington, DC

## **Mohamed T. El-Ashry**

Senior Fellow  
UN Foundation  
Washington, DC

## **Exequiel Ezcurra**

Director  
University of California Institute  
for Mexico & the United States  
Riverside, CA

## **Urs Hölzle**

Senior Vice President  
Technical Infrastructure & Google Fellow  
Google  
Mountain View, CA

## **Lawrence H. Linden**

Founder & Trustee  
Linden Trust for Conservation  
New York, NY

## **Stephen J. Luczo**

Chairman & CEO  
Seagate Technology  
Cupertino, CA

## **Perk Perkins**

CEO  
The Orvis Company, Inc.  
Sunderland, VT

## **Michael Philipp**

Chairman  
Reykjavik Geothermal, Ltd.  
Amelia Island, FL

## **Mayari Pritzker**

Chicago, IL

## **John Sall**

Executive Vice President & Co-Founder  
SAS Institute  
Cary, NC

## **Roger W. Sant**

Co-Founder & Chairman Emeritus  
The AES Corporation  
Washington, DC

## **Wang Shi**

Chairman & Founder  
China Vanke Co., Ltd.  
Shenzhen, China

## **Sharon Jones Youngblood**

Dallas, TX

## CHAIRMAN EMERITUS

### **William K. Reilly**

Senior Advisor  
TPG Capital, LP  
San Francisco, CA

## DIRECTORS EMERITI

### **Bruce Babbitt**

President  
Raintree Ventures  
Washington, DC

### **Edward P. Bass**

Chairman  
Fine Line, L.P.  
Fort Worth, TX

### **Marshall Field**

President  
Old Mountain Company  
Chicago, IL

### **Kathryn S. Fuller**

Washington, DC

### **Hunter Lewis**

Co-Founder & Senior Managing Director  
Cambridge Associates  
Charlottesville, VA

### **Adrienne Mars**

Mars Foundation  
Jackson, WY

### **Gordon Orians**

Professor Emeritus, Biology  
University of Washington  
Seattle, WA

### **Anne P. Sidamon-Eristoff**

Chairwoman Emerita  
American Museum of Natural History  
New York, NY

*As of September 2015*

# NATIONAL COUNCIL FY15

**Ashley Melisse Abess**  
Miami, FL

**Nancy Abraham**  
New York, NY

**Denise Allen**  
Oakland, CA

**Fabiola Arredondo**  
Greenwich, CT

**Mary Barley**  
Islamorada, FL

**Eric Berman**  
Woodinville, WA

**Erik Blachford**  
San Francisco, CA

**Barbara Bowman**  
Santa Fe, NM

**Antoinette Brewster**  
Charlottesville, VA

**Amanda Brotman-Schetritt**  
New York, NY

**Virginia Busch**  
St. Louis, MO

**Nick Butcher**  
New York, NY

**Kevin Butt**  
Georgetown, KY

**Lacy Caruthers**  
San Francisco, CA

**Bobbie Ceiley**  
Newport Beach, CA

**Richard Chow**  
San Francisco, CA

**James H. Clark Jr.**  
Dallas, TX

**Leslie Coolidge**  
Barrington Hills, IL

**Philippe Cousteau**  
Washington, DC

**Pamela Daley**  
Delray Beach, FL

**Melissa Shackleton Dann**  
Chevy Chase, MD

**Santiago Dunn**  
Guayaquil, Ecuador

**Cynthia Eisenberg**  
Lafayette, CA

**Robert Evans**  
Stamford, CT

**Gail Eyler**  
Lagrangeville, NY

**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**  
El Cerrito, CA

**John Thomas Hurvis**  
Glenview, IL

**James Iker**  
Chevy Chase, MD

**Susan K. Ing**  
Honolulu, HI

**Jeremy Jackson**  
Brooksville, ME

**Donald Kanak**  
Hong Kong

**Jamee Field Kane**  
Lake Forest, IL

**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

**Jacqueline Morby**  
Key Largo, FL

**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**  
Atlanta, 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**  
Seattle, WA

**Virginia Sall**  
Cary, NC

**Vicki Sant**  
Washington, DC

**Julie Scardina**  
Poway, CA

**Alan Seelenfreund**  
San Francisco, CA

**Roque Sevilla**  
Quito, Ecuador

**Susan Sherman**  
Glencoe, IL

**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**  
Waltham, MA

**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 2015*

# WWF LEADERSHIP

**Carter Roberts**  
President & CEO

**Marcia Marsh**  
Chief Operating Officer

**Margaret Ackerley**  
Senior Vice President  
and General Counsel

**Brad Ack**  
Senior Vice President  
Oceans

**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

**Tom Dillon**  
Senior Vice President  
Forests and Freshwater

**Paul Hardy**  
Chief of Staff

A wide-angle photograph of the Rio Grande flowing through a rugged canyon. The river is a murky green color and curves through the center of the frame. The canyon walls are composed of layered, reddish-brown rock. In the foreground, a person wearing a hat is paddling a green canoe on the river. The sky is clear and blue. The overall scene is a natural landscape with a human element.

A binational team canoes together along the Rio Grande, which is called the Rio Bravo in Mexico, as part of a survey to assess joint efforts to restore natural habitats and water flows.

**Ginette Hemley**  
Senior Vice President  
Wildlife Conservation

**Terry Macko**  
Senior Vice President  
Communications and Marketing

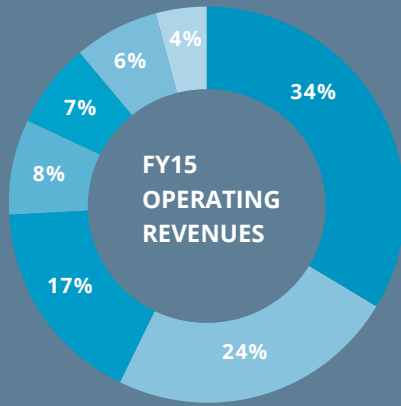
**David McCauley**  
Senior Vice President  
Policy and Government Affairs

**David McLaughlin**  
Acting Senior Vice President  
Sustainable Food

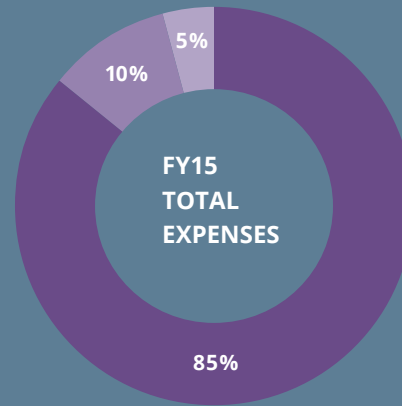
**Julie Miller**  
Senior Vice President  
Development

*As of June 30, 2015*



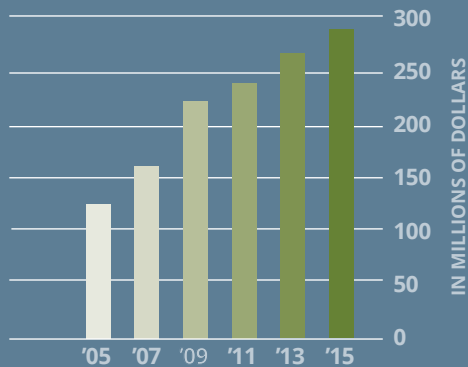


<b>INDIVIDUALS</b>	\$ 98,329,710	34%
<b>IN-KIND AND OTHER</b>	69,496,505	24%
<b>GOVERNMENT GRANTS</b>	48,459,713	17%
<b>FOUNDATIONS</b>	23,423,216	8%
<b>OTHER NON-OPERATING CONTRIBUTIONS</b>	19,682,814	7%
<b>NETWORK</b>	19,325,255	6%
<b>CORPORATIONS</b>	10,712,311	4%

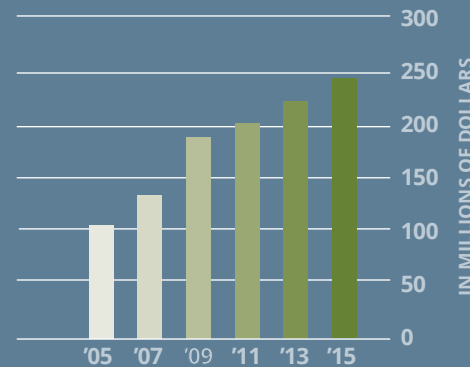


<b>PROGRAM</b>	\$246,865,238	85%
<b>FUNDRAISING</b>	29,866,442	10%
<b>FINANCE AND ADMINISTRATION</b>	12,609,079	5%

**FINANCIAL STATEMENTS** “In 2014, WWF put a dynamic new strategy—focusing on six major goal areas—firmly in place. In this first full year of making WWF’s updated strategy a reality, steady funding was never more important. This past year, our donors once again provided the strong support essential for us to invest in the future of conservation. Their trust in WWF to make short- and long-term plans which will drive lasting conservation results is truly gratifying. Thank you for your ongoing support in this exciting year of change and for enabling us to achieve even greater conservation victories.” **MICHAEL BAUER** CHIEF FINANCIAL OFFICER



<b>OPERATING REVENUE</b>	<b>2015</b>	\$ 289,429,524
<b>GROWTH</b>	<b>2013</b>	266,291,569
	<b>2011</b>	238,529,422
	<b>2009</b>	221,354,818
	<b>2007</b>	160,769,961
	<b>2005</b>	126,431,676



<b>PROGRAM SPENDING</b>	<b>2015</b>	\$246,865,238
<b>GROWTH</b>	<b>2013</b>	226,118,924
	<b>2011</b>	202,214,423
	<b>2009</b>	181,174,225
	<b>2007</b>	133,317,697
	<b>2005</b>	102,527,623

WWF’s FY15 financial performance remained steady, with total revenues and support at \$289.4 million. WWF’s programmatic spending represented 85% of total expenses, fundraising made up 10%, and finance and administration accounted for a modest 5%. Total net assets of \$337 million represented a 6% decrease over FY14.

## CURRENT YEAR OPERATING REVENUES AND EXPENSES

REVENUES	2015 TOTAL	2014 TOTAL
Contributions utilized <sup>1</sup>	\$ 152,148,052	\$ 147,351,369
Government grants and contracts	48,459,713	50,815,516
WWF network revenues	19,325,255	17,900,629
In-kind and other revenues	69,496,504	50,280,649
<b>Total unrestricted revenues, gains, and other support</b>	<b>289,429,524</b>	<b>266,348,163</b>
<b>EXPENSES</b>		
<b>Program expenses:</b>		
Conservation field and policy programs	163,243,875	159,748,270
Public education	83,621,363	64,713,921
<b>Total program expenses</b>	<b>246,865,238</b>	<b>224,462,191</b>
<b>Supporting services expenses:</b>		
Finance and administration	12,609,079	12,723,554
Fundraising	29,866,442	28,707,268
<b>Total supporting services expenses</b>	<b>42,475,521</b>	<b>41,430,822</b>
<b>TOTAL EXPENSES</b>	<b>289,340,759</b>	<b>265,893,013</b>

## NON-OPERATING ACTIVITIES AND PLEDGES

NON-OPERATING ACTIVITIES		
Bequests and endowments	25,605,213	12,189,666
Income from long-term investments	2,493,919	34,472,680
Unrealized gain (loss) on financing transactions <sup>2</sup>	(98,432)	274,095
Gain (loss) from foreign currency	(464,095)	452
Non-operating funds utilized	(34,753,397)	(33,747,365)
Loss due to changes in donor intent	(9,000,000)	
<b>PLEDGES AND CONTRIBUTIONS DESIGNATED FOR FUTURE YEARS</b>		
Pledges and contributions	38,947,906	57,560,578
Prior years' revenues used in current year	(43,640,225)	(32,169,818)
<b>TOTAL NON-OPERATING ACTIVITIES AND PLEDGES</b>	<b>(20,909,111)</b>	<b>38,580,288</b>

<b>Increase in net assets</b>	<b>(20,820,346)</b>	<b>39,035,438</b>
<b>Net assets at beginning of year</b>	<b>357,853,919</b>	<b>318,818,481</b>
<b>Net assets at end of year</b>	<b>\$ 337,033,573</b>	<b>\$ 357,853,919</b>

<sup>1</sup> Contributions utilized in 2015 include current year contributions of \$73,754,430, prior years' contributions of \$43,640,225, and nonoperating income of \$34,753,397.

<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 loss year to year as market interest rates vary above or below the fixed rate obtained in the transactions.



85%

WWF SPENDING DIRECTED TO WORLDWIDE CONSERVATION

**WAYS TO GIVE** There are many ways to support WWF and protect the future of nature. To learn more or to make a donation, contact us at 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, or mutual funds
- Give a gift membership
- Make a symbolic animal “adoption” online
- Honor a loved one with a tribute gift

**LIFE INCOME GIFTS**

- Give through a WWF Charitable Gift Annuity or your own Charitable Remainder Trust
- Receive income payments for your lifetime, and leave a legacy for the future of nature

**ESTATE GIFTS**

- Remember WWF in your will or living trust
- Beneficiary designations: leave a portion of your life insurance or retirement plan assets to WWF

**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



FY 2015



[give.org](http://give.org)

**WWF-US senior climate adaptation scientist Nikhil Advani (right) with a park ranger and WWF-Thailand wildlife conservation manager Wayuphong Jitvijak (center) at a wildlife and freshwater project site in Kui Buri, Thailand.**







**World Wildlife Fund**

1250 24th Street NW | Washington, DC 20037-1193  
202 293 4800

[worldwildlife.org](http://worldwildlife.org)

