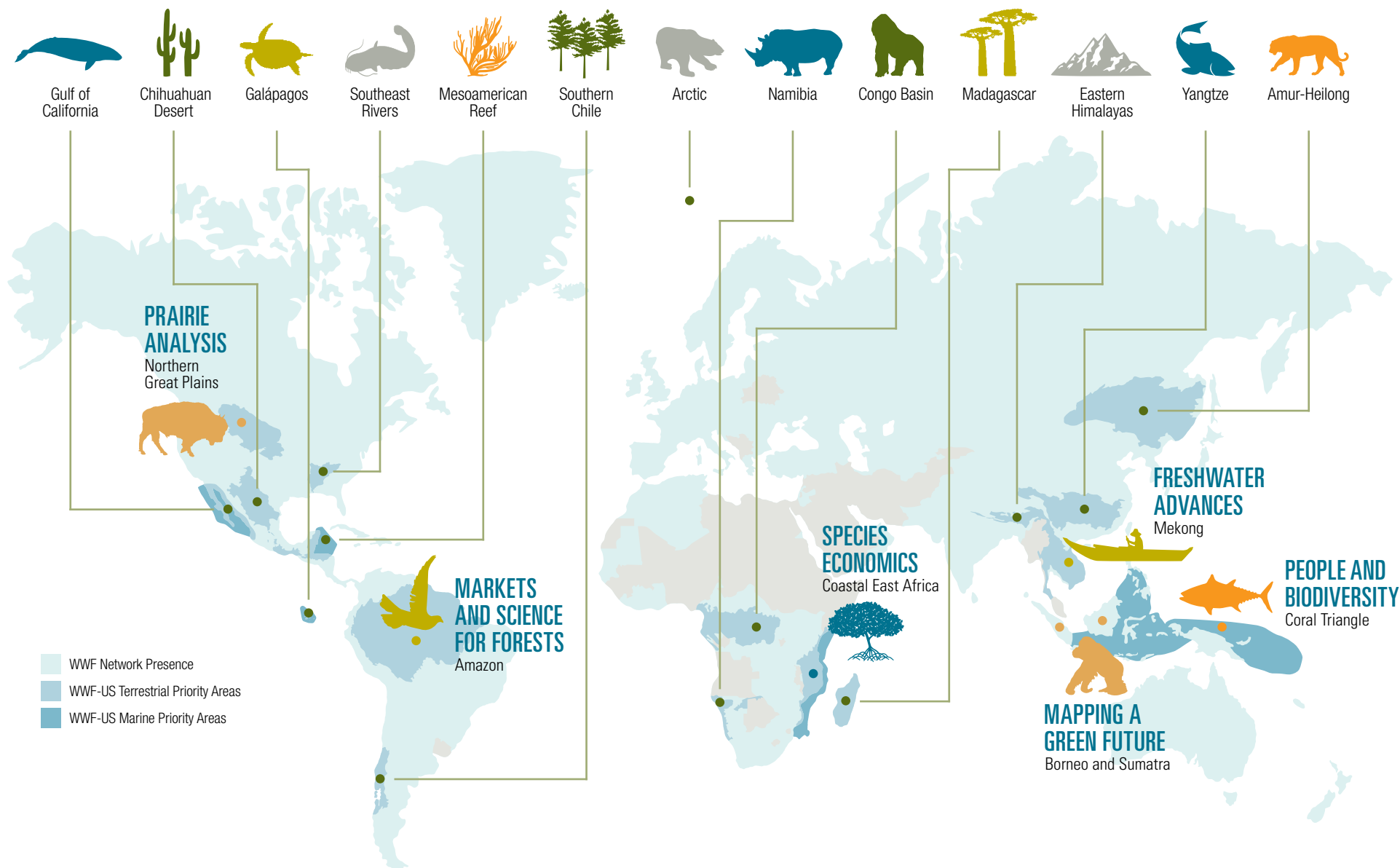


A close-up photograph of a giant panda's face, showing its characteristic black and white fur, dark eye patches, and a large black nose. The panda is looking directly at the camera with a calm expression.

Annual Report 2011

World Wildlife Fund's 50th Anniversary Year



19 priority places **100** countries worldwide **1,000+** on-the-ground projects **6,000** employees **5** million supporters **1.25** million U.S. members

Mission: to conserve nature and reduce the most pressing threats to the diversity of life on Earth. **Vision:** to build a future in which people live in harmony with nature.

Conviction

WWF finalized its articles of incorporation 50 years ago in Washington, D.C., on December 1, 1961; similar steps were taken in London and Geneva that same year. With those actions, WWF was born as a global organization mounting coordinated campaigns to secure the necessary resources to save species from extinction. This basic DNA holds true today.

No other environmental organization can bring to bear such globally coordinated efforts to stave off species extinction, create parks, tip markets or work in partnership with institutions and communities to make a difference in the world.

In celebration of WWF's 50th anniversary, this fall we brought together our Board of Directors, our National Council and key partners in Washington, D.C. We held an extraordinary dinner featuring the American premiere of "Tiger in the Sun," a brass fanfare commissioned to raise awareness of the plight of wild tigers and performed by members of the National Symphony Orchestra.

We were treated to an exhilarating performance by acclaimed pianist Lang Lang, WWF's newest Panda Ambassador. And we held a riveting panel discussion on resource scarcity with Jared Diamond and Jeremy Grantham, topped off with Frans Lanting's reflections on the evolution of photography.

Throughout the festivities, one message rang clear. For an organization born to save charismatic species, our work increasingly is about people, and humanity's tenuous relationship to the planet upon which we depend.

It follows that WWF's success increasingly depends on establishing the value of nature in the biggest decisions that societies make. When Ralph Waldo Emerson wrote "when nature has work to be done, she creates a genius," he may have had in mind the evolutionary niches that species fill, but he might well have also been describing the innovative contributions of the extraordinary individuals who have worked for WWF in its first 50 years.

But our work is far from over. We still need to harness our finest thinking to create solutions to address the potential catastrophes this planet faces. This is our work, and our passion. We continue it while celebrating the extraordinary accomplishments of a global organization unique in all the world.

With that in mind, I gave the following remarks at our final anniversary celebration this fall and wanted to share them with you.



Carter Roberts
WWF President and CEO
Sichuan, China

Epiphany

50 years!

*Half a century ago, our founders,
a small group of scientists, royalty and
business leaders spanning Europe and the U.S.
Came together around an audacious idea.*

*The world had plenty of plans to save species,
but had made little progress.
Their dream was to build an
unprecedented global network
To secure the resources necessary
To save the world's great animals from extinction.*

The first campaign was on rhinos.

*At the beginning of this past century
white rhinos numbered less than 50.
Black rhino population plummeted
from 70,000 to just 2,000.
World Wildlife Fund mounted campaigns
across two continents.
Working with others, created parks,
hired guards and shut down poachers.
Today some 4,700 black rhinos and
20,000 white rhinos roam the Earth.*

*This was the first of a great many victories,
including:*

*Creating the world's largest system of
protected areas in the Amazon.
Inventing certification programs for
commodities like seafood, timber and sugar.
Partnering with companies to meet the needs of
humanity while using less water, land and energy,
and supporting Congo basin leaders to set aside
10 percent of the forest in each of their countries.*

We want nothing less than to save the world.

*As a child, I disappeared into the woods.
I lost myself in the woods of the South —
a world of deep green, salamanders under logs,
bird songs.
Awe and wonder.
I loved these places.*

*I graduated from college, went to
business school, worked for some of the biggest
companies on Earth —
companies that make things each of you use
every day.
And then I entered the world of conservation.*

*People who know me best have wondered
not why I entered this world,
but why I spent those years in business
before doing so.*

*I'm not a scientist. I'm not a lawyer.
But over time I saw clearly the opportunity to take
principles of business and apply them to our work.*

*Because at the end of the day,
nature is not just something that is
achingly beautiful and stills the soul.
It is also fundamental to meeting
our very basic needs.
It has value.*

*This kind of epiphany is spreading —
from the coasts of Africa to the forests of Nepal to
the board rooms of the world's biggest companies.*

*Five years ago, I met Mozambican fishermen
who watched trawlers from Spain scrape their
coast clean.
They saw fish they brought home to feed
their families shrink to the size of pencils.
They suffered, because they depend on the sea
for their food and for their livelihoods.
They invited us to work with them,
create parks to protect their coral reefs
and help manage those parks for their catch.*

*Five years later they're catching more, bigger fish...
like magic.*

*My attempts to describe coral reefs
always come up short.
But they are nothing less than amazing.*

*Their colors, their shapes, their function;
astonishing riches of the sea.
More remarkable is the fact that coral reefs
literally function as fish factories.*



*Fish spawn and grow and reproduce here.
A source of food for hundreds of millions of people,
and income for those in the poorest places on Earth.*

*We came back to Mozambique last year, and
joined forces with a nearby community that
wanted the same results.
They mapped mangroves and corals
and sea grass beds.
They designed their own marine reserve.
We joined them in dropping buoys to
establish its boundaries,
so they could manage their own fisheries
and feed their families.
Sends chills down your spine.*

*You can find the same epiphany far inland,
where tigers have value that far exceeds
their stripes.*

*I'll never forget the first time I flew into the
lowlands of Nepal.
Snow-covered Himalayas looming just to the north.
A landscape layered deep in history.
Communities eking a living from ravaged forests.
A string of small parks, guards overwhelmed
by poachers,
small populations of tigers and rhinos just holding on.*

*WWF's staff—
legendary people in conservation—
dreamed of bringing this place back to life.*

*Reconnecting these parks with each other.
Restoring forests and reviving communities.*

*The government enshrined an idea to share revenue
from tiger parks with surrounding communities.
Communities responded in kind.
They organized antipoaching patrols,
planted seedlings in pastures,
built stoves that use less wood
and reconnected this landscape,
to protect the tigers and safeguard a natural
source of wealth unique in all the world.*

*And today you can visit, as I did just last year,
once-bare landscapes that now boast
forty-foot-high Sal trees.*

*Long-dead springs that have come back to life.
Tigers sighted for the first time in years.*

*The people who live here have a deeply spiritual
connection to this place, where according to legend
Buddha was born—reincarnated from a prince
who sacrificed himself to save a mother tiger
and her cubs.*

*In this forest, where communities take ownership
of this landscape,
knitting it back together and bringing it back to life.*

Ownership comes in the most unexpected places.

*Wang Shi is an entrepreneur who builds homes
in China, more than anyone, and
loves nature from the tops of the world's
highest mountains.*

*China consumes timber at about the same levels
as the U.S.*

*Trees come from all over the world, but the effect
of their harvest is felt most in Borneo.*

*Of the three great tropical forests,
Borneo's is the one most in danger.
Only 30 percent remains.*

*Don't blink, because soon enough
we may lose this place.*

*The world's richest forest, home to orangutans,
pygmy elephants and more, could be gone.*

*When Wang Shi had his epiphany,
he approached WWF and told us about
his hopes and dreams.*

*He talked about plans for his company to use
less lumber in building new homes in China.
We talked about the remaining wood,
where would it come from.*

*How could he source it in a way that avoided
destroying these last stands of forests?*

*We're now building a partnership to answer
these questions and find better solutions.
It has the potential to establish a model
in this part of the world
for how a company and its leader can sustain
their business and sustain the world,
By recognizing the value of nature.*

*Just as people took ownership of
fisheries in Africa, and of tigers in Nepal,*



*so too is this businessman taking
a profound sense of ownership for the fate of the
forests upon which his business ultimately depends*

*Just as Coke realized it can't make products
without water.
And IKEA realized it can't sell furniture without trees.
And Walmart knows it can't provide seafood
without fisheries that thrive.*

This reflects the evolution of our work.

*We may start with tigers, but we quickly get to
landscapes, to species, to people, to governments,
to the largest markets in the world—
And we realize that nature provides a foundation
for not only all that we cherish,
but also all that we need.*

*What's at stake?
Everything. Life on Earth as we know it.*

The question is— can we act fast enough?

*The Bible, of course, is full of grim prophecies.
None more so than the Book of Lamentations,
written by Jeremiah,
a prophet so dire his very name became
synonymous with lamentations about the future.*

*Our movement is chock full of jeremiads—
prophecies of doom.*

*Losing the world's major fisheries
by the middle of this century.
Species driven to extinction.
Climate change catastrophes.
Diminishing forests.
Dwindling availability of water
in places where it matters most.*

*People ask me: how can you work at WWF,
face those challenges and find a way through?
My answer is that it requires a certain kind of faith.
And by faith I don't mean casting prayers to heaven.*

*I mean a different type of faith —
a fierce conviction
That we can face these jeremiads,
find the technical, financial and human resources
we need,
and work tirelessly to write a different ending
to this story.*

*My belief is that this kind of fierce conviction
increases the odds
that you can find ways to enable the innate
redemptive power of forests and rivers
and coral reefs
to heal themselves.
After all, nature is not only valuable...it is powerful.
If only we give it a chance.*

*You'll find this conviction in great abundance tonight,
evident on the face of every person in the room.
Our staff, our Board, our volunteers, our partners.*

*You'll find it in the extraordinary leaders with
whom we work on the ground around the world.*

*Our work—your work—requires us all to face
squarely the jeremiads of our movement,
take this epiphany that our work is not just about
beauty—we are fighting for our very lives—
and together build a future that defies the
predictions we face.*

*Take a profound sense of ownership
in the fate of the natural world,
with the fiercest conviction that we can
change the outcome.*

*When I look around this room and reflect on
The conviction of our staff, our membership,
our partners and our Board,
I have faith that we can—and will—
Save this remarkable planet...and ourselves.*

Thank you.

Carter Roberts
October 19, 2011





July 2, 2010



Pekanbaru, Sumatra

0° N, 101° E

MAPPING A GREEN SUMATRA

For two days, WWF scientists Nirmal Bhagabati and Nasser Olwero walked the wildlife-rich forests and swampy peatlands of Tesso Nilo National Park, as well as the adjacent palm and acacia plantations that are driving much of

Sumatra's deforestation. They fed their on-the-ground observations into a cutting-edge data-analysis tool called InVEST.

InVEST (Integrated Valuation of Ecosystem Services and Tradeoffs) was developed by WWF, Stanford University, The Nature Conservancy and the University of Minnesota to assess the quality and distribution of wildlife habitat and nature-based services like carbon storage, freshwater delivery and water purification. InVEST shows how potential development plans — both “business as usual” and more sustainable options — would affect forests and other landscapes.

Sumatra's district and provincial governments are integrating this information into their land-use plans, including zoning decisions and concessions for economic activities. In concert with WWF's efforts to improve the palm, pulp and paper, and timber industries' impact on the island's biodiversity, this work is helping Sumatra better balance environmental realities with people's social and economic needs.

October 23, 2010



Papua, Indonesia

1° S, 135° E

THE SOCIAL IMPACT OF MPAS

When a small team of scientists splashed ashore on Pulau Numfor Island in Indonesia's Cenderawasih Bay National Park, their goal was to answer a central conservation question: How can we quantify the relationship between Marine

Protected Areas (MPAs), marine biodiversity, and the quality of people's lives? WWF social scientist Mike Mascia, WWF marine scientist Helen Fox, Papua State University Professor Fitry Pakiding and other partners are answering that question right now.

Mascia trained Dr. Pakiding's team, which traveled between islands and over jungle passes to reach remote villages. They negotiated with local leaders to gain house-by-house invitations, and conducted in-depth interviews that revealed the reality of local people's health, economic well-being, education, political engagement and cultural connection to their landscape.

The study breaks new ground by scientifically comparing social factors between communities with or without MPAs, making the links between marine biodiversity and human well-being clear.









November 29, 2010



Tropical Forests GLOBALLY

MARKETS RALLY FOR FORESTS

On the first day of international climate discussions in Cancun, Mexico, 18 of the world's largest brands — including The Coca-Cola Company, Johnson & Johnson, Procter & Gamble and Unilever — pledged to help achieve zero net deforestation

by 2020. As members of the Consumer Goods Forum (CGF), these companies have committed both individually and through collective partnerships to help save tropical forests worldwide. This new commitment will have a profound impact by reinforcing the power of global markets to conserve the species and places WWF seeks to protect.

“The scale, reach and purchasing power of these companies could help put an end to tropical deforestation in countries like Brazil and Indonesia,” said Jason Clay, WWF’s senior vice president of Market Transformation. WWF is supporting the pledge by helping CGF companies address the leading drivers of deforestation — palm oil, soy, beef, paper and timber — and focus on responsibly sourcing these building blocks of consumer products used throughout the world.

March 11, 2011



Peruvian Amazon

12° S, 71° W

LASER VISION FOR FORESTS

In 2009, WWF and the Carnegie Airborne Institute piloted Light Detection and Ranging (LiDAR) technology to develop high resolution maps of the carbon held in tropical forests. LiDAR uses a sophisticated laser-based carbon-

reading mechanism, flown above the forest, to measure the carbon stored in units as small as individual trees.

The first project, in Madre de Dios forest in Peru, quantified the forest's carbon stock— data that confirms the impact of deforestation on climate change. This will allow the country to leverage economic incentives that reward nations which keep their forests intact. WWF is now working to take LiDAR worldwide.

In March, with the help of the Grantham family and the Finnish government, WWF and Finnish forestry consulting firm Arbonaut used LiDAR to gather a sweeping set of carbon-storage data for Nepal's forests. This data will be used to calculate carbon credits that will directly benefit Nepalese communities and the wildlife-harboring forests of the Terai Arc.









April 10, 2011



Mekong River

19° N, 102° E

GENERATING HYDROPOWER FOR HEALTHY ECOSYSTEMS

The Mekong is the longest river in Southeast Asia and a lifeline for 60 million people. But 11 dams are proposed for the river's lower mainstream, and its future in Laos, Thailand, Cambodia and Vietnam

is at a turning point. As part of a multifaceted effort, WWF and our partners are providing scientific support, socioeconomic and ecological data, and technical expertise to the Mekong River Commission, an intergovernmental agency which includes representatives from the four lower Mekong countries.

WWF's Dekila Chungyalpa testified before a Senate subcommittee about threats to the lower Mekong, helping to secure U.S. support for sustainable decision making in the region. And a WWF-commissioned review of the proposed Xayaburi dam in northern Laos revealed that it could obstruct the migration of more than 50 species of commercially important fish and compromise millions of livelihoods.

On April 10, 2011, the Joint Committee of the commission deferred the decision on Xayaburi until later ministerial-level meetings. In December, the commission agreed to delay a final decision pending deeper environmental and technical studies of the dam's potential transboundary impact.

April 27, 2011



Northern Great Plains

47° N, 108° W

THE PATH OF THE PRONGHORN

Spring on the Northern Great Plains brings sun, melting snow, rain and migrations — a seasonal cycle of rebirth. But the deep snows of last winter forced many of Montana's pronghorn south of the ice-covered Missouri River in

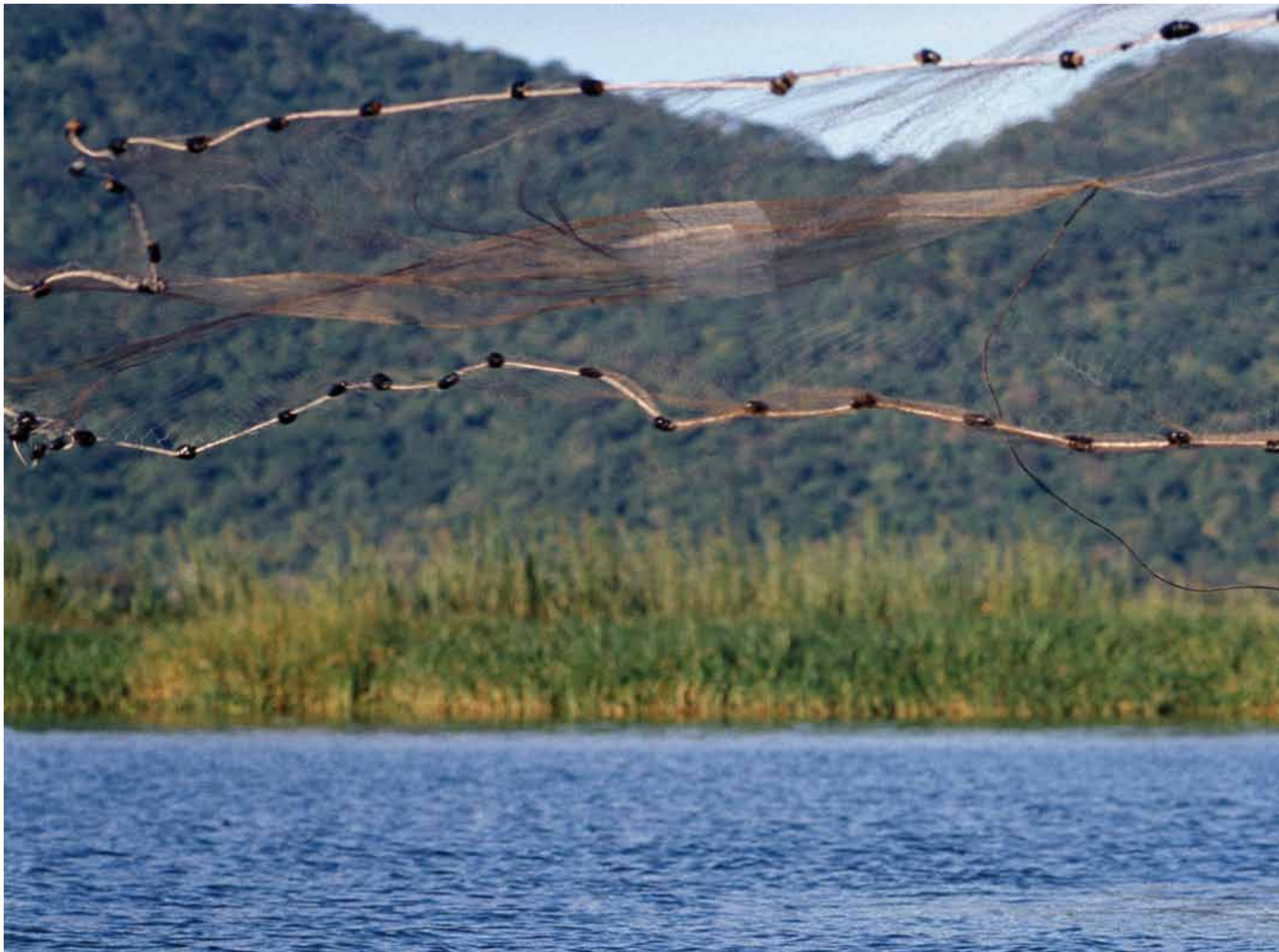
numbers few had seen before. In April and May, WWF biologist Dennis Jorgensen documented their return trip.

That trip marked the conclusion of a study conducted over three years: WWF has tracked 102 GPS-collared pronghorn to determine how they navigate an increasingly fragmented landscape. We now know that some pronghorn travel more than 400 miles annually, and that extreme winters drive them toward danger zones like railroad tracks, highways and a maze of fences — and across rivers they are ill-prepared to swim.

The results of this study are being used to communicate the challenges pronghorns face in the Northern Great Plains, and to develop solutions that pave the way for a prairie economy that makes wild migrations as pivotal as cattle or oil.









June 10, 2011



Lake Niassa Mozambique

13° S, 35° E

1,000 SPECIES, 1 MAJOR ADVANCE

As crowds of jubilant Mozambicans watched, their country marked an important milestone: the creation of the Lake Niassa Reserve. The celebration capped years of work on behalf of WWF and many partners—in particular the people and government of Mozambique.

Lake Niassa holds over 1,000 species of fish and provides nearly 70 percent of the nearby communities' protein, along with a major source of local income.

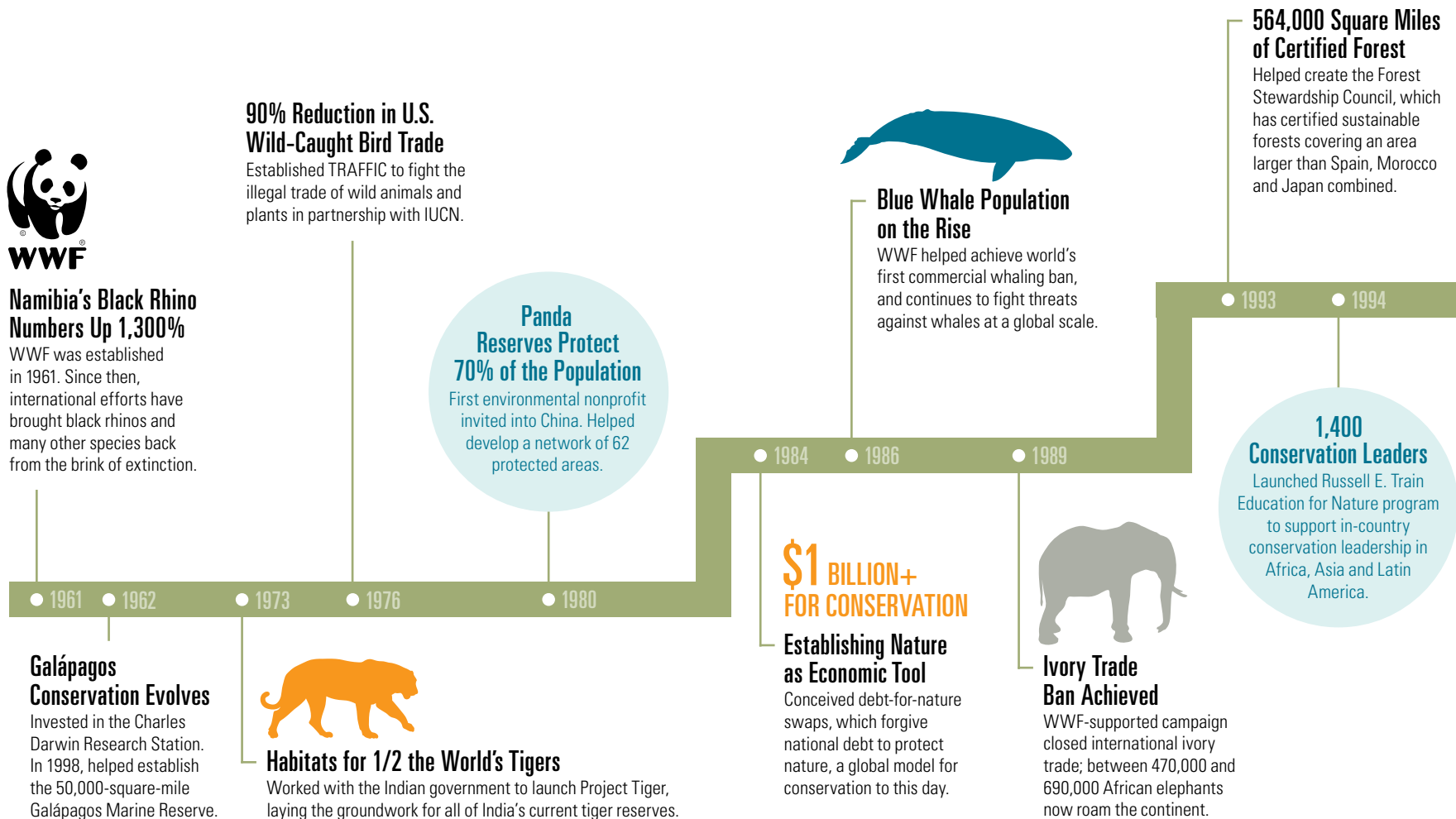
For five years, with the support of USAID and The Coca-Cola Company, WWF studied the lake's biodiversity, ecology and culture. We engaged local communities in order to understand their needs and prepare them to comanage the lakes' resources. Based on those talks, WWF and our partners provided smarter fishing gear and ships for patrolling, and shared community goals with Mozambique's government.

With the reserve declaration, Lake Niassa marks a true turning point for community-approved and government-led conservation—the long-term protection of an irreplaceable freshwater and economic resource.

1961–2011

50 Years of Leading Conservation Worldwide

For 50 years, WWF has developed solutions to the world's most pressing environmental problems—and those innovations continue to produce results. These milestones represent both inaugural successes and the powerful advances for nature that WWF has achieved.





Organized a six-nation summit to protect 12 million acres of Congo Basin forest. Since 1991, WWF-cofounded International Gorilla Conservation Programme has helped mountain gorilla numbers more than double.

Securing Rights and Benefits for People

WWF helped communities become powerful stewards for nature. Fifty percent of Nepal's protected-area tourist revenue returned to community. Namibia's Communal Area Conservancies program puts 16% of the country in local hands.

5,000 Turtles Saved Each Year

Jump-started fishing-industry innovation by establishing International Smart Gear Competition to reward new tools that reduce the accidental death of marine life.

40 GAME-CHANGING PARTNERSHIPS

Exponential Growth in Corporate Commitments

WWF has secured sustainability commitments from 40 companies worldwide, including a transformational partnership with The Coca-Cola Company focused on freshwater conservation.

Rebuilding Green

After the 2004 Indian Ocean tsunami, developed Green Reconstruction Training Toolkit in partnership with the American Red Cross—7 countries have benefited so far.

96,000 SQUARE
MILES IN THE AMAZON

Launched Amazon Region Protected Areas Program

WWF spearheaded ARPA to protect 150 million acres of the Amazon; by 2010 parks and reserves protect an area the size of Michigan.

2010 year of the
TIGER

TX2: The Year of the Tiger Campaign

Launched Year of the Tiger campaign, WWF's first species-specific global campaign in more than 20 years, to double the number of wild tigers by 2022.

Six Nations Support Marine Life and Livelihoods

Secured Coral Triangle Initiative to protect the global center of marine and coral biodiversity and multiple resources for 120 million people.

WWF Offices Worldwide: **1961** International | United States | United Kingdom | Switzerland | **1962** Netherlands | **1963** Austria | Germany | **1966** Belgium | Italy | **1967** Canada | **1968** South Africa | Spain | **1969** India | **1970** Pakistan | **1971** Japan | Norway | Sweden | **1972** Denmark | Finland | Malaysia | **1973** France | **1975** New Zealand | **1978** Australia | **1979** Madagascar/ West Indian Ocean | **1981** Hong Kong | **1990** Central Africa | South Pacific | **1991** China | **1992** Bhutan | West Africa Marine | **1993** Nepal | **1995** Greece | **1996** Brazil | **1997** European Policy Mediterranean | Philippines | **1998** Danube-Carpathian | Indonesia | **2001** Turkey | **2002** Caucasus | Hungary | Mongolia | Poland | **2004** Russia | **2005** Guianas | **2006** Greater Mekong | Vietnam **2008** Western Melanesia | **2009** Eastern and Southern Africa | **2010** Mexico and Mesoamerican Reef | Namibia | Northern Amazon and Chocó-Darien | Southern Amazon and Southern Cone

Fiscal 2011

Local Wins and Global Impacts



Executive Order Protects U.S. Waters

On July 19, 2010, President Obama made science and the environment a stronger consideration in oil and gas development decisions.

**1,200+ SPECIES
DISCOVERED IN 10 YEARS**

A Regional Commitment for the Amazon

WWF leveraged new species discoveries to help secure new commitments and address the Amazon's most pressing threats at the regional scale.

193 Countries Address Climate Change

In Mexico, the Cancun Agreements were forged—including the Green Climate Fund to help developing countries cope with the impacts of climate change—bringing the world a big step closer to a new climate treaty.



Drilling Delayed in Alaska's Beaufort Sea

A suite of efforts in the Arctic convinced Royal Dutch Shell to abandon its plans to drill exploratory wells in the Beaufort Sea in 2011—though those waters remain under threat.

2010 • July

• October • November

• December 2011 • January

• February



Russian Tiger Habitat Protected

Successfully lobbied with the Russian government to ban Korean pine logging in key Amur tiger habitat. Only about 500 of these tigers survive in southeastern Russia and northern China.

13 TIGER COUNTRIES UNITE

Rallied First-Ever Global Summit for a Single Species

Tiger-range countries marked the global tiger summit with commitments to double the population of wild tigers in the next 12 years.

South Asian Antipoaching Network Established

Eight governments created the South Asia Wildlife Enforcement Network to tackle illegal wildlife trade and poaching in the region.



Global Attention for Javan Rhinos

After identifying rare footage of two Javan rhinos and their calves, WWF rallied international concern for a species we have been protecting for 20 years.

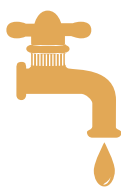
45,000 VOICES FOR NATURE

Online Advocacy for Africa's Oldest Park

Collected 45,000 signatures to resist two proposed mining projects in Virunga National Park and convince the Democratic Republic of the Congo to put both projects on hold.

● March

● April



Global Recognition for a Cleaner River

Russell E. Train Education for Nature scholarship grantee Prigi Arisandi received the Goldman Environmental Prize for stopping industrial pollution in Indonesia's Surabaya River.

30 Coral Triangle Companies Commit to Responsible Seafood

Created new regional program to engage companies in the responsible production and procurement of seafood.



Nearly 5% of Farmed Tilapia Being Certified

Launched the Aquaculture Stewardship Council to help farmed seafood producers meet conservation standards and develop smarter fish resources across the globe.

● May

WWF Headquarters Goes Greener

WWF's headquarters in Washington, D.C., received LEED-Platinum certification, national recognition for our work making our building more energy, water, and waste efficient.



First Special U.S. Stamp for Wildlife

WWF helped secure a special U.S. stamp to deliver funding for international efforts to protect elephants, rhinos, great apes, tigers and marine turtles.

● June



75,000 Acres of Orangutan Forest

The Forest Stewardship Council certified additional sustainably managed forests in Borneo, protecting orangutans, pygmy elephants and people's social and economic needs.

Delivering Solutions for the Next 50 Years

Every day, WWF moves conservation forward, developing solutions to conserve nature and reduce the most pressing threats to the diversity of life on Earth.



The Evolution of Conservation

One thing is certain — our work in conservation is all about balance: between people and land, landscapes and livelihoods, animals and ecosystems. At WWF, as we reflect on 50 years of conservation achievement and look ahead to the next 50, we continue to pursue balance between humanity and the planet that sustains and inspires us all. The question is: how to get there?

Because conservation is a living discipline, our understanding of it always evolves. When WWF was created in 1961, the plight of threatened species moved our founders. Species remain our point of entry to our work, but from there we've learned that in order to save species, habitat must also be conserved, and so our approach evolved to include protected areas. That led to ecoregional planning, which evolved to incorporate community planning as well. And that led over time to our markets work, because threats to these ecoregions — such as the ever-increasing demand for commodities — were inevitably leading to more habitat destruction. And a reality cutting across everything we do is climate change.

This past year, particularly, has been a case study in how conservation evolves. WWF's Markets program has emerged to become an essential part of almost every effort we undertake — whether it's restoring productive

fisheries in Mozambique, developing standards for sustainable soy production in the Amazon while also providing economic stability for local communities, or working with top companies to green their supply chains. And precisely because of this evolution toward markets-focused conservation and our demonstrated track record of success, WWF has become an internationally recognized leader in developing the tools and initiatives necessary to tip global markets to sustainability.

But looking ahead, we realize that conservation can't just be executed by well-known international nonprofits like WWF. Success will depend enormously on partnerships, our membership, political support and the broad support of the populations we work with — so we must think about how to strengthen the conservation movement more broadly.

The changes that are required to conserve biodiversity and help save nature on the planet we love and upon which we depend require — indeed, cannot be accomplished without — popular support. The people of the planet truly control its future. And so for these conservation programs to truly succeed, people must be engaged broadly, and there has to be political and heartfelt support in sufficiently large numbers all around the world.



Roger W. Sant, *Co-Chairman*
Carter Roberts, *President and CEO*
Lawrence H. Linden, *Co-Chairman*

Quirimbas National Park, Mozambique

Board of Directors

CO-CHAIRMEN

Lawrence H. Linden
Founder and Trustee
Linden Trust for Conservation
New York, NY

Roger W. Sant
Co-Founder and
Chairman Emeritus
The AES Corporation
Washington, DC

PRESIDENT

Carter Roberts
President and CEO
World Wildlife Fund
Washington, DC

TREASURER

Brenda S. Davis, PhD
Bozeman, MT

SECRETARY

Virginia Sall
Cary, NC

MEMBERS

Fabiola Arredondo
Managing Partner
Siempre Holdings
New York, NY

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

Jared Diamond, PhD
Professor, Geography
UCLA
Los Angeles, CA

Leonardo DiCaprio
Founder
Leonardo DiCaprio Foundation
Los Angeles, CA

Pamela Ebsworth
Founder
Friends of Bhutan's Culture
Bellevue, WA

Mohamed T. El-Ashry, PhD
Senior Fellow
UN Foundation
Washington, DC

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

Marshall Field
President
Old Mountain Company
Chicago, IL

John Ford
Vice President,
Philanthropy Chair
Marts and Lundy
Bainbridge Island, WA

Charles Holliday
Chairman of the Board
Bank of America Corporation
New York, NY

Urs Hölzle, PhD
Senior Vice President
Technical Infrastructure
Google
Mountain View, CA

Neville Isdell
Former Chair & CEO
The Coca-Cola Company, Inc.
Atlanta, GA

Shelly Lazarus
Chair
Ogilvy & Mather Worldwide
New York, NY

Robert Litterman
Partner
Kepos Capital
New York, NY

Thomas Lovejoy, PhD
Biodiversity Chair
Heinz Center
Washington, DC

Steve Luczo
Chair
Seagate Technology
Scotts Valley, CA

Pamela Matson, PhD
Dean, School of Earth Sciences
Stanford University
Stanford, CA

Perk Perkins
CEO
The Orvis Company, Inc.
Manchester, VT

Cristián Samper, PhD
Director
National Museum of
Natural History
Smithsonian Institution
Washington, DC

Julie Ann Wrigley
President
Wrigley Investments, LLC
Ketchum, ID

FOUNDER CHAIRMAN EMERITUS

Russell E. Train
World Wildlife Fund
Washington, DC

CHAIRMAN EMERITUS

William K. Reilly
Founding Partner
Aqua International Partners
San Francisco, CA

DIRECTORS EMERITI

Bruce Babbitt
President
Raintree Ventures
Washington, DC

Edward P. Bass
Chairman
Fine Line, Inc.
Fort Worth, TX

Kathryn S. Fuller
Washington, DC

Hunter Lewis
Cofounder and Senior
Managing Director
Cambridge Associates
Charlottesville, VA

Adrienne Mars
Mars Foundation
McLean, VA

Gordon Orians, PhD
Professor Emeritus, Biology
University of Washington
Seattle, WA

Anne Sidamon-Eristoff
Chairman Emeritus
American Museum of
Natural History
New York, NY

As of September 2011

National Council

CHAIRMAN

Perk Perkins
Sunderland, VT

MEMBERS

Leonard Abess Jr.
Miami, FL

Nancy Abraham
New York, NY

Denise Allen
Oakland, CA

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

Kevin Butt
Georgetown, KY

Bobbie Ceiley
Newport Beach, CA

Richard Chow
San Francisco, CA

James Clark Jr.
Dallas, TX

Leslie Coolidge
Barrington Hills, IL

Philippe Cousteau
Washington, DC

Tammy Crown
Portola Valley, CA

Pamela Daley
Fairfield, CT

Melissa Shackleton Dann
Chevy Chase, MD

Santiago Dunn
Guayaquil, Ecuador

Gordon Dyal
London, UK

Katherine Eckert
New York, NY

Cynthia Eisenberg
Lafayette, CA

Robert Evans
Stamford, CT

Gail Eyler
Lagrangeville, NY

Jamee Field
Chicago, IL

Lynn Foster
New York, NY

Abigail Gerry
New York, NY

Lloyd Gerry
New York, NY

Hannelore Grantham
Boston, MA

Jeremy Grantham
Boston, MA

Stephanie Field Harris
Chicago, IL

C. Wolcott Henry
Washington, DC

Susan Cook Hoganson
Oakland, CA

Lixin Huang
San Francisco, CA

Jeremy Jackson
Washington, DC

S. Curtis Johnson III
Sturtevant, WI

Donald Kanak
Hong Kong

Charles 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

Kevin Malone
Fort Lauderdale, FL

Frank Mars
McLean, VA

Hugh McAllister Jr.
Houston, TX

Laurie McBride
Old Snowmass, CO

Willard Wright McDowell II
Ketchum, ID

Thomas McInerney
Santa Monica, CA

Elisabeth Meeker
Chicago, IL

Jeffrey Morby
Pittsburgh, PA

Kenneth Nebenzahl
Glencoe, IL

Gilman Ordway
Wilson, WY

Julie Packard
Monterey, CA

Victor Parker
San Mateo, CA

Anne Pattee
Woodside, CA

Michael Philipp
Amelia Island, FL

Shari Sant Plummer
Malibu, CA

Singer Rankin
Santa Fe, NM

Elizabeth Reilly
San Francisco, CA

Alison Richard
Middle Haddam, CT

Marie Ridder
McLean, VA

Elizabeth Sall
San Francisco, CA

Vicki Sant
Washington, DC

Julie Scardina
San Diego, CA

David Schwarz
Washington, DC

Alan Seelenfreund
San Francisco, CA

Roque Sevilla
Quito, Ecuador

Susan Sherman
Glencoe, IL

Helen Short
Ponte Vedra Beach, FL

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

Curtis Tamkin
Los Angeles, CA

Aileen Train
Washington, DC

Joel Treisman
Westport, CT

Thomas Tusher
Ross, CA

Donald Wagoner
New York, NY

Karen Wagoner
New York, NY

Samuel Walton
Flagstaff, AZ

Tillie Klearman Walton
Flagstaff, AZ

Wesley Wang
New York, NY

Judith Waterman
Hillsborough, CA

Robert Waterman Jr.
Hillsborough, CA

Loren Wengerd
Kirkland, WA

David Wilcove
Princeton, NJ

Edward O. Wilson
Cambridge, MA

Irene Wurtzel
Washington, DC

As of September 2011



WWF Funding and Financial Overview

With continued strong support from our members, major donors, foundations and corporations, WWF's FY11 financial results were strong. Investment in conservation programs increased 8 percent over FY10 levels—breaking the \$200 million mark for the first time in WWF's 50-year history.

A large portion of our programmatic growth was driven by continued confidence, and resulting increased investment, by government funding sources to support our work in Coastal East Africa, the Congo Basin, the Coral Triangle and other areas. Government grants and contracts provided \$43.8 million, representing 18 percent of WWF's total \$238.5 million in operating revenue—a 68 percent increase over the last three years.

The remaining components of operating revenue included contributions amounting to \$123.2 million, or 52 percent. Major donor fundraising reached its highest giving level ever with a \$7 million increase from last year for our conservation work with tigers, our local-to-global markets initiatives and climate adaptation. Our membership program also achieved its highest level of support at \$46.5 million. WWF Network revenues, in-kind, and other revenues rounded out the remaining 30 percent.

WWF continued to maximize efficiencies and exercise spending discipline, holding Finance and Administration expenses to FY10 levels. This, along with the exceptional programmatic growth, resulted in 85 percent of total spending directed to worldwide conservation activities—the highest percentage in recent history.

As we reflect on the many conservation challenges we faced and successes we achieved over the last 50 years, one reality has remained solid and ever-increasing—the support from our many members, partners, colleague organizations and others who share our common goal of protecting the future of nature and future generations. We are sincerely grateful for that continued support.



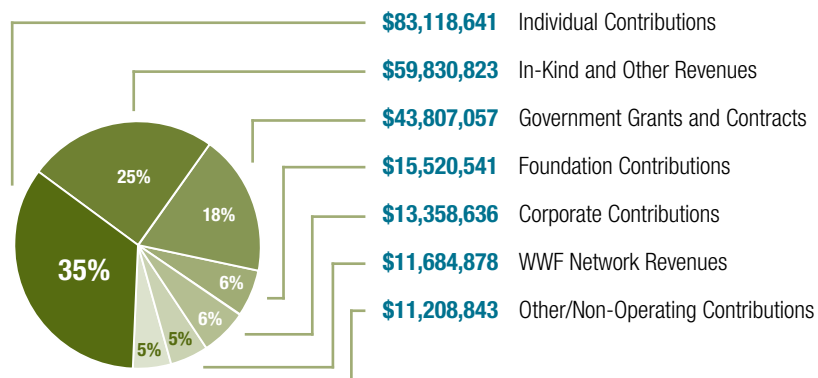
WWF's June 30, 2011, audited financial statements, which reflect an unqualified opinion, are available online at worldwildlife.org/financials or by writing to the Chief Financial Officer, World Wildlife Fund, 1250 24th Street, NW, Washington, DC 20037-1193.



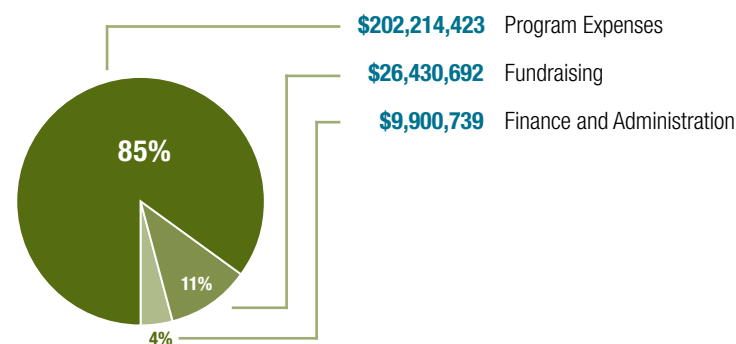
Michael Bauer
Chief Financial Officer
Tarangire National Park, Tanzania

Operating Trends and Ratios

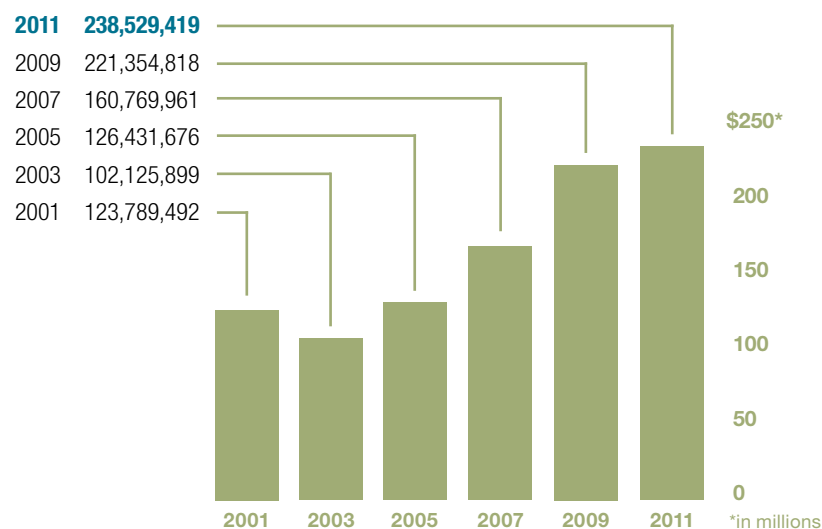
FY 2011 Operating Revenue



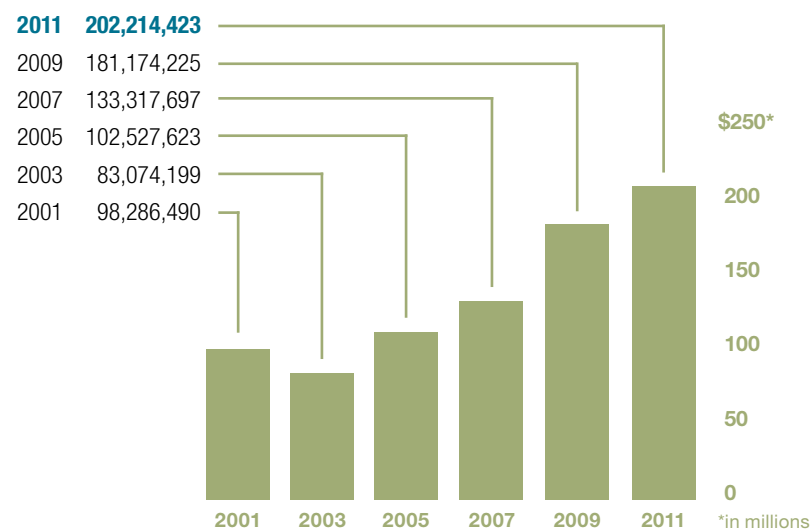
FY 2011 Total Expenses



Operating Revenue Growth



Program Spending Growth



Statement of Activities

For the year ended June 30, 2011, with comparative totals for 2010

Current Year Operating Revenues and Expenses

Revenues:	2011 Total	2010 Total
Contributions utilized ¹	\$123,206,445	\$120,331,737
Government grants and contracts	43,807,057	40,436,468
WWF network revenues	11,684,878	13,042,009
In-kind and other revenues	59,831,039	50,349,514
Total unrestricted revenues, gains, and other support	238,529,419	224,159,728
Expenses:		
Program expenses:		
Conservation field and policy programs	133,685,929	129,238,725
Public education	68,528,494	57,531,450
Total program expenses	202,214,423	186,770,175
Supporting services expenses:		
Finance and administration	9,900,739	9,901,134
Fundraising	26,430,692	27,589,160
Total supporting services expenses	36,331,431	37,490,294
Total expenses	238,545,854	224,260,469
Current year operating revenues over operating expenses	(16,435)	(100,741)

Non-Operating Activities and Pledges

Non-operating activities:	2011 Total	2010 Total
Bequests and endowments	20,132,217	19,735,943
Income from long-term investments	34,044,990	24,713,075
Unrealized gain (loss) on financing transactions ²	1,878,554	(5,336,524)
Non-operating funds utilized	(21,331,869)	(21,810,275)
Pledges and contributions designated for future years:		
Pledges and contributions	26,149,163	24,199,007
Prior years' revenues used in current year	(30,996,454)	(30,619,137)
Total non-operating activities and pledges	29,876,601	10,882,089
Increase in net assets	29,860,166	10,781,348
Net assets at beginning of year	238,133,260	227,351,912
Net assets at end of year	\$267,993,426	\$238,133,260

¹ Contributions utilized in 2011 includes current year contributions of \$70,878,122, prior years' contributions of \$30,996,454, and nonoperating income of \$21,331,869.

² 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.

WWF's complete audited financial statement may be obtained by writing to the Chief Financial Officer, World Wildlife Fund, 1250 24th St., NW, Washington, DC 20037-1193.



The Leadership Team

EXECUTIVE TEAM

Carter Roberts
President and CEO

Marcia Marsh
Chief Operating Officer

Margaret Ackerley
Senior Vice President and
General Counsel

Jason Clay
Senior Vice President
Market Transformations

Tom Dillon
Senior Vice President
Field Programs

Rebecca Girvin-Argon
Senior Vice President
Development

Ginette Hemley
Senior Vice President
Conservation Strategy
and Science

Terry Macko
Senior Vice President
Communications and
Marketing

David Reed
Senior Vice President
Policy

BOARD RELATIONS

Julie Miller
Vice President
Board Relations

CONSERVATION STRATEGY AND SCIENCE

Bruce Cabarle
Network Initiative Leader
Forest Carbon

Eric Dinerstein
Chief Scientist and
Vice President

Amelia Hellman
Managing Director
Strategic Initiatives/
Conservation Strategy
and Science

Sybille Klenzendorf
Managing Director
Species Conservation
and TRAFFIC North America

Lou Leonard
Managing Director
Climate Change

Colby Loucks
Acting Managing Director
Conservation Science

Shaun Martin
Managing Director
Conservation Leadership

Kathy Moser
Managing Director
Strategic Initiatives/
Conservation Strategy
and Science

Judy Oglethorpe
Managing Director
Climate Adaptation

Eric Swanson
Managing Director
Conservation Finance

Kris Vega
Vice President
Program Operations

Jan Vertefeuille
Strategic Initiative Leader
Conservation Strategy
and Science

DEVELOPMENT

Amy Golden
Vice President
Strategic Services

Emily Kelton
Director
Corporate Philanthropy

Rebecca Lake
Director
Foundation Relations

Tim Sharpe
Strategic Philanthropic
Advisor

Christine Singer
Vice President
Individual Giving

FIELD PROGRAMS

Allard Blom
Managing Director
Congo Basin

Richard Carroll
Vice President
Africa Programs

Martha Kauffman
Managing Director
Northern Great Plains

Kimberley Marchant
Deputy Director
Field Programs

Jon Miceler
Managing Director
Mainland Asia/Eastern
Himalayas

Kate Newman
Managing Director
Public Sector Initiatives

Jeffrey Parrish
Managing Director
Freedom to Roam

Matthew Perl
Vice President
Field Program Management
and Integration
Freshwater

Lauren Spurrier
Managing Director
Galápagos

Meg Symington
Managing Director
Amazon

Roberto Troya
Vice President and
Regional Director
Latin America/Caribbean

Chris Weaver
Managing Director
Namibia

Margaret Williams
Managing Director
Arctic/Bering Sea

GOVERNMENT RELATIONS

Bill Eichbaum
Vice President
Marine and Arctic Policy

Todd Shelton
Vice President
U.S. Government Relations

MARKET TRANSFORMATION

Suzanne Apple
Vice President
Business and Industry

Kerry Cesareo
Managing Director
Forestry

Kimberly Davis
Deputy Director
Fisheries

Mark Eckstein
Managing Director
International Finance

Bill Fox
Vice President and
Managing Director
Fisheries

Rose Niu
Managing Director
China

Dina Sperling
Deputy Director
Markets

Jose Villalon
Managing Director
Aquaculture

MARKETING AND COMMUNICATIONS

Steve Ertel
Director
Media and External
Relations

Jill Schwartz
Director
Program Communications

Kerry Green Zobor
Vice President
Institutional
Communications

OPERATIONS

Michael Bauer
Chief Financial Officer

Esther Kanter
Vice President
Human Resources

Anne Topp
Vice President
Information Technology

POLICY

Dirk Joldersma
Vice President
Multilateral Institutions

Brent Nordstrom
Deputy Director
Policy

Demonstrate Your Commitment

85%

WWF SPENDING DIRECTED TO
WORLDWIDE CONSERVATION

Many Ways to Give

Thank you for your belief in WWF and our work. Your strong commitment to conservation is what helps us preserve the diversity and abundance of life on Earth. When you make a gift to WWF, you join a select group of contributors who play a crucial role in advancing our efforts. To learn more or to make a donation, please contact us at 888-993-1100 or worldwildlife.org/donate.

OUTRIGHT GIFTS

- 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/matchinggifts
- EarthShare — visit earthshare.org or call 800-875-3863
- Combined Federal Campaign for federal employees — earthshare.org/cfc.html; WWF’s designation number 12072



Photo Credits | **Cover:** Giant panda, China — © Edwin Giesbers / naturepl.com | **Page 1:** Carter Roberts, China — © WWF-China | **Page 3:** Dorado and piraputanga, Brazil — © Peter Scoones / naturepl.com | **Page 5:** Grey crowned-cranes, Tanzania — © Daniel Poneman | **Page 7:** Carter Roberts and community members, Mozambique — © Enrico Copeland | **Pages 8–9:** Sumatran tiger — © Edwin Giesbers / naturepl.com | **Pages 10–11:** Fusilier school and disc coral, Indonesia — © Fred Bavendam / Minden Pictures | **Pages 12–13:** Sustainable forestry, Guyana — © Simon Rawles / Getty Images, Inc. | **Pages 14–15:** Amazon forest, Peru — © Dr. Greg Asner, Carnegie Institution | **Pages 16–17:** Mekong River Delta, South Vietnam — © Michael S. Yamashita / National Geographic Stock | **Pages 18–19:** Pronghorn, Wyoming — © Joel Sartore / National Geographic Stock | **Pages 20–21:** Shire River fisherman, Malawi — © Nigel Pavitt / Getty Images, Inc. | **Page 26:** Harvested palm, Sumatra — © James Morgan / WWF International | **Page 27:** Roger Sant, Carter Roberts and Larry Linden, Mozambique — © Marcia Marsh / WWF | **Page 30:** Polar bear cub, Alaska — © Eric Rosenbaum | **Page 31:** Michael Bauer, Tanzania — © Jack Gilmore / WWF | **Page 34:** Botswana — © Carter Roberts / WWF | **Inside back cover:** Woman cutting grass, Nepal — © Simon de Trey-White / WWF-UK | **Back cover:** Giant panda, China — © Edwin Giesbers / naturepl.com | © 2011 WWF. All rights reserved by World Wildlife Fund, Inc. 1-12/3,000



Continue exploring WWF's 50th year at
worldwildlife.org/annualreport



World Wildlife Fund | 1250 24th Street, NW | Washington, DC 20037-1193 | worldwildlife.org