



Annual Report 2012  
Dedicated to Russell E. Train



**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



**5** million supporters worldwide

**1.25** million U.S. members

**6,000** employees globally

**100** countries worldwide

**1,000+** on-the-ground projects

**19** priority places

# Remembering Russell E. Train

I've often suggested that if we want to understand fully what lies at the heart of an organization, we should be students of its history. In particular, we should closely examine the organization's founding act—because more often than not, the core DNA of the institution is “baked in” at the moment of inception.

And of course at the heart of any such story one finds the organization's founders, whose personalities, values and ambitions likely underpin much of what makes an organization tick.

To understand WWF, one need look no further than our founder and Chairman Emeritus Russell E. Train, who passed away in September of 2012.

Russ broke with convention in most everything he did—with one exception. Throughout his career, he hewed close to the conviction that lasting conservation utterly depends on nurturing the next generation of leaders, as well as the capacity of organizations other than WWF. Under Russ's influence, this nurturing process became part of WWF's DNA.

With support from a WWF grant in 1963, the African Wildlife Foundation (AWF)—another organization Russ founded—opened the College

of African Wildlife Management in Mweka, Tanzania. The college has since trained more than 4,000 park rangers and other wildlife managers from more than 50 countries.

In 1978, WWF helped underwrite the cost of the *Rainbow Warrior*, a boat launched from the London docks by Greenpeace to protest commercial whaling. The *Warrior* went on to become the iconic image of a new chapter in conservation, and in its third iteration still sails today.

WWF provided critical funding that helped launch The Nature Conservancy's international program. Russ always believed we had more to gain than lose by supporting other like-minded organizations.

Russ sat on WWF's Board of Directors when we determined to create a local land trust to purchase grasslands in the Northern Great Plains; today American Prairie Reserve is a fundraising juggernaut on the way to assembling a 3 million-acre reserve in eastern Montana.

And of course, there are our alumni—people who have spent time at WWF and gone on to make a difference elsewhere, but who carry “the panda” as part of their memory and DNA.



President and CEO Carter Roberts with Founder Chairman Emeritus Russell E. Train  
WWF Headquarters, Washington, D.C.

**Russ Train's legacy lives on in the conservation heroes around the world whose training he made possible; in the landscapes and creatures that thrive because of his devotion; and in the countless individuals whose lives were made better simply by knowing him.**



Carter Roberts in Myanmar

Kathryn Fuller served with distinction at WWF for over 25 years—17 as president—before leaving to, among other things, serve on many illustrious boards, including as chair of the Ford Foundation and now the Smithsonian's National Museum of Natural History.

Bill Reilly served as president of WWF for four years before heading up the Environmental Protection Agency in the first Bush administration, where he pioneered the use of the cap-and-trade mechanism to solve the dilemma of acid rain.

Tom Lovejoy was the first scientist hired by WWF. He went on to pioneer debt-for-nature swaps and develop seminal studies on species survival and

forest size in the Amazon. Tom left WWF to become the scientific advisor to the president of the World Bank, the Biodiversity Chair at the Heinz Center, and a highly respected and sought-after authority on biological diversity.

Cristián Samper received his first grant from WWF, at the tender age of 17, to conduct cloud forest research in Colombia. He went on to serve as head of the Smithsonian's National Museum of Natural History, and recently became CEO of the Wildlife Conservation Society.

Russ Mittermeier was a researcher in Colombia when he became head of WWF's primate research unit. He became our vice president for science before leaving

to become president of Conservation International, a post he has held for the past 20 years.

But above all else, Russ Train's commitment to nurturing conservation leadership led to the creation of the Russell E. Train Education for Nature (EFN) Program in 1994. Since its inception, EFN has invested nearly \$14 million to build conservation leadership in Africa, Asia and Latin America. More than 1,600 grants have been awarded worldwide, supporting the educational pursuits of nearly 1,200 conservation leaders from more than 50 countries. The EFN Program has also helped hundreds of organizations conduct conservation skills workshops that have collectively trained more than 28,000 people.

More than 90 percent of all Train fellows return home after completing their degree, and more than 40 percent of EFN's grantees are women—especially significant for a program that aims to level the conservation playing field.


EFN's legacy includes Radha Wagle, the first female conservation officer at Nepal's Department of National Parks and Wildlife Conservation; Margarita Hurtado, creator of an environmental education program used by 2,800 students at 70 high schools across Mexico; and Dr. Somchanh Bounphanmy, who started the first and only biology graduate program in Laos.

These women were able to achieve things that would have been unimaginable even 20 years ago. Their success reflects Russ's belief in the power of people to achieve extraordinary things that will live on beyond the walls of WWF and make a lasting contribution to the greater good.

Upon Russ's passing, we determined to honor his legacy by expanding the Education for Nature Program. Our goal is to double the number of scholarships the program can offer, and to do so by raising funds in Russ's memory. Over the long run we plan to build a strong online conservation curriculum so that hundreds of thousands of people around the world can learn the best available approaches to science, ecoregional planning, community-based natural resource management, policy initiatives and more.

This work is not about the perpetuation of WWF. It is about the perpetuation of nature, upon which our lives—and the lives of all other living things—depend. And so it is fundamental for us to continue building the capacity of others to do this work over the very long run.

For many of us, Russ Train will always represent the heart and soul of WWF. His legacy lives on in the conservation heroes around the world whose training he made possible; in the landscapes and creatures that thrive because of his devotion; and in the countless individuals whose lives were made better simply by knowing him. And as I reminded our staff during a ceremony to remember Russ this winter, it is only right that we honor his memory by maintaining the spirit of his work—by keeping the courage of our convictions, by scrupulously avoiding convention, by tending relationships with friend and foe, and by cultivating the next generation of leaders to whom his torch has been passed.



**Carter Roberts**  
President and CEO



# The multiple values of nature

At the core of the conservation movement is a profound belief in the value of nature. From the economic to the aesthetic to the restorative and spiritual, nature's value reveals itself in many ways, and all are integral to WWF's work.

The economic value of nature, particularly, must be considered in nearly everything we do—from trying to reduce pollution in the atmosphere to restoring degraded lands to combating wildlife crime. We also work hard to ensure that nature's value influences the biggest decisions made by society. For example, guiding a company that harvests timber to modify its plans in order to conserve forests, save endangered species or maximize the sequestration of carbon in the trees.

With a global population of more than 7 billion, the human forces of consumption and resource utilization will overwhelm the natural world if we don't incorporate the economic value of nature into our decision-making processes. At WWF, we are heavily invested in the Natural Capital Project, a science-based partnership with Stanford University, the University of Minnesota and The Nature Conservancy to develop tools to quantify the economic value of various natural resources and ecological processes—such as water filtration, the regulation of climate, and crop pollination.

Making sure these tools are used by governments and companies is one of our most important objectives. But of course nature's value goes far beyond economics or markets or pricing schemes. The value of nature is in the glory of the bird's song, and the sweep of land a family has called home for generations, and the sacred legends of forests or animals that are the heart and soul of a community. They must be accounted for as well, so we take special measures to save those things that are outside the traditional economy.

We work to establish protected terrestrial and marine areas that might not have remarkable value in terms of market economics, but whose conservation is nonetheless critical to the health of natural ecosystems and the survival of species. We help governments design infrastructure that is considerate of its impact on natural surroundings. And we work to ensure that communities can uphold their sacred traditions without compromising already-reduced populations of tigers, elephants and rhinos.

Establishing the value of nature is important work. Our task is challenging, and the results will not be immediate. Ultimately, though, the fate of the planet and of the quality of individual lives depends on our success. And so WWF is committed to meeting this



Carter Roberts and Lawrence H. Linden  
Quirimbas National Park, Mozambique

challenge through science-based innovation, broad-based outreach and the support of our friends and partners. If we value what nature gives us—clean air and water, food, livelihoods, health, comfort—we must work tirelessly for its conservation.

**Lawrence H. Linden**  
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**Carter Roberts**  
President and CEO

# A vision for Mekong's millions

JULY 13, 2012  
Phnom Penh, Cambodia

It was a unique opportunity: President and CEO Carter Roberts joined Secretary of State Hillary Clinton; the foreign ministers of Laos, Vietnam, Cambodia,

Thailand and Myanmar; the Asian Development Bank; and many others to outline a vision for the future of an economically and environmentally healthy Mekong region.

In that meeting, Roberts drew on WWF's experience and success in the region. He described multiple WWF-led studies on the region's wildlife and the impact of development plans, and discussed our joint effort with The Coca-Cola Company to help communities in Vietnam make a living while restoring Tram Chim National Park's natural, historical conditions. Roberts also spoke of our partnership with Buddhist leaders to reinforce environmental beliefs and the strategic advice we have provided to establish smart, sustainable infrastructure planning across the region.

WWF's position came through loud and clear: The region's incredible biodiversity, which supports millions of people and provides 25 percent of the world's freshwater fish catch, can be a central part of a regional economy that manages the demands of human needs through making sustainable use of the benefits nature provides.











# Putting a stop to wildlife crime

JUNE 28, 2012  
Côte de Democratie, Gabon



When Gabon's President Ali Bongo set fire to more than 10,000 pounds of confiscated ivory—a stockpile that included 1,293 pieces of rough ivory and 17,730 pieces of worked ivory,

all audited by TRAFFIC and WWF—he notched a victory for wildlife in Africa. Gabon is the first country in Central Africa to publicly destroy its entire ivory stockpile, forever removing it from the specter of illegal sale.

“Gabon has a policy of zero tolerance for wildlife crime,” President Bongo declared. “And we are putting in place the institutions and laws to ensure this policy is enforced.”

The ivory burn also marked a milestone for WWF: Following a devastating spike in elephant and rhino poaching, WWF launched a global campaign to alert the world, scale up law enforcement and antipoaching efforts, and deliver the policies and funding necessary to effectively fight wildlife crime.

This lucrative and illicit industry is estimated to be worth up to \$10 billion annually, and it undermines national security and economies in many countries. Together, we can secure a renewed focus on the crisis and put a stop to wildlife crime.

# A last ice area for polar bears



OCTOBER 31, 2011  
Churchill, Canada

As the tundra buggy bumped over slushy ice fields searching for polar bears, a team—including WWF-US CEO Carter Roberts, WWF-Canada polar bear and climate change

specialist Geoff York, Bea Perez of The Coca-Cola Company, a film crew, and Ryan Seacrest—kept their eyes peeled. They wanted to see polar bears for themselves.

The slush and unseasonably warm weather sent a clear signal: A late winter meant diminished sea ice and a truncated hunting season for the bears. The team on the tundra buggy shared a deep concern about this problem, and had come not only to search for polar bears but to get film footage. This would be used in support of Arctic Home—a campaign by WWF and Coca-Cola to educate the public about the plight of the polar bear, and to raise funds to protect a place in the high Arctic that is key to the polar bear's long-term survival.

Since its launch, Arctic Home—which rolled out across televisions, movie screens and Coca-Cola cans—has succeeded. Public awareness of the plight of polar bears has leapt from 38 percent to 52 percent, and more than \$1.8 million has been raised to protect polar bear habitat as the world's sea ice shrinks.









## Changing the footprint of sugar



Amazon

JULY 13, 2011  
São Paulo, Brazil

Thanks to sugar production certification standards supported by WWF, many popular products—from soda to chocolate—will now contain sugar that was grown, harvested and processed to meet industry-best sustainability standards for the environment and human rights.

Raizen Sugar Company, the largest sugarcane company in the world, helped confirm the viability of the movement to sustainability when it received certification on 130,000 tons of sugar and 63 million liters of ethanol. This first batch of certified products was sold to other WWF partners, including Unilever, Braskem and The Coca-Cola Company. This is good news for freshwater and marine ecosystems around the world such as the Mesoamerican and Great Barrier reefs, which are threatened by runoff from unsustainable sugarcane production.

“It took less than one year for certified sugar to take off,” says Kevin Ogorzalek, WWF’s manager for agricultural commodities and field programs. “We’ve gone from zero to 2 percent of global production area, with sustainable producers in two of the largest sugarcane producing countries. And producers from around the world are signing up to get involved all the time.”

# High-wire finance for wildlife



SEPTEMBER 29, 2011  
Jakarta, Indonesia

Negotiating in a spirit of shared commitment to Borneo's forests, WWF joined with The Nature Conservancy and the governments of Indonesia and the United States

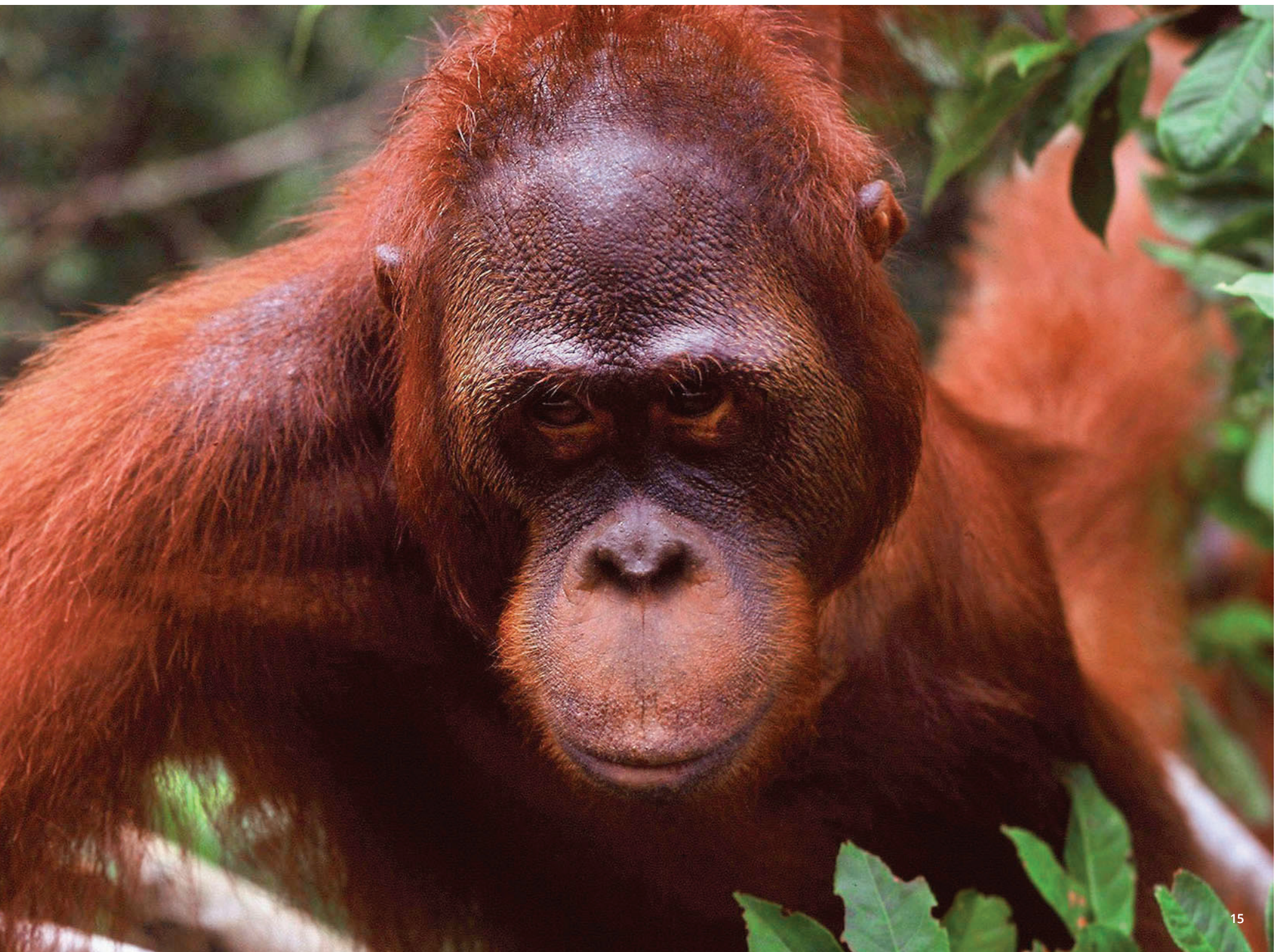
to craft a debt-for-nature swap that will result in \$28.5 million for conservation. The investment will be used to establish working models for forest conservation and greenhouse gas reductions in three districts within Kalimantan, Indonesia.

Borneo is the third-largest island in the world, and its forests, which are being destroyed at the rate of nearly 2.1 million acres a year, shelter orangutans, gibbons, some of the world's rarest elephants, and well over 10,000 species of plants. Almost 8 million people live in East and West Kalimantan, and forest loss is impacting their main source of food, water, medicine and building materials. Deforestation is also contributing to climate change.

Negotiated by WWF's Conservation Finance team, the deal will help local communities protect their forests, securing a home for wildlife as well as long-term economic growth.











# Action for Mexico's fisheries



**MARCH 5, 2012**

## **Cabo Pulmo National Park, Mexico**

Twenty-six children lined up to present Mexico's then-president Felipe Calderón with a 13,000-signature petition on behalf of WWF. Their presence was the capstone

to a months-long effort—one that included a public campaign, outreach to investors, and government relations—to save one of Mexico's great treasures, Cabo Pulmo National Park.

The petition's request was specific and simple: Deny the permit for Cabo Cortes, a proposed resort with thousands of hotel rooms and condos, multiple marinas, and golf courses. The resort would have sent runoff and other pollution into the Gulf of California, a 900-mile swath of ocean that shelters more than 6,000 marine species, including endangered marine turtles, and sustains thousands of local people. As always, we had scientific evidence in our camp: Since the park was established in 1995, the amount of fish in Cabo Pulmo had increased more than 460 percent.

In June, President Calderón canceled plans for the resort, demonstrating Mexico's commitment to sustaining its natural resources for people and for wildlife.

# Taking the fight for tigers home



FEBRUARY 8, 2012  
Sumatra, Indonesia

When WWF alerted our members and supporters about a crisis facing Sumatra's tiger-sheltering rain forests, those supporters took action. They searched stores, hotels

and schools across the U.S. for Paseo- and Livi-brand tissue and other paper products made with tissue from Asia Pulp & Paper (APP), a company using extremely unsustainable forestry practices.

WWF sought the help of consumers only after it became clear that a decade's worth of other pressures on APP were not working to change the company's practices. Our outreach campaign appealed for help from individual supporters and action by grocery chains.

The campaign was built around a public report in which we listed the 20 grocery chains believed to be the biggest sellers of Paseo toilet paper in the U.S. WWF contacted the retailers individually, asking them to take action. Within four weeks, 17 of those companies confirmed in writing that they had decided to stop purchasing the brand. Among the many consumer actions, one WWF member identified Paseo-brand toilet paper at stores in Minnesota, North Dakota and South Dakota, and urged managers at the store and corporate levels to consider the impact of Paseo sales. Eventually, the chain dropped the brand from their shelves.

Today, Paseo has been discontinued in the United States and WWF continues to push APP to reform its destructive forestry practices.





# Fiscal 2012 A year of advances for nature

2011



JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

**~50,000** fin whales survive

## Helped secure censure of ongoing whaling in Iceland

WWF, along with 19 other organizations, filed a Pelly petition urging the U.S. to censure Iceland for illegal whaling, which undermines conservation of the endangered fin whale and diminishes the effectiveness of the International Whaling Commission. WWF provided technical guidance to several agencies, securing a directive from President Obama that imposes diplomatic measures against the country.

**44%** of African elephant's territory

## World's largest conservation area created in Africa

Presidents of five African countries signed a treaty to strengthen regional economies through wildlife tourism in the Kavango Zambezi Transfrontier Conservation Area (KAZA)—the world's largest transboundary conservation area. WWF helped develop KAZA and will continue to support community-based conservation to protect wildlife and enhance local livelihoods.

**1,000** black-footed ferrets in North America

## Expanded effort for plains wildlife

In a year that marked the 30th anniversary of the effort to save the black-footed ferret, WWF took on three main threats to their survival. We created even more suitable habitat, secured resources to protect them against canine distemper, and protected thousands of prairie dogs—the ferret's main prey—against the deadly sylvatic plague.

**19** endangered rhinos flown to safety

## Rhinos airlifted to safer homes

Through a joint effort organized by the WWF-supported Black Rhino Range Expansion Project, 19 critically endangered black rhinos in South Africa were transported to a safer, more spacious location. Wildlife translocations—whether by land transportation, helicopter or a combination—move wildlife to habitats where their chances for survival are increased.

**62,000** miles of Amazon-basin waterways

## Making infrastructure planning central to a healthy Amazon

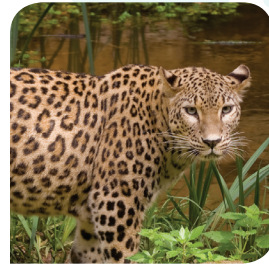
WWF signed a memorandum of agreement with the Brazilian Ministry of Environment to work together to sustainably develop hydropower in the Tapajos Basin in the Amazon. Thanks to WWF's Living Amazon Initiative, all future proposed hydropower developments must now undergo a systematic conservation impact assessment.

**50%** mangroves destroyed in past 20 years

## Mangroves for coastal protection and ecotourism

We spearheaded an effort to plant 10,000 mangrove seedlings along coastal waterways and shorelines in the Coral Triangle. Mangroves protect nearby communities from climate change impacts such as storm surges and erosion. They also maintain healthy rivers, providing plankton-rich waters that flow out to sea and feed whale sharks, which are an important ecotourism draw.

2012



JANUARY

FEBRUARY

MARCH

APRIL

MAY

JUNE

**7,400** WWF voices for nature

### WWF activists help spur new U.S. emission standards

As part of a major push by multiple conservation organizations, WWF's Conservation Action Network members submitted 7,400 comments urging the EPA to back a proposal to improve the mileage of passenger cars. In response, the Obama administration finalized new mileage standards that will nearly double the fuel economy of passenger cars—to 54.5 miles per gallon—by 2025.

**>2%** oceans under protection

### Forging global partnership for oceans

The World Bank announced the creation of the Global Partnership for Oceans to address the threats to the health, productivity and resilience of our oceans. WWF was an early supporter of the partnership, which is bringing science, advocacy, the private sector and international public institutions together to coordinate efforts in the world's key ocean regions.

**1,700** towns called to action

### Earth Hour City Challenge builds on Earth Hour success

WWF launched the Earth Hour City Challenge—a year-long competition asking U.S. cities to prepare for increasingly extreme weather and to promote renewable energy. Participating cities will receive resources and global recognition for their efforts to curb carbon pollution and prepare their communities for the harmful consequences of climate change.

**650,000** acres for leopards

### Expanding the land of the leopard

Critically endangered Amur leopards received vital sanctuary with the establishment of the Land of the Leopard National Park in the Russian Far East. The park, for which WWF advocated, contains 60 percent of the cat's remaining habitat. Scientists estimate that fewer than 50 Amur leopards still exist in the wild.

**\$10 BILLION** criminal trade

### High-level advocacy on wildlife crime

We worked with Senator John Kerry to help frame a U.S. Senate Foreign Relations Committee hearing on poaching in Africa. The hearing clearly linked wildlife crime to global criminal networks that undermine economic and social stability, breed corruption and fund militant insurgencies. WWF submitted both research and recommendations, and called on the U.S. to play a pivotal role in arresting the crisis.

**\$5.4 BILLION** farmed salmon industry

### New standards for farmed salmon

Through the Salmon Aquaculture Dialogue process, WWF helped finalize standards for farming salmon. Now managed by the independent Aquaculture Stewardship Council, the standards address environmental and social impacts associated with salmon farming, while enabling the industry to grow responsibly. The standards were developed in cooperation with hundreds of stakeholders, including Marine Harvest, the world's largest farmed salmon producer.

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As of September 2012



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As of September 2012



## Financial overview

WWF's programmatic investments are designed to address some of the toughest conservation issues of our time, requiring strategic, focused, and sustained engagement. Our work in FY12 was guided by three principles: continue to grow programs that are delivering the highest conservation value and results; ensure that we have the right talent and resources to generate needed funding for those programs; and provide solid mission support while maximizing the efficiency of our work.

Our FY12 financial results are strong. Total revenue, including pledges for future years, grew by 9 percent, partially due to the tremendous support of foundations, whose giving increased 200 percent over FY11 totals, and the success of the Arctic Home campaign with The Coca-Cola Company. Support from individual donors remains the single largest source of unrestricted revenue and continues to be essential to maintaining operations and leveraging additional restricted resources.

On the expense side, direct conservation program expenditures grew by 5 percent, offset by lower public education expenses for an overall increase of 2 percent over FY11. Increased investment in projects such as Market Transformation, the Eastern Himalayas and the Coral Triangle contributed to this growth, along with initial investments in newer

initiatives like the Thirty Hills effort in Sumatra, the Indonesian degraded lands projects in Kutai Barat, and the Stop Wildlife Crime campaign. By maintaining operational efficiency and investing in measured increases in fundraising capacity, we were able to direct 84 percent of total spending to worldwide conservation activities.

With economic news mixed across the world stage, and the U.S. economy still fragile, we continue our diligence to ensure the wisest use of resources toward achievement of our goals. The urgency of our mission—to conserve nature and reduce the most pressing threats to the diversity of life on Earth—does not allow us the luxury of pausing to see what economic change will come. Our resolve to achieve our vision for the future is unwavering. Thank you for your support and encouragement in this great effort.



**Michael Bauer**  
Chief Financial Officer

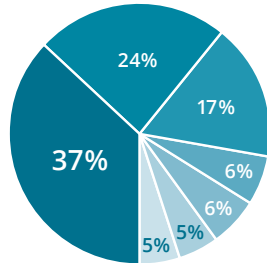


Michael Bauer, Chief Financial Officer  
Chitwan National Park, Nepal

# Financial statements

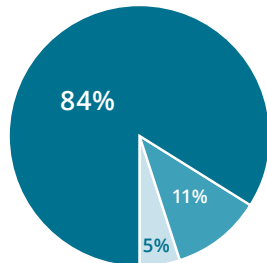
For the year ended June 30, 2012, with comparative totals for 2011

## FY 2012 Operating Revenue



<b>\$90,320,718</b>	Individual Contributions
<b>\$59,931,721</b>	In-kind and Other Revenue
<b>\$41,213,760</b>	Government Grants and Contracts
<b>\$14,637,731</b>	Foundation Contributions
<b>\$14,526,636</b>	WWF Network Revenue
<b>\$12,923,666</b>	Other/Non-operating Contributions
<b>\$11,307,560</b>	Corporate Contributions

## FY 2012 Total Expenses



<b>\$205,837,013</b>	Program Expenses
<b>\$27,211,291</b>	Fundraising
<b>\$11,839,825</b>	Finance and Administration

## Current Year Operating Revenue and Expenses

REVENUE:	2012 TOTAL	2011 TOTAL
Contributions utilized <sup>1</sup>	\$129,189,675	\$123,206,445
Government grants and contracts	41,213,760	43,807,057
WWF network revenue	14,526,636	11,684,878
In-kind and other revenue	59,931,721	59,831,039
<b>TOTAL UNRESTRICTED REVENUE, GAINS, AND OTHER SUPPORT</b>	<b>244,861,792</b>	<b>238,529,419</b>
<b>EXPENSES:</b>		
<b>Program expenses:</b>		
Conservation field and policy programs	140,843,178	133,685,929
Public education	64,993,835	68,528,494
<b>TOTAL PROGRAM EXPENSES</b>	<b>205,837,013</b>	<b>202,214,423</b>
<b>Supporting services expenses:</b>		
Finance and administration	11,839,825	9,900,739
Fundraising	27,211,291	26,430,692
<b>TOTAL SUPPORTING SERVICES EXPENSES</b>	<b>39,051,116</b>	<b>36,331,431</b>
<b>TOTAL EXPENSES</b>	<b>\$244,888,129</b>	<b>\$238,545,854</b>
Current year operating revenue over operating expenses	(26,337)	(16,435)

## Non-operating Activities and Pledges

	2012 TOTAL	2011 TOTAL
<b>NON-OPERATING ACTIVITIES:</b>		
Bequests and endowments	29,059,187	20,132,217
Income from long-term investments	(60,152)	34,044,990
Unrealized gain (loss) on financing transactions <sup>2</sup>	(8,700,685)	1,878,554
Gain (loss) from foreign currency	(425,536)	
Non-operating funds utilized	(26,120,062)	(21,331,869)
<b>PLEDGES AND CONTRIBUTIONS DESIGNATED FOR FUTURE YEARS:</b>		
Pledges and contributions	35,924,505	26,149,163
Prior years' revenue used in current year	(25,949,767)	(30,996,454)
<hr/>		
<b>TOTAL NON-OPERATING ACTIVITIES AND PLEDGES</b>	<b>3,727,491</b>	<b>29,876,601</b>
<hr/>		
Increase in net assets	3,701,154	29,860,166
Net assets at beginning of year	267,993,426	238,133,260
Net assets at end of year	\$271,694,580	\$267,993,426

<sup>1</sup> Contributions utilized in 2012 includes current year contributions of \$77,119,847, prior years' contributions of \$25,949,767, and non-operating income of \$26,120,061.

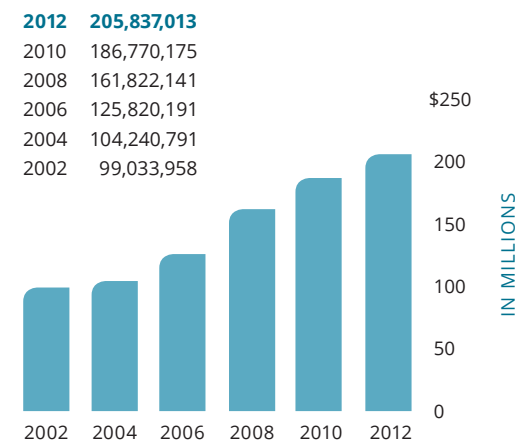
<sup>2</sup> In FY2001, WWF issued bonds to finance the purchase of the building housing its offices. Subsequently it entered into various financial transactions to fix the interest rate on all variable rate bonds. These transactions result in either an unrealized gain or loss year to year as market interest rates vary above or below the fixed rate obtained in the transactions.

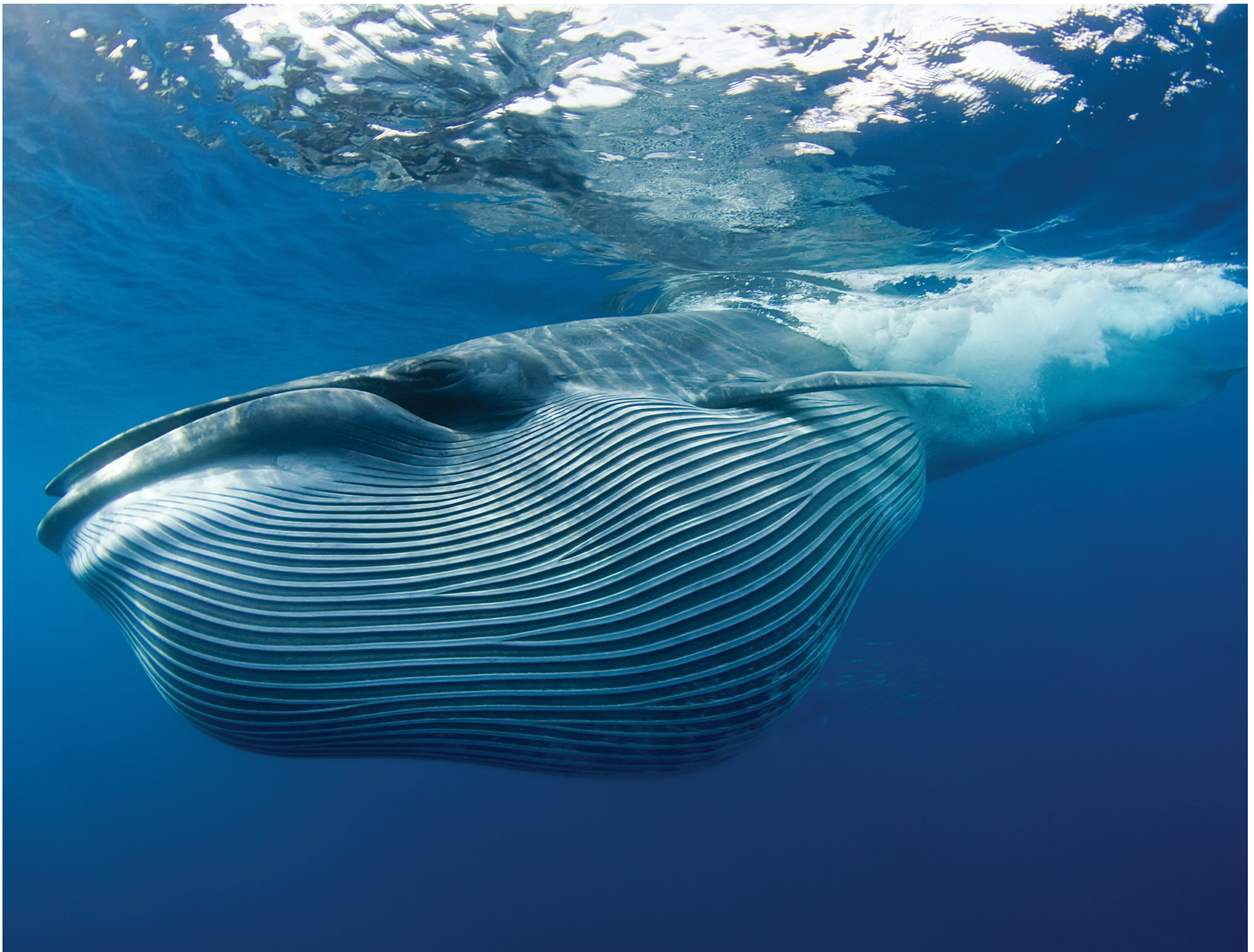
WWF's complete, audited financial statements and Form 990 can be obtained online at <https://worldwildlife.org/financials>, or by writing to the Chief Financial Officer, World Wildlife Fund, 1250 24th Street, NW, Washington, DC 20037-1193.

## Operating Revenue Growth



## Program Spending Growth





# Leadership

## EXECUTIVE TEAM

**Carter Roberts**  
President and CEO

**Marcia Marsh**  
Chief Operating Officer

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

**Jason Clay**  
Senior Vice President  
Market Transformation

**Tom Dillon**  
Senior Vice President  
Field Programs

**Ginette Hemley**  
Senior Vice President  
Conservation Strategy  
and Science

**Jon Hoekstra**  
Vice President  
Conservation Science  
and Chief Scientist

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

**Julie Miller**  
Senior Vice President  
Development

**David Reed**  
Senior Vice President  
Policy

## LEGAL COUNSEL

**David Flickinger**  
Deputy General Counsel

## CONSERVATION STRATEGY AND SCIENCE

**Bruce Cabarle**  
Network Initiative Leader  
Forest Carbon

**Keya Chatterjee**  
Senior Director  
Climate Change

**Felipe Chirinos**  
Senior Director  
Program Operations

**Eric Dinerstein**  
Vice President  
Conservation Science  
and Lead Scientist

**Sybille Klenzendorf**  
Managing Director  
Species Conservation  
and TRAFFIC North America

**Lou Leonard**  
Managing Director  
Climate Change

**Colby Loucks**  
Senior Director  
Conservation Science

**Shaun Martin**  
Senior Director  
Conservation Leadership

**Judy Oglethorpe**  
Chief of Party  
Eastern Himalayas

**Eric Swanson**  
Senior Director  
Conservation Finance

**Kris Vega**  
Vice President  
Program Operations

**Jan Vertefeuille**  
Senior Director  
Campaigns

**Lee Zahnow**  
Senior Director  
Strategic Agreements

## DEVELOPMENT

**Amy Golden**  
Vice President  
Strategic Services

**Rebecca Lake**  
Senior Director  
Foundation Relations

**Kay Malone**  
Senior Director  
Gift Planning

**Tim Sharpe**  
Senior Director  
and Advisor  
Strategic Philanthropic

**Charlie Sheerin**  
Senior Director  
Major Gifts

**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

**Craig Kirkpatrick**  
Managing Director  
Borneo and Sumatra

**Kimberley Marchant**  
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

**Cathy Plume**  
Managing Director  
Coral Triangle

**Jenny Springer**  
Senior Director  
People and Conservation

**Lauren Spurrier**  
Managing Director  
Marine and Fisheries

**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  
Forests

**Kimberly Davis**  
Director  
Fisheries

**Mark Eckstein**  
Managing Director  
International Finance

**Bill Fox**  
Vice President  
Fisheries

**Timothy Killeen**  
Senior Director  
Carbon and Commodities

**David McLaughlin**  
Vice President  
Agriculture

**Rose Niu**  
Managing Director  
China

**Dina Sperling**  
Senior Director  
Market Transformation

**Jose Villalon**  
Vice President  
Aquaculture

## MARKETING AND COMMUNICATIONS

**Antoinette Dack**  
Senior Director  
Membership and Direct  
Response Marketing

**Steve Ertel**  
Senior Director  
Media and External Relations

**David Glass**  
Senior Director  
Online Marketing

**Jill Schwartz**  
Senior Director  
Program Communications

**John Schwass**  
Senior Director  
Fundraising Operations  
and Strategic Analysis

**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

**Pablo Gutman**  
Senior Director  
Environmental Economics

**Dirk Joldersma**  
Vice President  
Multilateral Relations

**Brent Nordstrom**  
Director  
Policy

# Demonstrate your commitment

## Many ways to give

A 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. There are many ways to give. To learn more or to make a donation, please contact us at 888-993-1100 or [worldwildlife.org/donate](http://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](http://worldwildlife.org/matchinggifts)
- 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

# 84%

WWF spending directed to worldwide conservation



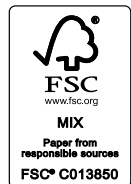
FY 2012



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

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# Russell E. Train

Founder Chairman Emeritus

1920–2012

