



WWF

ANNUAL
REVIEW

INT

2011



Written and edited by Barney Jeffries, www.ngomedia.org.uk

Printed by Canon Europe Print Centre, Canon Giessen GmbH



Published in March 2012 by WWF – World Wide Fund For Nature (Formerly World Wildlife Fund), Gland, Switzerland. Any reproduction in full or in part must mention the title and credit the above-mentioned publisher as the copyright owner.

© Text 2012 WWF

All rights reserved

ISBN 978-2-940443-42-0

WWF is one of the world's largest and most experienced independent conservation organizations, with over 5 million supporters and a global network active in more than 100 countries.

WWF's mission is to stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature, by conserving the world's biological diversity, ensuring that the use of renewable natural resources is sustainable, and promoting the reduction of pollution and wasteful consumption.

About the photos

The photos in this annual review come from our 50th anniversary campaign, developed with Ogilvy Advertising, which aimed to raise people's awareness of the close connections between their everyday lives and the natural world.

CONTENTS

OVERVIEW

Foreword from Yolanda Kakabadse	5
A message from Jim Leape	7
Happy birthday WWF	10
2011 at a glance	14
The next 50 years – Biodiversity	18
The next 50 years – Footprint	22

OUR PARTNERSHIPS

Public sector partnerships	26
Corporate partnerships	28
Our donors	32

FINANCIALS

WWF International accounts 2011	36
---------------------------------	----

GOVERNANCE

WWF International directors	41
WWF International board of trustees 2011	42
The WWF Network	43

HELP SAVE THE NEIGHBOURHOOD



WWF 50th anniversary advert

We help people to live in harmony with nature by looking for practical ways for communities to benefit from conserving the world around them.
Rwenzori Mountains, Uganda.

FOREWORD FROM YOLANDA KAKABADSE

A welcome from the President of WWF International

In 2011, WWF celebrated its 50th Anniversary, and we were able to look back upon five decades of pioneering and effective conservation, celebrate the successes of WWF's National Organizations and Programme Offices, and thank our numerous partners for their

wonderful support and contributions. WWF's work over the last five decades has undeniably helped protect many of the planet's most remarkable species and places.

There is much to celebrate and our achievements to date should make us optimistic about the future. However, the challenges we face today are greater and more urgent than at any moment in WWF's history.

Time is running out to prevent catastrophic climate change. Humanity's consumption continues to escalate, putting nature under ever-increasing strain. Even as global economic turmoil continues, growth must not come at the expense of the environmental assets we all depend on.

This year, world leaders are scheduled to meet at the Rio+20 conference to agree a new international vision for development that delivers prosperity, social equity and environmental sustainability. We have been actively engaged with decision-makers to make this crucial conference a success.

These are some of the issues that WWF will be grappling with in the year ahead. Across the globe, we are working on far-reaching solutions to help us achieve our mission: to stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature.

I would like to thank everybody who has contributed to WWF's invaluable work over the last 50 years, and all of you for your continuing support in the task ahead.

“WWF's work over the last five decades has undeniably helped protect many of the planet's most remarkable species and places.”

© WWF-Canon / Richard Stonehouse



Yolanda Kakabadse
President of
WWF International

© NASA

HELP SAVE OUR HOME



WWF 50th anniversary advert

Earth Hour 2011 reached an estimated 1.8 billion people in 135 countries, uniting people all over the world in a call to take action on climate change and protect the planet we share.

A MESSAGE FROM JIM LEAPE

The Director General of WWF International sees 2011 as a turning point

© WWF-Canon / Richard Stonehouse



"In a time when people's lives are increasingly divorced from the natural world, we need to inspire not just millions but hundreds of millions of people to help us maintain a living planet and build a sustainable future."

Jim Leape
Director General of
WWF International

Our 50th anniversary year was a time for reflection and taking stock. The achievements of WWF's first half-

century surely surpass anybody's expectations. But all of us feel the urgent need to achieve even greater impact in the decades ahead.

In 2011 we helped protect more of Earth's most special places, adding to the more than one billion hectares of protected habitat established since we were founded. Many more foresters, fishermen and farmers joined our efforts to promote environmentally and socially responsible management, and the first certified soy and sugarcane entered the growing market for sustainable commodities. Even in tough financial times, we persuaded governments, businesses and individuals to make decisions that put the planet first.

As we celebrated 50 years of conservation accomplishments in 2011, we also looked at how we can step up our impact. At the heart of our strategy are our 13 Global Initiatives, which aim to harness the full power of the WWF network to solve some of the greatest challenges of our time – from securing the future of the planet's most remarkable areas of biodiversity, to combating climate change and bringing sustainability into the very heart of the economy.

Ambitious strategies demand new, bolder collaborations. More than ever, WWF is seeking greater impact by engaging others – governments, corporations, communities and individuals. In 2011, for example, we helped to bring together the governments of the Eastern Himalayas – Bangladesh, Bhutan, India and Nepal – in a landmark effort to protect that unique region, known as the roof of the world and, vitally, as the water towers of Asia. We also forged an unprecedented collaboration with the world's largest tuna canners and the UN Food and Agriculture Organization to reform management of the world's tuna fisheries.

We are also expanding our efforts to engage consumers and voters around the world. In a time when people's lives are increasingly divorced from the natural world, we need to inspire not just millions but hundreds of millions of people to help us maintain a living planet and build a sustainable future. The success of Earth Hour, which this year reached 1.8 billion people in 135 countries, shows us that this is possible.

New challenges require fresh ideas and innovative solutions, and this is an increasingly important role for WWF. In 2011, we have helped advance the debate on critical issues through provocative publications like *The Energy Report* and the *Living Forests Report*. The newly created Luc Hoffmann Institute will allow us to enlist the world's leading scientists to help us crack the tough challenges we face.

All of us must be sobered by the unrelenting escalation of humanity's ecological footprint – the pressure we are putting on the Earth's resources. WWF is rising to that challenge, engaging larger actors, and larger numbers, to help build a path to a sustainable future, and protect the vital natural places upon which all of us depend.

CELEBRATING 50 YEARS

As any diver knows, coral reefs are full of astonishing life. But climate change, overfishing and careless tourism have put our reefs in peril – along with the staggering array of species and the millions of people they support.

In 2011 WWF celebrated its 50th birthday. For 50 years we've been fighting to save the wonders of nature. We're determined to make sure that, by the time WWF turns 100, places like coral reefs are as astonishing as ever.

Tubbataha Reefs Natural Park, Palawan, Philippines.

**HELP
SAVE
THE DIVE
MASK**

HAPPY BIRTHDAY WWF

Our 50th anniversary year was an opportunity to take WWF's work to the next level

There were the commemorative stamps and newly minted coins. There were the billboards and the newspaper articles. There were the exhibitions and events. There were the birthday wishes from conservationists, celebrities and politicians.

But WWF's 50th anniversary was about much more than all of this. It was an opportunity to connect with and inspire more people. To communicate the importance and the urgency of our work. To mobilize the support we will need over the next 50 years.

29 April

"The wish I have for WWF is that one day it will become redundant – that you'll have done your work so splendidly well that there will be no more problems to face."

Archbishop Desmond Tutu

On our 50th birthday, we held a gala evening in Zurich for staff and supporters from all over the planet, sponsored by Chopard and Bank Sarasin. Guest of honour Archbishop Desmond Tutu spoke about the dangers of greed and the need to share the one planet we have. Earlier in the day, we hosted a summit of environmental leaders and politicians.

The Luc Hoffmann Institute

On our 50th birthday, we were honoured to announce the creation of the Luc Hoffmann Institute, with support from the MAVA Foundation. It's a place where experts from all over the world can join together in research projects specifically designed to drive conservation action in the world's most important places, and in global markets and institutions. By combining this cutting-edge analysis and insight with our global reach and field experience, we can develop powerful ideas and effective practical responses to the big conservation challenges.

50 years, 50 stories

"Before WWF, conservation didn't seem relevant to a lot of people. What WWF did was to point out that this was an issue for humanity, for everybody, because it affected everybody. The job of WWF is more important than it has ever been, and it deserves every support it can get."

Sir David Attenborough

We celebrated our first 50 years by telling 50 stories, online and in a book, *For a Living Planet*. They describe some big successes that WWF was instrumental in achieving – from protecting species and places, to brokering international conservation agreements, to pioneering sustainable forestry, fisheries and agriculture. Read more: panda.org/50

The world is where we live

"Save the lipstick"... "Save the T-shirt"... "Save the sandwich"?! The slogans on our 50th anniversary adverts might have appeared to be something of a departure from WWF's usual mission. In fact, the multimedia campaign, developed with Ogilvy Advertising, aimed to raise people's awareness of the close connection between their everyday lives and the natural world. This connection was beautifully brought to life in a short film, *The World is Where We Live*, which is being aired on CNN, Nat Geo channels, ESPN, Euronews and Eurosport, as well as on our YouTube channel.



HELP SAVE THE 'WOW'

© naturepl.com / Andy Rouse / WWF

WWF 50th anniversary advert

The plight of the African rhino was one of WWF's first priorities in 1961. With a new poaching crisis in southern Africa, it remains a key challenge today.
Black rhinoceros, Swaziland.

KEEPING FORESTS STANDING

From the kitchen table to a healthy climate, forests provide us with things we all rely on. Around 1.6 billion people – nearly a quarter of the world's population – depend on forests for their livelihoods. They're also home to four-fifths of all land-based species.

During the UN International Year of Forests in 2011 we turned the spotlight on the future of forests. We want to see an end to deforestation by the close of the decade. Our *Living Forests Report* sparked debate on how we can achieve this and the long-term implications for biodiversity, climate and our ability to provide a growing global population with food, fuel, pulp and timber.

Virunga National Park, Democratic Republic of Congo.



HELP SAVE THE KITCHEN TABLE

2011 AT A GLANCE



1 Sustainable energy

The Energy Report, launched in February, outlined our vision for a 100 per cent renewable energy future by 2050. It included a detailed analysis by energy experts Ecofys showing how this was technically feasible, while debating the crunch issues a transition to sustainable energy raises. This year, Denmark embraced this vision, and set concrete milestones toward its goal of 100 per cent renewable energy by 2050.



2 TEDxWWF

At the first TEDxWWF, sponsored by Lombard Odier and the City of Geneva, forward-thinking speakers shared ideas and insights on the big challenges we face and the changes we'll need to make to sustain life on our one and only planet. The talks reached a global online audience: you can watch them at tedxwwf.com



3 Protecting "Europe's Amazon"

Urged on by WWF, countries in Eastern Europe made major commitments toward protecting the Danube-Carpathian region. Progress this year included a declaration by Austria, Croatia, Hungary, Serbia and Slovenia to create the world's first five-country protected area around the Danube, Drava and Mura rivers, and a seven-country sustainable forestry protocol that will protect old-growth forests.



4 Tigers bounce back

The number of wild tigers in India rose to 1,706 – an increase of well over 200 since the last census in 2007 – showing that tigers can recover with the right conditions in place. Several countries developed plans for conserving tigers as part of the WWF-supported strategy to double tiger numbers by 2022, as agreed at the International Tiger Forum in late 2010.



5 Himalayan summit

Supported by WWF's Living Himalayas Initiative, Bhutan, Nepal, India and Bangladesh agreed a plan for adapting to climate change in Bhutan in November. It includes wide-ranging cooperation on issues such as energy, food, water and biodiversity in this vital, fragile region.



6 Dam delay

The mainstream of the lower Mekong remains free-flowing for now, after WWF's evidence helped delay a controversial dam in Laos. Ministers from Cambodia, Thailand and Vietnam – which objected to the scheme – and Laos have agreed to delay a decision on building the Xayaburi dam until its impact is properly assessed. We're supporting a 10-year delay on any Mekong dams and investigating alternative energy options.



7 Borneo debt deal

New investment worth US\$28.5 million will be available to protect Borneo's tropical forests after WWF helped to broker a "debt-for-nature swap" between the US and Indonesian governments. The deal will create models for forest conservation and sustainable economic development in one of the world's most biodiversity-rich places. In a further boost for the island, 291,000 hectares of forest achieved Forest Stewardship Council (FSC) certification, safeguarding important habitat for orang-utans and pygmy elephants.



8 Earth Hour

As clocks ticked over to 8:30 p.m. on 26 March, many of the world's landmarks and cities were plunged into darkness for Earth Hour 2011. An estimated 1.8 billion people in 135 countries witnessed this massive demonstration of global unity, while countries, cities, companies and individuals pledged to go "beyond the hour" in taking action for the environment.



9 Aquaculture advances

A tilapia farm in Honduras became the first in the world to be certified as complying with the standards of the Aquaculture Stewardship Council (ASC). We were a founding member of the ASC, which is in the process of setting sustainability standards for the world's most important farmed fish species.



10 Certified firsts

In June, Brazilian producers sold the first batch of soy certified by the Round Table on Responsible Soy (RTRS), and the first sugar to meet the new Bonsucro sustainability standard. WWF has helped to develop both initiatives as part of our work to reduce the environmental impact of agricultural commodities. Meanwhile, production of certified sustainable palm oil reached a million hectares, while Better Cotton – which hit the market in 2010 – was being grown by 150,000 farmers in Brazil, India, Pakistan and Mali.



11 Sustainable hydropower

A new tool to help define where – and where not – to build dams was launched at the International Hydropower Association congress in Brazil in June. The protocol, which WWF is helping to oversee, takes account of local people and a river's cultural, economic and ecological values, to prevent harmful development.



12 Forest declaration

Leaders of more than 35 tropical forest nations promised action to conserve, sustainably manage and restore forest ecosystems and their biodiversity. The joint declaration came at the end of a summit in Brazzaville in June bringing together countries from the Amazon, Congo, Borneo and Mekong rainforests.



13 Bank cooperation

In July WWF signed an agreement with the African Development Bank, the most important multilateral institution financing development on the continent. We'll be working closely together on issues such as sustainable development, "green economics" and combating climate change.



14 Gift to the Earth

WWF presented Mozambique with a Gift to the Earth – our highest accolade – in June after the southern African country created a large protected area on Lake Niassa, Africa's third largest lake. Mozambique is also finalizing plans for Africa's largest marine protected area around the Primeiras and Segundas archipelagos.



15 Climate conference

At the last minute, governments at the UN climate change conference reached a weak agreement – it fell far short of the ambitious global plan of action on climate change the world needs. The emergence of a large group of high ambition countries, led by the most vulnerable developing nations and small island states, and supported by the EU, offered some encouragement for future talks.

CONSERVING BIODIVERSITY

Seeing a gorilla in the wild leaves you dumbstruck, gasping a single word: "Wow!" We know deep inside that these magnificent animals matter. And yet, humanity has driven gorillas and countless other species toward the brink of extinction.

We're fighting to save as many species as we can by conserving the world's most important habitats – like the forests of the Congo Basin, where gorillas live. Our Green Heart of Africa Initiative aims to secure their long-term future by creating protected areas and sustainable development opportunities across the region.

Silverback Western lowland gorilla.



**HELP
SAVE
THE
'WOW'**

THE NEXT 50 YEARS BIODIVERSITY

How we're protecting the planet's most precious places and species through our Global Initiatives

© WWF-Canon



"With its incredible bird life and teeming seas, the Lofoten archipelago is one of the most beautiful, unspoilt places I've ever been to. It's really encouraging that the Norwegian government has recognized the value of these Arctic treasures."

Arctic stewardship

"Save the Arctic, save the planet" – that's how a prominent Inuit leader puts it. The Arctic is essential for cooling the global climate. Millions of migratory birds and amazing wildlife species breed and live there, including a large portion of the fish we consume. All of us need an Arctic that is strong and alive with prosperous communities, healthy ecosystems and thriving wildlife.

But the Arctic is experiencing climate change at twice the global average rate, opening up opportunities for activities like oil exploration, shipping and increased fishing. The wrenching change that is coming must not be compounded by unsustainable industrial exploitation, or ecosystems will be in danger of collapse.

It's particularly urgent to protect the most outstanding, valuable and vulnerable areas. Last year, the Norwegian government halted plans for petroleum exploration around the Lofoten and Vesterålen archipelagos – something we've fought for since 2003. These waters are home to the world's largest deepwater coral reef, whales, vast seabird colonies and the spawning grounds of the world's largest remaining cod stock.

The goal of WWF's Arctic Initiative is to change policies and practices in the Arctic from exploitation to stewardship. We want Arctic resources to be well managed and its ecosystems and wildlife to be viable and thriving in the future – for the sake of the people who live in the Arctic, for nature, and for all humanity.

At the Arctic Council meeting in Nuuk in May 2011, Arctic ministers took a leap forward in agreeing Arctic-wide rules, but they will need to make several such leaps to meet the challenges of a dramatically changing Arctic – including tackling climate change."

Nina Jensen
CEO, WWF-Norway / Oslo, Norway

OUR BIODIVERSITY GOAL

BY 2050, THE INTEGRITY OF THE MOST OUTSTANDING NATURAL PLACES ON EARTH IS CONSERVED, CONTRIBUTING TO A MORE SECURE AND SUSTAINABLE FUTURE FOR ALL.

© WWF-Canon



“To save the Amazon, we can no longer work on pieces of the puzzle in isolation. In my role I encounter everyone from local people involved in sustainable development projects on the ground to political leaders agreeing common goals at international meetings.”

A Living Amazon

“WWF cannot succeed in its mission without succeeding in the Amazon.

The Amazon rainforest is home to 1 in 10 known species, and 30 million people depend on its resources and services. Many millions more living as far away as North America and Europe depend on the Amazon’s influence on the climate.

But the Amazon is under increasing pressure. Many factors are contributing to accelerating rates of deforestation: rapidly expanding global markets for meat, soy and biofuels; large-scale transportation and energy infrastructure projects; poor planning and weak governance. Global warming will exacerbate these trends and could lead to a ‘tipping point’ where the tropical moist forest ecosystem collapses. The implications for biodiversity, global climate and human livelihoods would be profound.

The forces shaping the Amazon extend far beyond a local context and know no political boundaries.

Our Living Amazon Initiative addresses the system as a whole, bringing together governments, local people, businesses, financial institutions and civil society to work toward common goals.

We’re helping to build a network of protected areas right across the region, and saw major progress this year when Guyana passed a law that will hugely increase the area of the country under protection. We also saw big steps forward on the path toward sustainable development with the first certified responsible soy and a new hydropower protocol.”

Claudio Maretti

Living Amazon Initiative Leader / Brasilia, Brazil

© WWF-Canon



“Since I began diving in Indonesia 20 years ago I’ve been mesmerized by the incredible underwater life of the Coral Triangle. Now my daughters are diving and discovering its riches too. WWF aims to ensure the Coral Triangle will continue to sustain and delight people for generations to come.”

A sea change in the Coral Triangle

“The Coral Triangle is the global centre of marine life, home to the majority of known coral species. Over 3,000 types of fish and numerous species of marine turtles, cetaceans and sharks live within and migrate through these waters. They provide food and livelihoods for millions of people.

The region depends on its ‘blue economy’, and we’re mobilizing collaboration between the private sector, government and communities to invest in and share responsibility for securing its future. This combines the protection of high priority places with the reduction of unsustainable practices.

By bringing people together at events like our Business Summit, held for the last two years, we’re creating win-win solutions – conserving the region’s valuable marine resources while helping sustain the thousands of businesses and millions of livelihoods that depend on them.

We’re already seeing real successes on the ground, from improved protection and management of key areas to widespread adoption of better fishing gear. The challenge now is to scale-up these successes to create the type of transformational change the Coral Triangle urgently needs.”

Lida Pet-Soede

Coral Triangle Programme Leader / Bali, Indonesia



HELP SAVE THE SANDWICH

WWF 50th anniversary advert

A large school of yellowfin tuna swimming in clear blue water. The fish are silvery with yellow fins, and their movement creates a sense of depth and scale. The background is a deep blue, suggesting the open ocean.

REDUCING OUR FOOTPRINT

Tuna sandwiches are in danger – because overfishing has driven many tuna species to the brink of collapse. And it's not just tuna: 85 per cent of all fish stocks are being exploited right up to or beyond the limit of what's sustainable.

Our Smart Fishing Initiative aims to transform fishing practices to allow our oceans to recover and secure a profitable long-term future for the hundreds of millions of people who depend on fishing. It's one example of how we're reducing humanity's footprint on the natural world.

Yellowfin tuna, Mexico.

THE NEXT 50 YEARS FOOTPRINT

How our Global Initiatives are reducing humanity's impact on the planet

© WWF-Canon



"From many meetings with high-ranking people from some of the world's biggest corporations, I'm confident that we can make doing business sustainably become the norm."

Transforming markets

"Forecasts suggest that by 2050 the human population will exceed 9 billion, and per capita consumption, on average, will double. How can we feed, house, clothe and transport a world of more than 9 billion people in a way that preserves our planet for future generations?"

WWF's market transformation work seeks to 'tip' strategically selected markets toward sustainability so that, by 2020, there is no more loss of high conservation value areas due to commodity production.

The levers for change are major companies, their supply chains, finance institutions and the corresponding industries that connect producers with consumers. To date, over half of our 100 key target companies have made a tangible commitment or joined at least one of the roundtables we support to work on priority commodities. Our partners include 4 of the world's 10 largest retailers.

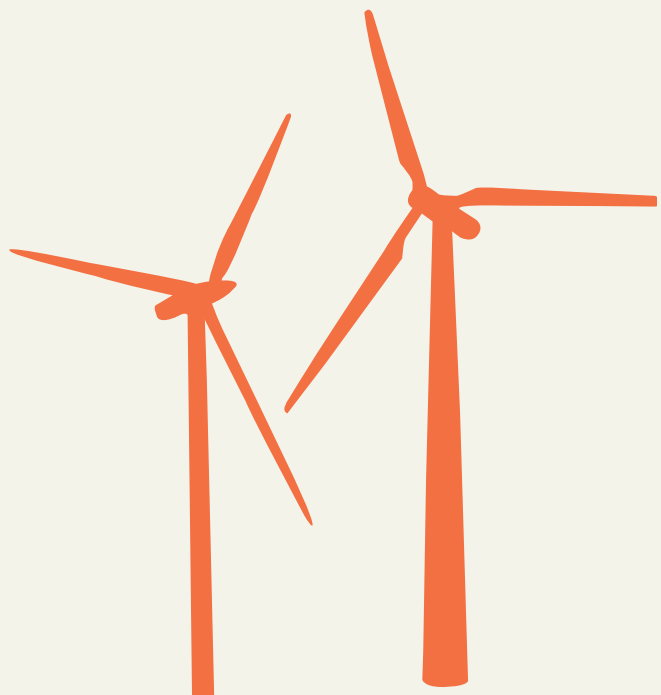
We've helped set up standards and certification systems that define and verify responsible production and best management practices. For example, 2011 saw the second harvest of 'better cotton', the first certified soy and sugarcane, new standards on aquaculture and biofuels, and certified sustainable palm oil capturing 11 per cent of the market.

In the future we hope that, much like electrical safety certification is a prerequisite for selling electrical appliances, certification to verify sustainable production practices will be necessary for market access. As a result, the commodities we depend on will be produced within the Earth's limits."

Helen van Hoeven
Director, Market Transformation Initiative / Zeist, Netherlands

OUR FOOTPRINT GOAL

BY 2050, HUMANITY'S GLOBAL FOOTPRINT STAYS WITHIN THE EARTH'S CAPACITY TO SUSTAIN LIFE AND THE NATURAL RESOURCES OF OUR PLANET ARE SHARED EQUITABLY.



© WWF-Canon



“Can we build a world where people live in harmony with nature? With China on board, we can. What happens here in the next few years will be crucial for the future of the planet.”

Shifting China

“China is the world’s second largest economy, and its size, rapid growth and international stature make it central to WWF’s mission. Worldwide, we are consuming more natural resources than the planet can provide. China’s choice of development path will make or break a global shift to sustainability.

We aim to shift the thinking of key Chinese actors, so that they can shift China’s development path to achieve economic targets in a sustainable way. We are striving to integrate ecological thinking into China’s main economic decisions – to the benefit of the country, as well as the countries where China invests, especially in Africa.

Our recommendations are already helping to shape policy at the highest level. China’s latest Five Year Plan – the key document guiding China’s economic development for the next five years – now specifically mentions the goal of ‘green development’, and we’re developing an indicator system to help measure this.

We’re also influencing China’s ‘going global’ policies, particularly its investment in African countries. That includes working with China’s largest banks – which have combined assets of more than US\$9 trillion – to help them build sustainability into their lending.

If China, which is home to one-fifth of the world’s population, becomes a leader in sustainable development, it will set an example for other emerging economies and the planet will be on track to decouple economic growth from depletion of natural resources.”

Li Lin

Leader, China for a Global Shift Initiative / Beijing, China

© WWF-Canon



“My job is to convince governments, businesses and individuals that there is another way forward, and get them to act. Everything that I say, do and write should contribute to this goal.”

Climate challenges

“Climate change, including temperature increases, extreme weather events and ocean acidification, threatens almost everything WWF holds dear. The science is straightforward and it shows we have an enormous, urgent challenge.

We need to get on track for a low-carbon future, with a significant shift by 2015. We’re pushing for more renewable energy and energy efficiency, including better energy access for the poor. We’re promoting lower carbon business models and practices. And we’re addressing the things that will make this happen – UN climate negotiations, laws and regulations, public and private finance.

There’s too much short-term thinking, particularly in the current financial crisis. But in 2011, we still saw countries including Australia, Denmark, Germany, Scotland and South Africa make big climate and energy commitments.

If we’re successful, then when WWF celebrates its 100th birthday, we’ll no longer worry about climate change and its threats to people, places and species. Oil spills and most kinds of air pollution will be a thing of the past. Everyone on the planet will have access to clean, safe and affordable energy – and there will still be space for nature.”

Sam Smith

Leader, Global Climate and Energy Initiative / Oslo, Norway

WORKING IN PARTNERSHIP

Lipstick – like ice cream, biscuits, crisps, soap and countless other products on our supermarket shelves – contains palm oil. And too much of that palm oil is grown on land that was once tropical rainforest.

We helped set up the Roundtable on Sustainable Palm Oil in 2004 by bringing together people from all parts of the industry to work together to reduce palm oil's negative impacts. Today around 11 per cent of palm oil on the market is certified as sustainable, meaning it hasn't contributed to deforestation.

Kayan Mentarang National Park, Borneo.



HELP SAVE THE LIPSTICK

PUBLIC SECTOR PARTNERSHIPS

How we're influencing policies to amplify our impact

Our partnerships with the public sector are fundamental to our mission. Public sector organizations, including national governments and multilateral institutions, set policies and provide a vital source of finance for large-scale conservation and sustainable development. We have partnerships with more than 30 key public finance institutions, and the number is growing.

WWF is engaging with these institutions at a strategic level to put the environment at the heart of their decision-making. This will help us do more than just access direct funding for our own projects: by influencing their wider policies and spending priorities, we can multiply the impact of our work many times over.

Our public sector partners

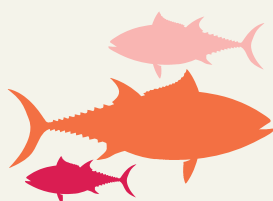
Bilateral agencies

Australia – AusAID
Austria – ADA
Canada – CIDA
Denmark – Danida
Finland – MoFA
France – AFD, FFEM
Germany – BMZ, BMU, KfW, GIZ
Japan – JICA
Netherlands – DGIS
New Zealand – NZAid
Norway – Norad
Sweden – Sida
Switzerland – SDC, SECO
United Kingdom – DFID, Defra
United States of America – USAID, USDA, DOS, USFWS, NOAA

Multilateral agencies

African Development Bank	Inter-American Development Bank
Asian Development Bank	UN Development Programme
European Commission – EuropeAid	UN Environment Programme
Global Environment Facility	The World Bank Group

**WWF AND ADB
WORK IN 4 LANDSCAPES:
BORNEO
MEKONG
HIMALAYAS
CORAL TRIANGLE**



**US\$189M
FUNDING FROM
MULTILATERAL
INSTITUTIONS FOR
TUNA FISHERIES
AND HIGH SEAS
CONSERVATION**

Partnerships in action

Environmental safeguards in crucial landscapes

Over 10 years, we've built a strong partnership with the **Asian Development Bank (ADB)**, working together to put environmental sustainability at the heart of development policy and practice. With WWF's input, the ADB has made the environment a central part of its strategy, and attaches strong environmental safeguards to all the projects it invests in. In the field, we work together in four contrasting landscapes: the tropical forests of Borneo, the reefs and coastlines of the Coral Triangle, the Greater Mekong river basin and the mountains of the Himalayas. As well as being among the most important areas for biodiversity on the planet, these ecosystems are crucial to the livelihoods of hundreds of millions of people.

Sustainable development in Africa

This year we signed a Memorandum of Understanding with the **African Development Bank (AfDB)**, the most important source of finance for development projects across the continent. We'll be working closely on promoting sustainable development and green economies, and especially on protecting biodiversity and ecosystems, and combating and adapting to climate change in Africa. We aim to strengthen cooperation between countries and with non-governmental organizations to promote sustainability through sharing knowledge and expertise, and foster collaboration on issues such as energy and water resource management.

Unlocking millions for conservation

To bring our ambitious conservation initiatives up to scale, we need to leverage co-finance from many sources. In November 2011, the **Global Environment Facility (GEF)** endorsed two of our major programmes. The GEF will contribute more than US\$45 million to a project to improve tuna fisheries management and biodiversity conservation on the open ocean in areas beyond national jurisdiction. This will be matched by another US\$144 million from other multilateral institutions, the UN Food and Agriculture Organization, foundations and private sources. The GEF is also putting US\$20 million toward a US\$150 million programme, co-funded by the ADB and other partners, for conserving biodiversity and forests across the Greater Mekong region.

Debt-for-nature in Borneo

Along with The Nature Conservancy, we brokered a major debt-for-nature deal between the **governments of Indonesia and the US** that will provide US\$28.5 million for conservation in the Heart of Borneo. We devised the concept of debt-for-nature swaps – which allow developing countries to reduce their foreign debt by investing in conservation projects – in the 1980s. This deal, one of the biggest yet, will support Borneo's green economy while helping to conserve vital areas of tropical forest. It also provides a model for future REDD+ projects, which involve paying developing countries for reducing emissions from deforestation and forest degradation, protecting biodiversity and supporting sustainable livelihoods.

CORPORATE PARTNERSHIPS

Why our corporate engagement means no more business as usual

From carbon emissions to water use to deforestation, businesses have a huge impact on our planet. But they also have the ability to innovate, the influence to solve some of the world's most pressing issues and the scope

to make positive changes happen on a massive scale. To achieve our mission, it's imperative for us to engage with the private sector – to guide companies that want to do the right thing, persuade others that they need to change their practices, and work together to find solutions that really make a difference.

Our strategic partnerships are helping some of the world's leading businesses to reduce their ecological footprint and have a positive effect on the environment – an effect that is multiplied as these businesses influence their suppliers and competitors, their customers and employees. We're showing that businesses can succeed by working in harmony with nature. By doing so, we aim to transform whole sectors, promote new business models and ways of thinking, and make a large-scale, long-term difference to the places and issues we care about most.

These are some of the areas where our work with businesses is having a crucial impact:

RULES OF ENGAGEMENT

- ▶ TRANSPARENT RELATIONSHIPS
- ▶ CONSTRUCTIVE AND FOCUSED ON SOLUTIONS
- ▶ COLLABORATIVE BUT CHALLENGING
- ▶ THE RIGHT TO DISAGREE
- ▶ MEASURABLE RESULTS AND REAL CONSERVATION BENEFITS

Shifting to sustainability

Thanks to the Forest Stewardship Council, more than 130 million hectares of forests are managed responsibly. Around one-eighth of the seafood we eat now comes from sustainable sources certified by the Marine Stewardship Council. Certified sustainable palm oil – unheard of just a few years ago – now makes up 11 per cent of the global market.

We want to grow these markets further, and have brought businesses, scientists and civil society organizations together to develop similar principles for other key commodities like soy, sugar, beef and cotton. But large-scale changes on the ground will only happen when businesses take action – by shifting purchasing to sustainable supplies and investing in helping producers move to sustainable production.

How our partners are helping

IKEA has worked with us since 2002 to support a transformation to more sustainable practices. During 2011, IKEA increased its supply of “better cotton” from farmers following the requirements of the Better Cotton Initiative (BCI), significantly reducing its use of water, chemical fertilizers and pesticides. Our joint forest projects have improved rules and regulations in countries including Bulgaria, Lithuania and Russia, leading to responsible forest management. We've also worked together to develop tools, methods and models to reduce greenhouse gas emissions in IKEA operations and in society as a whole.

Procter & Gamble (P&G) is the world's largest consumer goods company, so their actions have a big influence on the ground, within the industry and throughout their supply chain. We launched a three-year partnership in September 2010 that will advance their sustainability goals and our conservation mission. We're focusing on forestry procurement practices and palm oil sourcing, as well as the use of renewable materials in products and packaging, energy use and water consumption. P&G is also providing support for our on-the-ground conservation projects.



How can the financial sector create incentives for more sustainable business practices in food and agriculture?

Rabobank is the world's largest agricultural financier. Our global partnership, signed in March 2011, will show how the financial sector can create the right incentives for more sustainable business practices in food and agriculture. We'll be setting up projects focusing on yield improvement and increased production efficiency (reducing the use of raw materials, energy and water). These projects will demonstrate that sustainable enterprise within our planet's limits genuinely produces added economic and social value.

We've worked with **The Coca-Cola Company** since 2007 in a global partnership to conserve fresh water, reduce climate impacts, improve efficiencies, and promote sustainable agriculture. As well as improving business practices, our partnership has helped achieve conservation successes around the world. As just one example, in 2011, the partnership helped to launch Bonsucro, a global sustainability standard for sugarcane, one of our priority commodities.

Nokia has been a strong partner in our freshwater work, and we've helped them to develop a water strategy and reduce the company's water footprint. Nokia was one of the pilot companies for our new Water Risk filter, an online tool which helps companies quantify and deal with water risks.

Reducing impacts

Smart businesses understand that reducing their footprint – whether by cutting energy use, using water more efficiently or reducing packaging – makes business sense. We work with many companies nationally and internationally to help them understand their impact and take steps to address it.

The businesses in our Climate Savers programme, for example, have collectively decreased their CO₂ emissions by more than 50 million tonnes – equivalent to the annual emissions of a country like Switzerland. As well as saving themselves millions of dollars, they're demonstrating to industry and governments that going green isn't a constraint but an opportunity.

How our partners are helping

Lafarge has been a partner for over 10 years, during which time it has cut its CO₂ emissions per tonne of cement produced by a fifth. The company has now committed to ambitious new targets by 2020, which include a roadmap on renewable energy. We're working together on a wide array of other issues – including biodiversity quarry rehabilitation, promoting sustainable building solutions, reducing water use at plants around the world and cutting emissions of persistent pollutants from its highest emitting plants.

Financing conservation

Funding from corporate partners enables us to carry out vital conservation projects all over the world.

How our partners are helping

Chopard is a major supporter of our Tigers Alive Initiative, which aims to double the number of tigers in the wild by 2022. The three-year sponsorship partnership, initiated in 2010, is an extension of the company's commitment to improving its overall environmental footprint. As part of this, Chopard has signed up to the Responsible Jewellery Council, which promotes socially and environmentally responsible practices across the jewellery industry.



**CHOPARD'S
SPONSORSHIP WILL
HELP US DOUBLE TIGER
NUMBERS BY 2022**

50
THREATENED SPECIES
BENEFIT FROM OUR
PARTNERSHIP
WITH HSBC

For five years, we've been working with **HSBC** on a global freshwater and climate change programme. It focuses on four major river basins – the Amazon, Ganges, Yangtze and Thames. Innovative approaches to conservation have helped make them more resilient to the impacts of climate change, benefiting over 50 threatened species and 32 million people who rely on these rivers for their livelihoods.

Nokia has been one of the main supporters of our forest conservation activities during the International Year of Forests. Nokia also continues to support various other conservation projects, including our work in the Himalayas. During 2011, Nokia has offered WWF-branded mobile apps and wallpapers to its users, which have been downloaded more than 5 million times.

With power and automation technology experts **ABB** we're bringing off-grid access to renewable energy to local communities in four countries in Africa and Asia.

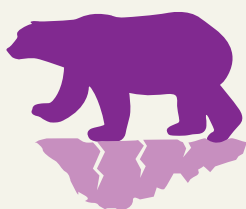
Panasonic has supported two of our ecosystem conservation projects, in the Arctic and the Yellow Sea.

Catalyzing change

Businesses play a huge role in spreading our message – educating and communicating with customers, changing the behaviour of staff and suppliers, influencing their competitors. We promote fresh thinking on environmental issues through our strategic partnerships and by participating in events like the B4E Business for the Environment Summits.

We've also teamed up with leading business schools such as **IMD** to offer sustainability courses for managers through our One Planet Leaders programme (www.oneplanetleaders.org), and **Exeter University** to offer a One Planet MBA (www.business-school.exeter.ac.uk/mba).

How our partners are helping



Canon and Coca-Cola
are supporting polar
bear conservation
projects

The imaging company **Canon Europe** became our first conservation partner in 1998. Since then, Canon has been helping us communicate our work through the power of images by supporting the development of our global online photo library. In the Arctic, the WWF-Canon Polar Bear Tracker project has enabled us to assess how climate change is affecting the bears' habitat while the Canon Kids' Zone website engages and educates children about global warming by showing its increasing effects on the bears' habitat and behaviour.

We've been promoting polar bear conservation with **The Coca-Cola Company** through a cause campaign in the US and Canada called Arctic Home. With green search engine **Ecosia** we've been raising awareness of the plight of the Amazon, and we've been working with **Nokia Siemens Networks** on strengthening environmental awareness among employees.

Ogilvy Advertising, one of the world's largest communications agencies, has provided us with free support for over three decades. Their creativity has helped make WWF one of the world's leading brands and attract worldwide public support. This year Ogilvy developed our worldwide 50th anniversary campaign, which included an interactive website, press, outdoor and TV, building awareness of what we do and what we need to do in the future. Media agency **Mindshare**, part of the same group, also supported our 50th campaign, getting us free coverage worth millions in international media including CNN, *Fortune Magazine*, *Vogue* and *National Geographic*.

Read more: wwf.panda.org/business

HELP SAVE THE FRIDGE

© Wild Wonders of Europe / Ole Jørgen Liodden / WWF

WWF 50th anniversary advert

Power-hungry appliances like fridges are fuelling climate change – melting sea ice is just one visible consequence. We want to see energy produced cleanly and used efficiently.
Spitzbergen, Norway.

OUR DONORS Investing for a sustainable future

Campaign for a Living Planet

US\$20M
BY JUNE 2011,
US\$20M HAD BEEN
PLEGGED TO OUR
CAMPAIGN FOR A
LIVING PLANET

To step up our conservation efforts, we have to step up our funding. The Campaign for a Living Planet continues to be the focus of our fundraising efforts. We aim to raise US\$100 million over five years toward our 13 Global Initiatives. This will allow us to achieve major conservation successes which, we believe, will catalyze change on an even greater scale.

By June 2011, pledges had reached over US\$20 million, with several new partners joining the campaign. We are very grateful to the chair of the Campaign for a Living Planet Steering Committee, **André Hoffmann**, for his inspiring leadership gift, and to other members of the committee who have shown their early support through their own leadership gifts.

In particular we would like to thank the following individuals who are helping us achieve the ambitious targets of our Global Initiatives through their generous gifts to the campaign. Their critical core support to WWF International is invaluable:

Philippe Bertherat
Miel de Botton
Sergi Ferrer-Salat
Kristian Parker

Panda Ball 2011

As part of our 50th anniversary celebrations, we held a special edition of the Panda Ball in Geneva under the High Patronage of HSH Prince Albert II of Monaco. Organized with the generous support of Chopard, the gala evening also celebrated the UN International Year of Forests and raised funds for our core species programme and the Campaign for a Living Planet. We would like to thank our sponsors, auction donors and bidders and all our guests for making this event such a memorable success.

Foundations

Our partnerships with foundations are the bedrock of our work. We're grateful once again to the following for supporting our conservation projects around the world:

Mario and Paula Frering support WWF's work to promote sustainable fishing and improve the EU Common Fisheries Policy. As part of our Smart Fishing Initiative, they are also helping us to reduce bycatch and have contributed to our bluefin tuna tagging programme in the Mediterranean.

GoodPlanet continues to support the work of our Holistic Conservation Programme for Forests in Madagascar, which is closely linked to our Forest and Climate Initiative. By reducing deforestation and forest degradation, it aims to reduce greenhouse gas emissions, improve the livelihoods of local communities and preserve Madagascar's unique biodiversity.

Grupo Promociones Habitat supports our programme to protect and restore wildlife in the Srepok Wilderness Area in northeast Cambodia, developing ecotourism and helping local communities to properly manage their own natural resources.

The Hans Wilsdorf Foundation has continued to help us ensure the survival of western lowland gorillas and central chimpanzees in Cameroon by supporting our project to promote sustainable development opportunities such as ecotourism.



The Luc Hoffmann Institute will mobilize world-class thinking in conservation science, policy and practice

Fondation Hoffmann is providing crucial support to our Campaign for a Living Planet, which is taking our conservation work to unprecedented levels through our Global Initiatives. The foundation's support to the campaign is central to creating transformational changes to protect biodiversity and reduce humanity's footprint.

Our invaluable partnership with the **MAVA Foundation** continues to play a central role in helping us meet our conservation goals. MAVA is funding WWF projects across the globe that enable us to create protected areas, conserve water resources and preserve species and biodiversity. By supporting the Campaign for a Living Planet, MAVA also enables WWF International to improve leadership and scale-up the activities and effectiveness of the WWF network. MAVA's founding commitment of CHF20 million over 10 years for the Luc Hoffmann Institute will enable us to mobilize world-class thinking in science, policy and practice to help deliver the ambitious objectives of our Global Initiatives.

Fondation Montagu supports our work to save the blue whale and other key marine species through the creation of new marine protected areas in Chile, preserving the region's unique biodiversity and marine ecosystems.

Oak Foundation continues to provide funding for our work to promote sustainable fisheries in Europe and stop harmful fishing subsidies in emerging economies. The foundation also supports our Arctic and Climate and Energy Initiatives, helping us to protect the natural world from the impacts of climate change. Oak Foundation contributes to our youth volunteer programme Explore! and helps us effectively monitor the finances and impact of our conservation programmes.



FOUNDATIONS ARE
HELPING US REFORM
FISHERIES

Through our partnership with the **Prince Albert II of Monaco Foundation** we continue to protect the Mediterranean bluefin tuna, working toward a high-seas tuna sanctuary and a labelling system for sustainably sourced tuna. The foundation also supports our work to create a new marine protected area and an environmental education programme in Madagascar.

Our new partnership with **Fondation Salvia** provides support to the WWF Explore! youth volunteer programme. This enables a number of carefully selected, motivated students or graduates from different countries to participate in WWF projects in our field offices worldwide and at the WWF International Secretariat.

We continue to work with **Fondation Segré** to protect gorillas, chimpanzees and other wildlife in Cameroon's Campo Ma'an National Park. The foundation also supports our Smart Gear competition for developing fishing gear that reduces bycatch, a major threat to marine ecosystems.

The Tubney Charitable Trust supports our Smart Fishing Initiative, and our efforts to improve policies and reform commercial marine fisheries toward long-term sustainability.

UEFA has continued to collaborate with WWF for Earth Hour, while also supporting our Climate and Energy Initiative and our efforts to achieve a just, effective and science-based global climate agreement.

Fondazione Zegna is supporting our work in Qinling, China – home of the giant panda – to establish a model for nature reserves combining conservation and economic development.

**Many thanks to
all our major supporters**

We would also like to thank:

- Audemars Piguet Foundation
- BLUE Marine Foundation
- Luc Hoffmann
- F. Hoffmann-La Roche Ltd.
- HRH Prince Robert de Luxembourg
- Manotel Hotel Group
- Pierre-André Maus
- Christopher Mouravieff-Apostol
- Patrick Odier
- Maral Oskanian
- Christopher Parker
- Jaime Ortiz-Patiño
- The family of Jade Peduzzi
- Von Duhn Stiftung

Thank you also to the members of **The 1001: A Nature Trust** for their loyalty and support and to all those donors who prefer to remain anonymous.

**Campaign for a
Living Planet
Steering Committee**

We thank our Campaign for a Living Planet Steering Committee for their leadership and support:

Chair

André Hoffmann

Members

Philippe Bertherat

Mario Frering

Alejandra Moore Mayorga

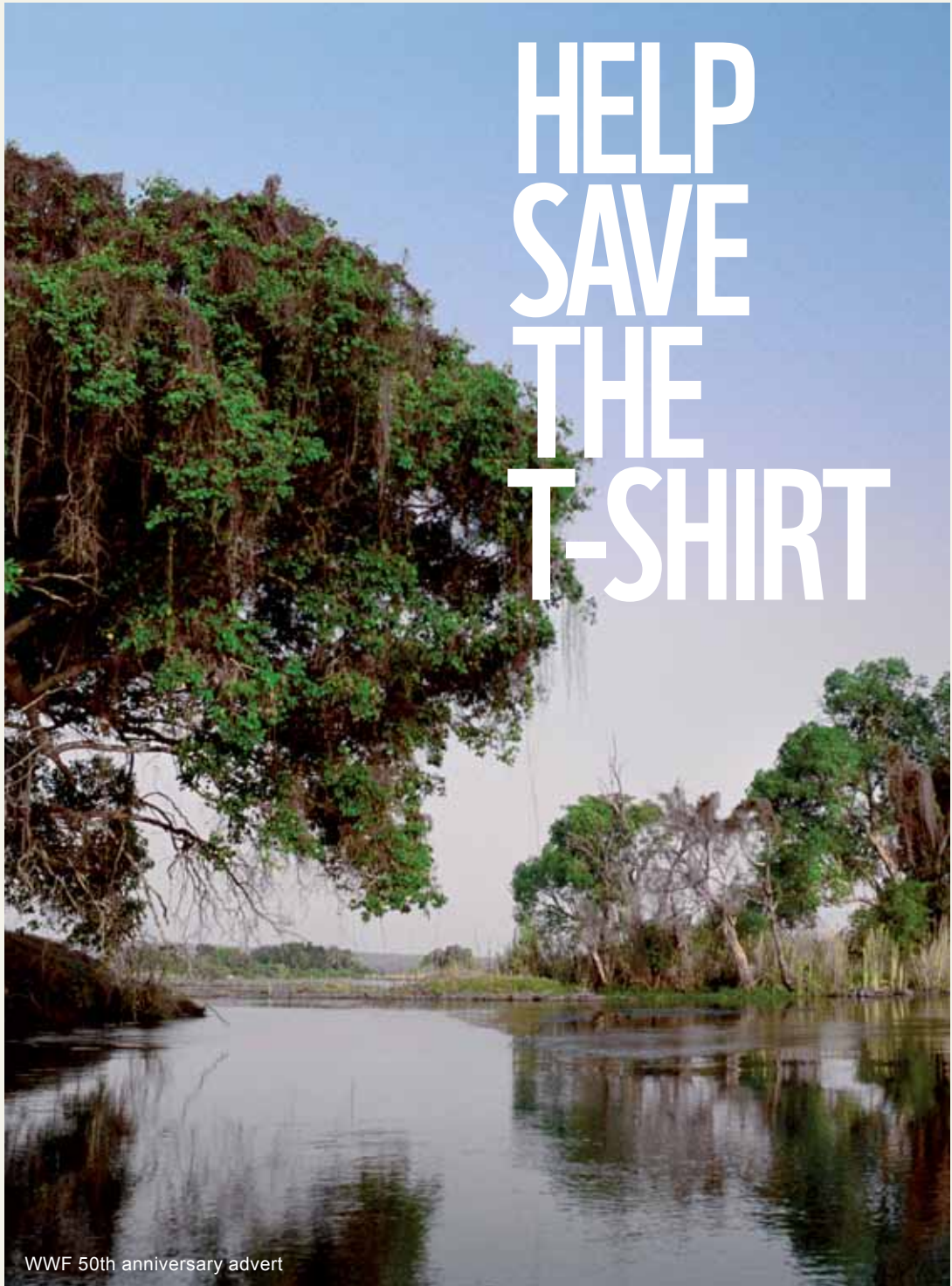
Kristian Parker

Guillaume Taylor

**Leaving a
lasting legacy**

Thank you to everyone who has chosen to remember our work in their will. By leaving a legacy to WWF, you'll be helping to pass on a healthy planet to future generations.

Finally, thanks to all of you who support us in whatever way you can.



It can take 20,000 litres of water to grow the cotton for a single T-shirt. We're supporting better ways of growing crops like cotton and managing freshwater resources, for the sake of the people and wildlife that depend on them.
Zambezi river, Zimbabwe.

FINANCIALS

WWF International: Income and Expenditure two-year summary 2010 and 2011	Financial year*	2010**	2011	2011
		(CHF'000)	(CHF'000)	(EUR'000***)
	Operating income			
	WWF National Organizations	97,300	91,959	70,847
	Individuals	1,200	2,159	1,663
	Legacies and bequests ⁽¹⁾	12,892	1	1
	Corporations	11,900	8,979	6,917
	Trusts and foundations	16,032	17,045	13,132
	Governments and aid agencies	53,594	52,266	40,266
	Royalties	1,040	1,260	971
	Financial income / (loss) – net	(2,042)	1,825	1,406
	Other	1,467	1,542	1,188
	Total	193,383	177,036	136,391
	Operating expenditure			
	Conservation programmes	153,542	135,428	104,336
	Conservation policy and awareness			
	– Conservation policy	9,688	8,334	6,421
	– Awareness	6,790	6,417	4,944
	Network support and people development	4,879	4,063	3,130
	Network fundraising capacity building ⁽²⁾	506	6,001	4,623
	Fundraising	3,854	3,961	3,051
	Finance and administration	6,146	5,870	4,522
	Fixed asset expenditure	548	501	386
	Total	185,953	170,575	131,413
	Operating surplus	7,430	6,461	4,978
Non-operating items	Donations to endowment funds	65	701	540
	Surplus after non-operating items	7,495	7,162	5,518

*Financial years cover the period 1 July to 30 June

**Restated

***Average EUR exchange rate for the year: CHF 1.298 = EUR 1

Notes to the accounts

1. Legacies and bequests

An exceptional legacy of CHF12.2 million was received in 2010.

2. Network fundraising capacity building

Expenditure in 2011 includes CHF3.3 million of payments made in prior years, previously classified as long-term receivables.

**WWF International:
Balance Sheet two-year
summary 2010 and 2011**

Financial year*	2010**	2011	2011
	(CHF'000)	(CHF'000)	(EUR'000***)
Assets			
Current assets			
– Cash	56,204	55,188	46,044
– Short-term bank deposits	3,074	2,535	2,115
– Marketable securities ⁽¹⁾	22,139	26,136	21,806
– Recoverable taxes and other items	11,479	9,550	7,967
Long-term receivables	3,276	0	0
Fixed assets ⁽²⁾	9,213	9,588	7,999
Total	105,385	102,997	85,931
Liabilities and funds			
Accounts payable & accrued expenses	24,266	21,517	17,951
Mortgage payable ⁽³⁾	1,905	1,740	1,452
Operating funds ⁽⁴⁾	64,044	61,765	51,531
Capital and endowment ⁽⁵⁾	15,170	17,975	14,997
Total	105,385	102,997	85,931

*Financial years cover the period 1 July to 30 June

**Restated

***Exchange rate CHF 1.1986 = EUR 1, as at 30 June 2011

Notes to the accounts

1. Marketable securities

At the end of the financial year, cash and short-term deposits comprised 69 per cent of total cash, bank deposits and marketable securities, compared to 73 per cent a year ago.

2. Fixed assets

Fixed asset purchases of land, buildings, building renovation, building equipment, software and IT equipment in Gland exceeding CHF50,000 are capitalized and depreciated as appropriate.

3. Mortgage payable

Mortgage payable refers to the bank loan for the purchase and renovation of the pavilion in Gland.

4. Operating funds

Operating funds are those funds available for expenditure on conservation, awareness and public policy, National Organization support, direct fundraising, administration and finance, and fixed asset expenditure.

5. Capital and endowment

Includes The 1001: A Nature Trust, a trust fund built up through individual membership contributions; the Sigvaldason Fund, a legacy from the late Mrs Gerda Sigvaldason; the Endowment Fund built up primarily from the proceeds of the WWF 25th Anniversary Coin Collection programme; the Prince Bernhard Scholarship Fund for Nature Conservation, the income from which will be used to achieve conservation worldwide, including to help build conservation capacity, provide training and scholarships, etc; and statutory capital of CHF20,000, representing the initial capital of WWF.

Audited financial statements
are available on request.

WWF Network: Income and Expenditure* two-year summary 2010 and 2011	Financial year**	2010	2011
		(EUR'000)	(EUR'000)
	Operating income		
	Individuals		
	– Individuals ⁽¹⁾	242,078	259,325
	– Legacies and bequests	56,940	42,627
	Other donated income		
	– Corporations	56,030	59,284
	– Trusts and foundations	31,595	35,170
	– Governments and aid agencies	88,919	107,598
	– Others	6,175	7,726
	Earned income		
	– Royalties	15,560	17,396
	– Financial income - net	26,006	43,097
	– Trading net income	1,660	2,307
	Total	524,963	574,530
	Operating expenditure		
	Conservation		
	– Programme ⁽²⁾	272,770	306,097
	– Conservation policy	22,538	26,442
	– Education	15,049	16,462
	– Awareness	51,105	58,663
	– TRAFFIC ⁽³⁾	2,791	3,482
	Fundraising	91,290	99,856
	Finance and administration	38,773	44,582
	Total	494,316	555,584
	Surplus to support current and future projects	30,647	18,946

*The figures given show total WWF Network income and expenditure but do not represent consolidated accounts. The network includes WWF International and its Programme Offices, and all the WWF National Organizations and their Programme Offices.

**Financial years cover the period 1 July to 30 June for WWF International and all National Organizations except: WWF-India (1 April to 31 March); WWF-Hungary, WWF-Italy, WWF-Norway, WWF-Spain and WWF-Turkey (1 January to 31 December, preceding year).

Notes to the accounts

1. Individuals

Monies received from WWF individual supporters, including regular membership dues and fundraising activities.

2. Programme

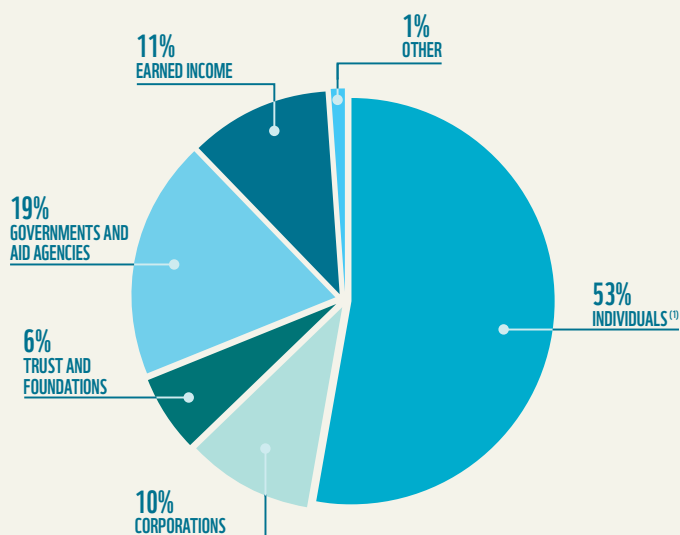
Costs of WWF Network global conservation programme.

3. TRAFFIC

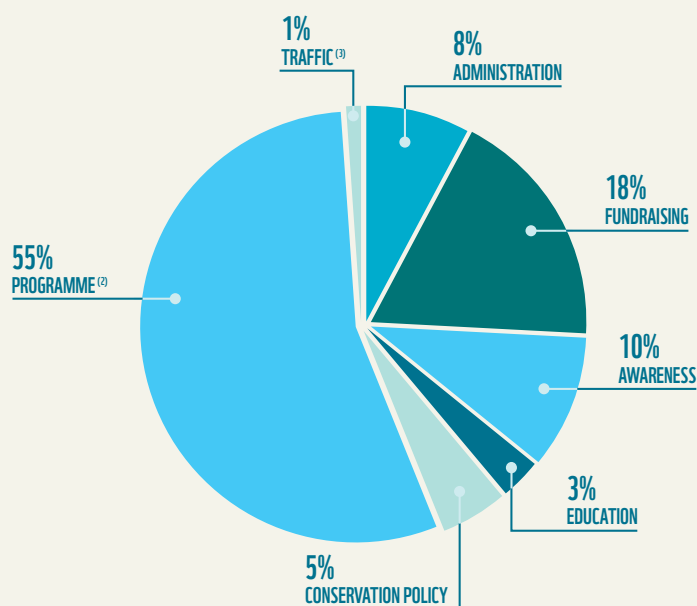
The TRAFFIC (Trade Record Analysis of Flora and Fauna In Commerce) Network is the world's largest wildlife trade monitoring programme and is a joint programme of WWF and IUCN – The World Conservation Union.

WWF Network: Income and Expenditure 2011

INCOME EUR575 MILLION



EXPENDITURE EUR556 MILLION



WWF International

Income and expenditure both decreased by 8 per cent, due to exceptional legacy income in the prior period and a streamlining of operations and their funding.

WWF Network

The total WWF Network income grew by EUR50m to EUR575m, an increase of more than 9 per cent, largely driven by increases in income from government and aid agencies and investments. Revenue from individuals increased by 7 per cent and from corporations by 6 per cent although these increases were partially offset by a 25 per cent decrease in income from legacies and bequests.

The network's conservation activities continued to grow during the year at a slightly faster rate than income, still resulting in a surplus of EUR19m which will be used to fund our ongoing projects and programmes and help us reach our conservation targets.

Peter Dickinson, Director of Finance and Administration, WWF International

HELP SAVE THE LAPTOP

WWF 50th anniversary advert

Most laptops are made in China's Yangtze river basin, but the region's natural resources can no longer cope with demand. We're working with the Chinese government on a sustainable development model for the area.
Dongting Lake, Hunan Province, China.

WWF INTERNATIONAL DIRECTORS*

*As at March 2012

Director General	Mr Jim Leape	
Director General's Office	Dr Christopher Hails	– Network Relations
	Ms Pascale Moehrle	– Executive Affairs
Conservation	Mr Lasse Gustavsson	– Executive Director
	Ms Tiffany Becker	– Programme Office Performance and Development
	Ms Susan Brown	– Global and Regional Policy
	Dr Carlos Drews	– Species
	Dr Timothy Geer	– Public Sector Partnerships
	Dr Lifeng Li	– Freshwater
	Mr Tony Long	– European Policy Office
	Dr Isabelle Louis	– Asia/Pacific
	Mr Gary Miller	– Europe and Middle East
	Dr Georg Schwede	– Programme Office Management
	Mr Laurent Somé	– Partnership/Development Africa
	Dr Peter James Stephenson	– Conservation Strategy and Performance
	Mr John Tanzer	– Marine
	Mr Rodney Taylor	– Forests
	Dr Roberto Troya	– Latin America and Caribbean
Communications and marketing	Mr Sudhanshu Sarronwala	– Executive Director
	Ms Danielle Chidlow	– Brand Strategy
	Mr Richard McLellan	– Conservation Communications
	Mr Oscar Soria	– External and Media Relations
Operations	Ms Judy Slatyer	– Chief Operating Officer
	Mr Pratik Bhatnagar	– Performance and Evolution
	Ms Maria Boulos	– Corporate Relations
	Mr Peter Dickinson	– Finance and Administration
	Ms Linda Humphrey	– Global ICT
	Mr Christopher Hutton	– People and Organization Development
	Mr Jean-Paul Jeanrenaud	– One Planet Leaders
Development	Ms Carol Monoyios	– Development
	Mr Jean-Paul Paddock	– International Business Development
Living Planet Fund Management Company	Mr Chiew Y. Chong	
Legal Advisor	Mr Michael Rogers OBE	

WWF INTERNATIONAL BOARD OF TRUSTEES 2011

President

Ms Yolanda Kakabadse (Ecuador)

Vice-President

Mr André Hoffmann (Switzerland)

Treasurer

Mr Markus Joytak Shaw (Hong Kong)

Trustees

Mr Antony Burgmans (The Netherlands)

Ms Cheryl Carolus (South Africa)

Mr Nitin Desai (India)

Prof Tim Flannery (Australia)

Prof Calestous Juma (Kenya)

Prof Dame Alison Richard (United Kingdom)

Mr Roger Sant (United States)

Mr Vince Perez (Philippines)

Mr Ed Smith (United Kingdom)

Mr Alvaro de Souza (Brazil)

President Emeritus

HRH The Duke of Edinburgh

Vice-Presidents Emeriti

S. Babar Ali (Pakistan)

Chief Emeka Anyaoku (Nigeria)

Dr Luc Hoffmann (Switzerland)

The Hon. Mrs Sara Morrison (United Kingdom)

THE WWF NETWORK*

WWF Offices

Armenia	Honduras	South Africa
Azerbaijan	Hong Kong	Spain
Australia	Hungary	Suriname
Austria	India	Sweden
Belgium	Indonesia	Switzerland
Belize	Italy	Tanzania
Bhutan	Japan	Thailand
Bolivia	Kenya	Tunisia
Brazil	Laos	Turkey
Bulgaria	Madagascar	Uganda
Cambodia	Malaysia	United Arab Emirates
Cameroon	Mauritania	United Kingdom
Canada	Mexico	United States of America
Central African Republic	Mongolia	Vietnam
Chile	Mozambique	Zambia
China	Namibia	Zimbabwe
Colombia	Nepal	
Costa Rica	Netherlands	WWF Associates
D.R. of Congo	New Zealand	Fundación Vida Silvestre (Argentina)
Denmark	Norway	Fundación Natura (Ecuador)
Ecuador	Pakistan	Pasaules Dabas Fonds (Latvia)
Finland	Panama	Nigerian Conservation Foundation (Nigeria)
Fiji	Papua New Guinea	
France	Paraguay	
Gabon	Peru	
Gambia	Philippines	
Georgia	Poland	
Germany	Romania	
Ghana	Russia	
Greece	Senegal	
Guatemala	Singapore	
Guyana	Solomon Islands	

*As at December 2011

WWF in numbers

1961

WWF was founded in 1961

+100

WWF is in over 100 countries,
on 6 continents

+5M

WWF has over 5 million
supporters

+5,000

WWF has over 5,000
staff worldwide

100%
RECYCLED



Canon

This annual review was printed by Canon Europe on FSC paper, to reduce the environmental impact. Several images used in this review were taken from the WWF-Canon Global Photo Network. Canon Europe has worked in partnership with WWF since 1998, providing funding and in-kind support, with a shared vision of raising awareness of environmental issues and advancing conservation.



Why we are here

To stop the degradation of the planet's natural environment and
to build a future in which humans live in harmony with nature.

panda.org

© 1986 Panda symbol WWF – World Wide Fund For Nature (Formerly World Wildlife Fund)
® "WWF" is a WWF Registered Trademark. WWF, Avenue du Mont-Blanc, 1196 Gland, Switzerland
Tel. +41 22 364 9111 Fax +41 22 364 0332. For contact details and further information,
please visit our international website at www.panda.org