



PEOPLE NEEDED NATURE

2014 ANNUAL REPORT

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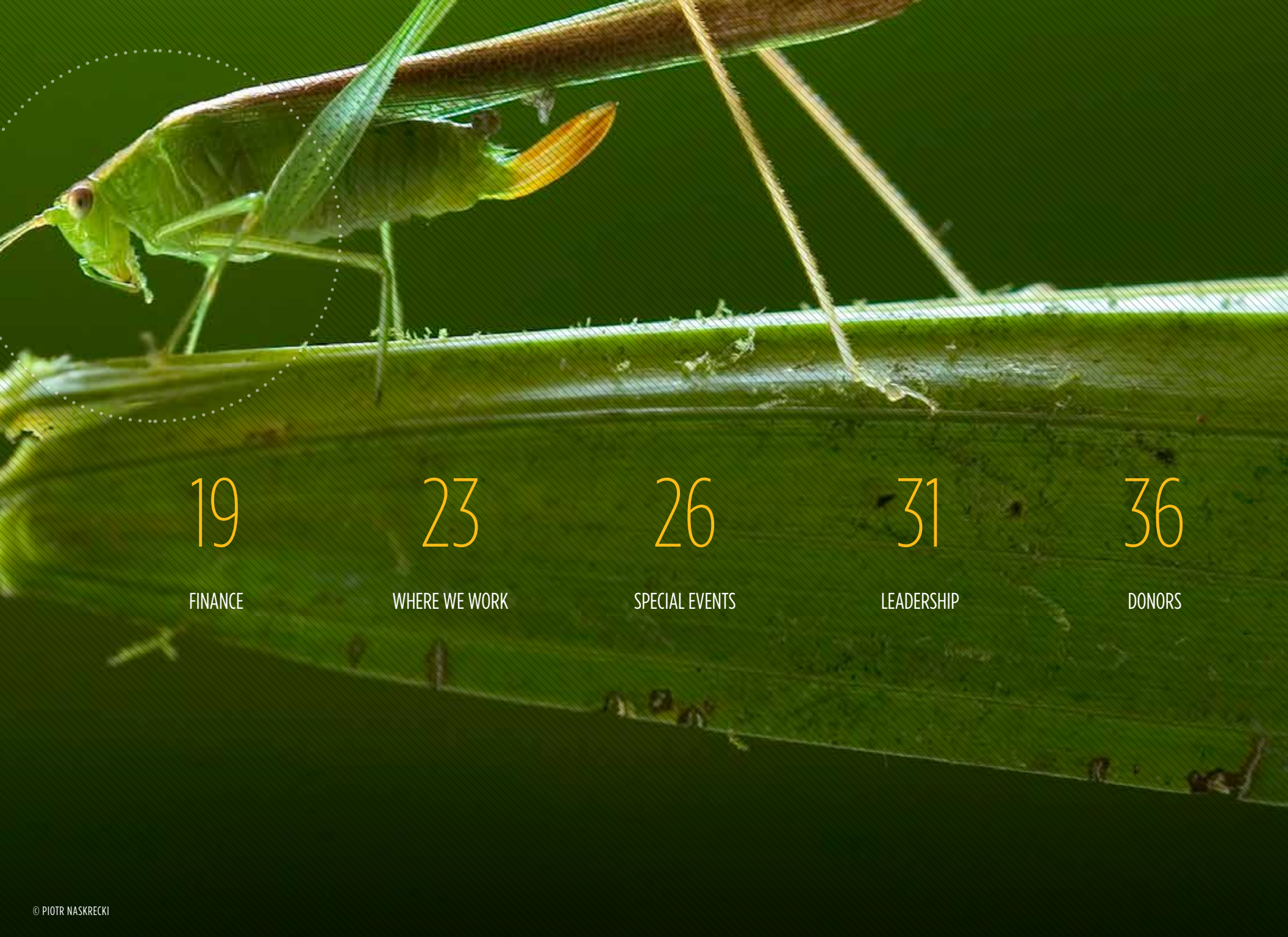
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LETTER FROM OUR CEO

REFLECTIONS ON A YEAR OF ACHIEVEMENTS AND REMINDERS OF THE URGENCY TO CONSERVE NATURE'S BOUNTY

Dear friends,

The 1,000 people working for Conservation International (CI) in over 30 countries are realists. We work with governments, businesses and communities.

We observe what is actually occurring—and what we see underscores that the interconnection of climate change and ecosystem destruction poses real and present dangers.

The security and prosperity of hundreds of millions of people across this beautiful planet are exposed to the devastating threats caused by the erosion of ecological vitality: water and food shortages, extreme weather events, exposure to disease and loss of livelihoods. In response to this global pandemic, our commitment is to build and to support local, national and international breakthroughs in securing nature for the health and well-being of humanity. Our commitment is to act with urgency to conserve nature's bounty.

On the following pages, you will find illustrations of how we are responding to this challenge and the encouraging results that our approach—founded on partnerships—is having. You will read about our collaboration with Starbucks to transform how coffee is produced. If Starbucks can source coffee sustainably, can we lead the entire coffee industry to do the same? We are committed to doing so. If coffee is produced sustainably, why not other commodities, such as palm oil or soy or tuna? We think this can be done. These are the types of questions that continue to drive us at CI as we scan the business landscape looking for where we can leverage the power of the private sector.

Working with the business community is only one part of how we get results. Good governance and enlightened policy are essential if we are to find a sustainable development path. CI engages with governments around the world as a

“While our successes confirm our belief in the path we have taken, we are continually reminded of the need to think and act bigger. That spirit is what gives me such pride in the people of CI—our staff, our Board, our friends and our families across the world.”

PETER SELIGMANN

trusted advisor on policies affecting natural capital. You will read in this report about the Pacific Oceanscape, a vision spearheaded by President of the Republic of Kiribati and CI Board member Anote Tong, to galvanize a joint conservation commitment of 23 Pacific nations and territories to sustainably manage an area of ocean the size of the moon's surface. With strong support from CI, these countries have set aside protected areas of historic size to begin making the Pacific Oceanscape a reality.

While this has been a year of breakthroughs, events also occurred that underscore the urgency of our work. In November 2013, Typhoon Haiyan struck the Philippines with crushing force. The losses to life and property were heart rending. Scientists have predicted that the warming of the climate and rising sea levels may intensify the impacts of these types of storms and erode the resilience of ecosystems. Tragedies like this strengthen our resolve to protect the forests, coral reefs and other ecosystems that will enable all of us to adapt to a changing climate.

While our successes confirm our belief in the path we have taken, we are continually reminded of the need to think and act bigger. That spirit is what gives me such pride in the people of CI—our staff, our Board, our friends and our families across the world. As Nelson Mandela, whose passing we mourned in December 2013, famously said, “There is no passion to be found in playing small.” Together we are making a very big play—a play for our very future on this ever-astonishing planet. Your passion makes this big play possible. Thank you.

Regards,
Peter

Peter Seligmann



A photograph of four people with backpacks walking across a rocky river in a forest. The scene is lush with green vegetation. A large yellow circle is overlaid on the right side of the image, containing the title and two paragraphs of text.

HIGHLIGHTS OF OUR YEAR

The following pages showcase some of our greatest achievements this past fiscal year (July 2013 – June 2014).

From protecting manta rays in Indonesia to improving livelihoods in Bolivia, we made significant strides around the globe to protect nature and all it provides.



CELEBRATING 10 YEARS OF SEASCAPES

- 1 The seascapes approach celebrated 10 years of impact in 129 marine protected areas and the surrounding waters of four regions. Working with 150 partners, CI has helped place 5.3 million hectares (13 million acres) under new protection.



SCALING UP FOREST PROTECTION IN PERU

- 2 USAID awarded CI a US\$ 3.5 million, three-year grant for a Sustainable Landscapes Partnership (SLP) in Peru, modeled after the existing SLP in Indonesia. Additional funding from The Walt Disney Company will help CI build upon its successful forest carbon project in Peru's Alto Mayo Protected Forest.



PROTECTING FORESTS TO COMBAT CLIMATE CHANGE

- 3 In Madagascar, two forest projects covering nearly 1 million hectares (nearly 2.5 million acres) were verified under the world's leading carbon verification standards. Another CI project in Fiji became the first verified restoration project in the Pacific. Together, the projects avoided the release of more than 4 million metric tons of CO₂ since 2007 and reforested more than 1,000 hectares (nearly 2,500 acres) of land important for conservation.



CREATING THE WORLD'S LARGEST PROTECTED AREA

- 4 With support from CI, New Caledonia passed legislation to create the Natural Park of the Coral Sea, covering 1.3 million square kilometers (502,000 square miles) of ocean and remote islands. Its management plan as a multi-use marine protected area is under development.



ISLAND NATIONS UNITE TO PROTECT THE PACIFIC

A SEA CHANGE IN OCEAN CONSERVATION

An area of ocean the size of the moon might seem unmanageable—but with guidance from Conservation International, 23 Pacific island nations and territories have joined forces to care for the waters that millions of people depend on.

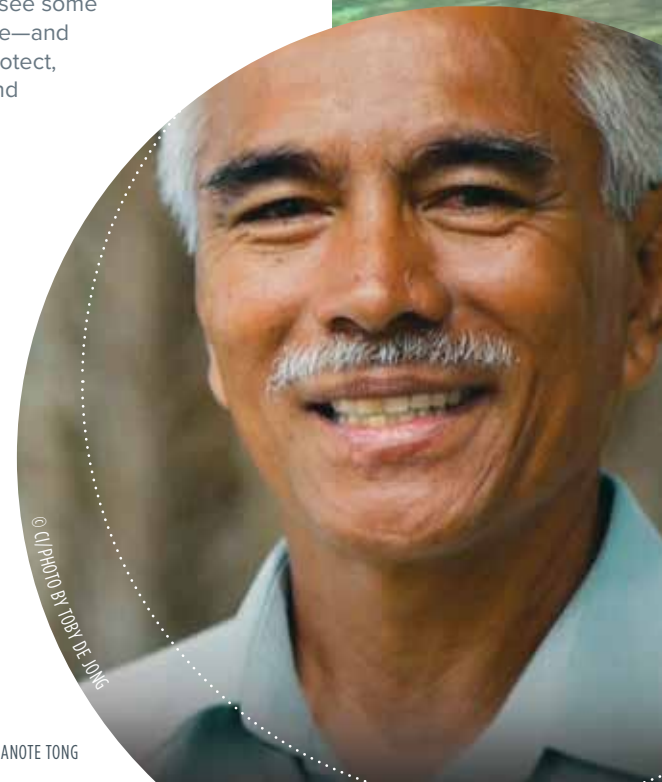
This joint endeavor is called the Pacific Oceanscape, a framework for action inspired by Kiribati's President Anote Tong and created by Pacific island leaders. Fostering an integrated approach to ocean management that is grounded firmly in the culture and beliefs of Pacific islanders, the Pacific Oceanscape has led to groundbreaking marine protected areas on a scale never before seen.

Spanning an area four times the size of the United States, this vast region is home to economically important waters, harboring the world's largest remaining tuna stocks, providing more than 13,000 jobs to Pacific islanders and contributing US\$ 260 million to the region's economy.

But unsustainable and illegal fishing practices are taking their toll, robbing local fishermen of important income. Rising sea levels caused by global climate change also threaten local communities, a vast majority of which lie within 100 kilometers (62 miles) of the coast.

That's where the Pacific Oceanscape comes in. Although the 23 participants may be considered tiny island nations with modest terrestrial areas, they are in fact large ocean states. In fact, they oversee some 10 percent of the world's total ocean surface—and they take seriously their responsibility to protect, manage and sustain the Pacific's cultural and natural integrity.

Perhaps no one more so than President Tong—also a CI board member—who has gone farther than almost anyone to protect the planet's most pristine waters for the global good. In 2006, Tong partnered with CI and the New England Aquarium to create the 384,289-square-kilometer (148,375-square-mile) Phoenix Islands Protected Area (PIPA), safeguarding 550 species of reef fish and 200 species of coral, as well as giant clams, sea turtles, dolphins, whales, groupers and sharks—and above all, food security and livelihoods for his citizens.



© CI/PHOTO BY TONY DE JONG

FINANCING THE MICRONESIA CHALLENGE

In addition to helping Pacific island states establish protected areas, CI provides essential funding to ensure they continue to benefit the people who depend on them. In FY14, for example, CI completed a US\$ 3 million contribution to the island states of Palau, the Federated States of Micronesia and the Republic of the Marshall Islands in support of the Micronesia Challenge—a visionary pledge those nations made alongside Guam and the Northern Mariana Islands in 2006 to effectively conserve at least 30 percent of near-shore marine resources and 20 percent of land across Micronesia by 2020.



**Of the world's 800 known coral species,
more than 480 can be found in the
waters surrounding Micronesia.**

© WILLIAM CROSSE

In June 2014, Tong took another important step: announcing that PIPA will close to all commercial fishing effective January 1, 2015. This bold move aims to strengthen tuna stocks that will ultimately be available to commercial fishing outside the protected area for generations to come.

To foster similar achievements in ocean conservation and support the ongoing management of PIPA (also the world's largest UNESCO World Heritage site), CI and the Government of Kiribati provided a financial boost in FY14, with each investing US\$ 2.5 million in the PIPA Conservation Trust.

"PIPA is more than just a marine protected area. It is an investment the future of Kiribati," President Tong says. "With PIPA, we are investing in our economy, our children, our cultural heritage and on a more global scale, we are investing in preserving food security for the world."

Fellow island territory New Caledonia joined Kiribati in the protection of the Pacific Ocean with the legal establishment of the Natural Park of the Coral Sea in May 2014. Covering nearly 1.3 million square kilometers (502,000 square miles)—or three times the area of Germany—this park is now the largest multi-use protected area on Earth, joining the safeguarded waters of the world's largest lagoon: the 16,000-square-kilometer (6,000-square-mile) Lagoons of New Caledonia World Heritage Site. Together, these areas bring 90 percent of the French territory's water under protection.

With support from CI, the legislation will bring the marine protected area under careful management—ensuring the park's waters can continue to provide food and livelihoods for the territory's 250,000 residents.

The waters surrounding New Caledonia contain some of the world's healthiest and well-preserved coral reefs, harboring 2,500-3,000 metric tons of fish. The region also boasts 48 species of shark, 25 marine mammal species, 19 species of nesting birds and five kinds of sea turtles—all of which attract tourists and their money to the country's scenic beaches.

Next steps will involve the government, CI, partners and representatives of the indigenous Kanak people working together over the next three years to build a management plan that will divide the park into different zones based on allowed activities, such as fishing.


"Thanks to improved management of the marine resources New Caledonians depend on, I hope we will be able to grow the island's 'blue economy' through sustainable fishing, tourism and other pursuits that can be a source of livelihood for generations to come," says Jean-Christophe Lefeuvre, CI New Caledonia's program director.

By standing together with 21 other island nations and territories, Kiribati and New Caledonia have amplified their voice and inspired the world toward action that protects our oceans. Through a united vision and approach, they have changed the face of marine conservation, highlighting that, as the ocean knows no bounds, nations must work together across territorial lines to conserve its bounty.




1 384,289
square kilometers
(148,375 square miles)
an area twice the size of Florida

PHOENIX ISLANDS PROTECTED AREA



2 1.1 MILLION
square kilometers
(425,000 square miles)
an area three times the size of Japan

COOK ISLANDS MARINE PARK
(in development)



3 1.3 MILLION
square kilometers
(502,000 square miles)
an area twice the size of Texas

NATURAL PARK OF THE CORAL SEA

PHOTO © ISLAND EFFECTS, ICONS © NOUN PROJECT

SCALING UP EFFORTS TO IMPROVE LIVES IN BOLIVIA

- 1 In Bolivia, CI supports a program that promotes conservation of indigenous lands by avoiding deforestation while promoting human well-being. Bolivia's government expanded the program to a national effort, with the goal of protecting 1 million hectares (nearly 2.5 million acres).



PARTNERING WITH BUSINESS TO PROTECT FORESTS

- 2 CI partner Daikin Industries, Ltd. invested in a reforestation project in Indonesia and scaled up its investment with a commitment of US\$ 4.5 million for similar programs in Brazil, Cambodia, China, Liberia and India.



PARTNERING TO SAVE AFRICA'S ELEPHANTS

- 3 At the Clinton Global Initiative annual meeting, CI joined African leaders, the Wildlife Conservation Society, WWF and others in announcing a renewed Partnership to Save Africa's Elephants, committing to combat elephant poaching and ivory trafficking.



FUNDING LONG-TERM MARINE PROTECTION IN THE PACIFIC

- 4 The Phoenix Islands Protected Area—a Montana-sized protected area that supports some of the world's largest remaining tuna stocks—received US\$ 2.5 million from CI and \$2.5 million from the Government of Kiribati to support its ongoing protection.



NATURE AT THE CENTER OF CI SOLUTIONS

ADAPTING TO A CHANGING CLIMATE IN THE PHILIPPINES

Typhoon Haiyan entered history books as the most powerful and destructive storm to ever make landfall.

It also shed light on the powerful role natural ecosystems can play in protecting vulnerable communities against such catastrophic events.

Churning across the Philippines in November 2013—at times with winds gusting over 315 kilometers (196 miles) an hour and storm surges swelling more than five meters (16 feet) high—the storm left widespread devastation in its wake, including over 6,000 fatalities and thousands of razed homes.


Remarkably, amid some of the destruction stood intact buildings and unscathed families, protected, in part, by a natural barrier: mangroves.

As buffers, mangroves can act as a first line of defense as they help absorb and dissipate the

height and power of storm surges—and, in the case of Typhoon Haiyan, save lives.

In the Philippines' Verde Island Passage, Conservation International has helped rehabilitate, protect and manage around 200 hectares (nearly 500 acres) of mangroves as part of an ecosystem-based adaptation approach: the use of natural ecosystems to help coastal communities protect life and property and adapt to rising sea levels and stronger storms.

For the 830,000 people who live in these areas and depend on natural resources, mangroves not only shelter shrimps, crabs and fish that provide food and jobs—they also serve as a natural buffer against extreme weather events. Where Typhoon Haiyan passed through in the provinces of Oriental Mindoro and Northern Samar, villagers credit mangrove restoration with fewer casualties and less severe economic losses.



“Where proper mangrove rehabilitation and management work has been done, the mangroves served their purpose of coastal protection,” says Enrique Nunez, country executive director of CI’s Philippines program. “The mangroves buffered against damage to local infrastructure and prevented potentially sizable losses of life.”

In the small town of General MacArthur (in Eastern Samar province), mangrove barriers—combined with well-executed evacuation plans—helped the death toll remain at zero, while the storm killed 64 people in the next town to the north.

It’s impossible to know how many of the more than 6,000 deaths across the Philippines could have been avoided if other areas had the same natural protective barriers. Still, the significant impact mangrove rehabilitation had on survival rates is a stark reminder of the value of natural systems—and the role they can play in helping communities around the globe adapt to the long-term uncertainties of a changing climate.

At the time of Haiyan’s wrath, international leaders were gathered in Warsaw to continue negotiations toward a global climate agreement. Among the Philippines delegation was Nunez, who describes climate change as a “global challenge requiring a global solution.”

“Climate talks should serve as an opportunity to negotiate an ambitious deal to set the framework for a drastic reduction in emissions, along with action to adapt,” Nunez wrote in a CI blog during the Warsaw talks on behalf of his nation, ranked by the United Nations as the third-most-at-risk to climate change in the world.

While scientists are hesitant to directly link individual storms like Typhoon Haiyan to climate change, it’s clear that we are living in an age of adaptation. Scientists predict current carbon dioxide emissions will warm the planet well beyond 2°C by 2100, and this warming could lead to physical changes, such as rising sea levels, increased sea surface temperature, severe droughts in some places while more rainfall in others, and stronger, more frequent storms.

Although nature-based measures like mangrove restoration are some of the most economical, sustainable and effective means available for

“Where proper mangrove rehabilitation and management work has been done, the mangroves served their purpose of coastal protection.”

ENRIQUE NUNEZ



200 HECTARES

In the Verde Island Passage of the Philippines, CI has helped restore around 200 hectares (nearly 500 acres) of mangroves, which can serve as natural barriers against storm surges.



This area is home to 830,000 people, equivalent to the population of San Francisco.

addressing these risks, gaining global political and financial support is itself a challenge.

“The full potential of meeting the needs of climate action—both mitigation and adaptation—cannot be realized without the inclusion of nature-based solutions,” explains Shyla Raghav, CI’s director of climate policy. “While at the global level what we need is large-scale transformation, it really will also require a lot of work at the local level to bring successful projects like our work in the Philippines to scale.”

One year after Typhoon Haiyan cast a shadow on the Warsaw talks, a delegation of 20 CI scientists, researchers and analysts participated in the December 2014 Lima negotiations to help build momentum for the 2015 conference in Paris, where nations will come together to negotiate an agreement on climate with commitments on mitigation, adaptation and finance.

As a trusted advisor in Lima, CI contributed analysis, data and policy options to promote the inclusion of ecosystem-based approaches.

“The decisions made this year will be critical to ensuring ecosystem-based adaptation becomes central to national and international strategies to protect ecosystems and vulnerable coastal communities from natural disasters and a changing climate,” Raghav says. “While undoubtedly there will continue to be many challenges along the way, I remain hopeful that we will be able to channel the collaborative spirit we saw in Lima into a strong outcome for our planet—and ourselves—in 2015.”



© NWKADA

FUNDING CONSERVATION AS A GEF PROJECT AGENCY

1 CI became a Project Agency for the Global Environment Facility (GEF), the largest public funder of projects to improve the global environment. Working with the GEF Secretariat, CI can now assist recipient countries in preparing and implementing GEF-financed projects.



© LUCIANO CANDIAN/ICP

REDUCING POVERTY + PROMOTING CONSERVATION IN BRAZIL

2 CI and its partner, The Federal Rural University of Rio de Janeiro, were selected to monitor and propose improvements to a program that is reducing poverty and promoting conservation in rural areas. The Bolsa Verde Program aims to protect 30 million hectares (74 million acres) of forests and other ecosystems and benefit 45,000 families.



© SHUTTERSTOCK IMAGES

EVALUATING OCEAN HEALTH

3 The Ocean Health Index assesses key elements of ocean health to gauge progress toward sustainable use of ocean resources. In FY14, CI improved methods to issue scores for 221 countries and territories. The cumulative score, 67/100, indicates opportunities for more effective management.

ADVANCING SUSTAINABILITY IN AFRICA

4 Since 2012, CI has been working with African governments to realize the commitments of the Gaborone Declaration for Sustainability in Africa. In October 2013, the 10 signatory countries held a ministerial-level conference and developed a framework for tracking progress. CI also helped conduct a national assessment in Botswana to guide the nation's new development strategies.



CELEBRATING 15 YEARS OF SUCCESS WITH STARBUCKS

A HOLISTIC APPROACH TO COFFEE CULTIVATION

As the world's most widely traded tropical agricultural commodity, coffee has become a multibillion-dollar—and growing—global industry. But what effect does such high demand have on the planet, especially when most of the world's key coffee-growing regions are the same areas that harbor a rich diversity of species and face the greatest pressure?


At Conservation International, we recognize that business represents a vital part of the solution to preserving the health of our planet. That's why we work with influential partners like Starbucks Coffee Company, whose leadership can catalyze widespread transformation. CI and Starbucks first started working together in 1998, building on the simple idea that the coffee we drink needs to be produced in a way that promotes improved farmer livelihoods while also conserving the natural resources we need to survive.

Historically, coffee beans were cultivated in tropical and subtropical areas under the shade of trees that provided important habitats and helped control erosion. As demand for coffee



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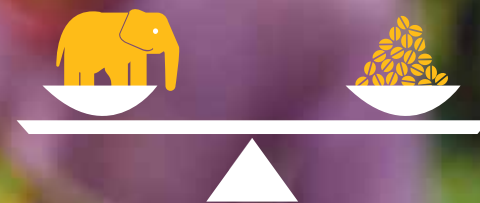
around the world began to soar, traditional growing practices were often replaced by sun cultivation techniques, where forests are cut down and coffee is grown under full sun. Clearing forests by burning and logging not only releases more emissions into the air each year than all the cars and trucks in the world combined—it also degrades essential freshwater resources for communities living downstream.

It became clear to CI that a more sustainable approach to coffee cultivation was needed—one that would continue to provide jobs for farmers while safeguarding fresh water and forests.

Our collaboration with Starbucks began in 1998 in Chiapas, Mexico, where we worked together to promote the cultivation of shade-grown coffee. This innovative partnership met with early success: In the first year, the number of farmers participating in the program grew by 30 percent, and their incomes rose by an average of 40 percent.

Over the next several years, we replicated the model in Peru, Colombia, Costa Rica and Panama. Using the procedures identified through these projects, CI and Starbucks set out to establish a set of best practices to guide coffee purchasing for all of Starbucks. In 2003, we launched Coffee and Farmer Equity (C.A.F.E.) Practices—standards for responsible coffee growing that have had a measurable impact on the social, economic and environmental well-being of millions of farmers.

The standards have been implemented across the coffee supply chain in 22 countries where farmers are participating in the program, and a robust verification process ensures that the standards are followed through at every step. By bringing increased income, improved coffee quality and better environmental practices to communities, C.A.F.E. Practices demonstrates how industry can improve, innovate, evolve and lead a worldwide transformation to sustainability.



400 MILLION POUNDS

Almost 400 million pounds of coffee are grown sustainably under C.A.F.E. Practices—about 95% of all the coffee Starbucks purchases. That's equal to the weight of around 26,000 elephants.

"When the partnership first started, about 30 or 40 million pounds of coffee were verified under this program," says M. Sanjayan, CI's executive vice president and senior scientist. "Now, almost 400 million pounds of coffee are grown sustainably under C.A.F.E. Practices—about 95 percent of all the coffee Starbucks purchases. And we've done that in a way that protects nature and improves farmers' livelihoods."

Our holistic approach to helping coffee-producing communities around the world has improved production practices and diversified income sources—through links to carbon markets, government programs and other incentive programs. Together, we have provided improved access to credit to more than 30 coffee enterprises in five countries—affecting more than 14,000 farmers and their families. In the process, we have directly conserved nearly 19,500 hectares (almost 47,000 acres) of land.

"At Starbucks, we know that our livelihood depends on the livelihoods of farmers around the world and that we have the unique opportunity to leverage our scale in order to make sure they have access to the tools, information and capital they need to ensure the longevity of their farms," says Craig Russell, executive vice president of global coffee for Starbucks. "Creating a sustainable, ethical sourcing model that the entire specialty coffee supply chain can benefit from not only ensures the longevity of this commodity, but also helps to make the world a better place in the process."

Starbucks is the first major coffee company to commit to ensuring that 100 percent of its coffee is ethically sourced, and the company is on track to deliver on its promise in 2015. But that's just the beginning. We are continuing to work together to influence the entire coffee industry to source coffee in a way that is good for both people and the planet.

"When a leading company as innovative and committed as Starbucks sets an important target like this, not only do they want to reach it, but they want to see the rest of the industry reach it as well," says Peter Seligmann, CI's chairman and CEO.



**PERCENTAGE OF
STARBUCKS COFFEE VERIFIED
BY C.A.F.E. PRACTICES**

CREATING OPPORTUNITIES FOR GREEN GROWTH IN GUYANA



© CI PHOTO BY JOHN MARTIN

- 1 CI and the Guyana Bank for Trade and Industry announced a US\$ 300,000 loan fund for low-carbon livelihoods that is entirely driven by the private sector. The fund, the first of its kind in the country, was launched with the signing of a low-interest loan to the Helping Hands Cooperative to purchase and process locally and sustainably grown peanuts and cashew nuts.

BOOSTING GOVERNMENT FUNDING FOR CONSERVATION



© PETE OXFORD/ILCP

- 2 In FY14, CI and BirdLife International led a coalition of seven European organizations that successfully championed a US\$ 800 million increase in funding for international conservation in the European Union's 2014-2020 budget—bringing the total investment to \$2 billion. In the U.S., over \$10 billion was secured in FY11-FY14 congressional appropriations for Development Assistance and the Global Environment Facility, providing crucial funding for forest conservation, wildlife protection, healthy marine ecosystems, sustainable landscapes and adaptation.

USING DATA TO INFORM AGRICULTURAL INVESTMENTS



© BENJAMIN DRUMMOND

PROTECTING MANTA RAYS—GOOD ECONOMIC SENSE



© KWIERRY

- 4 Research from CI and partners showed that manta rays are worth far more alive (~US\$ 1 million in tourism revenue) than if caught (\$40-\$500). This helped persuade the Indonesian government to ban manta ray fishing, thereby establishing the world's largest manta ray sanctuary.





DEVELOPING DASHBOARDS TO MEASURE IMPACT

- 1 CI developed metrics dashboards for 26 countries where it works to measure the status of natural capital, effective governance and sustainable production. The dashboards also assess national trends on human well-being across four key areas: freshwater provision, food security, livelihoods and climate resiliency.



CONTRIBUTING TO THE IPCC 5TH CLIMATE CHANGE ASSESSMENT

- 2 CI's Fabio Scarano was a lead author on the UN-IPCC's fifth global climate change assessment report, which states that conservation combined with poverty reduction can be a powerful tool to reduce vulnerability and help societies adapt to climate change.



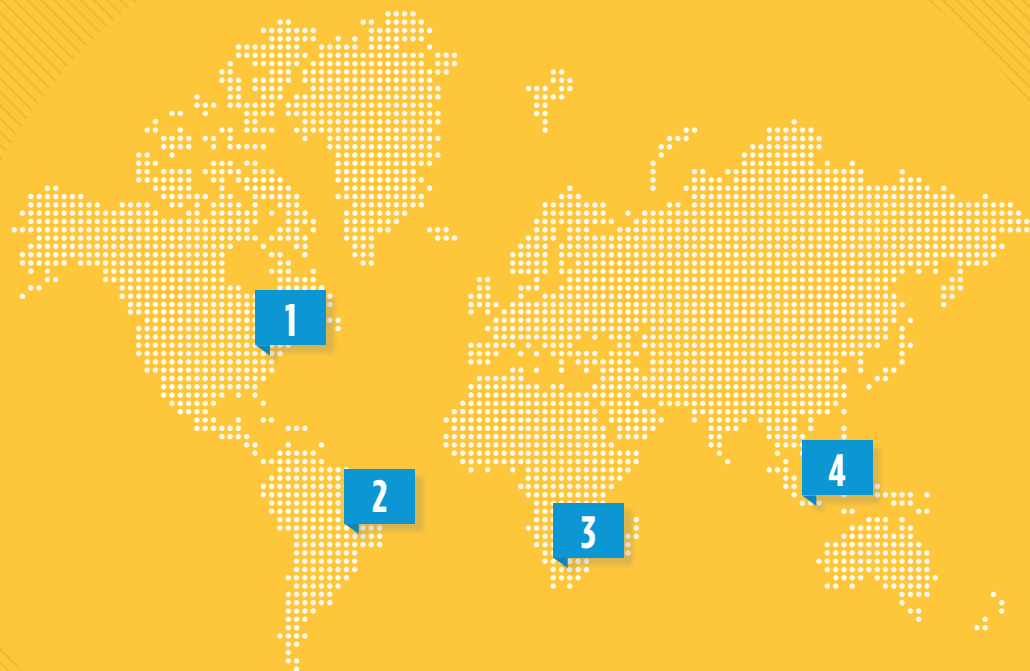
IMPROVING ENVIRONMENTAL STANDARDS FOR CONSUMER GOODS

- 3 Conservation South Africa and the Consumer Goods Council of South Africa launched an Environmental Sustainability Standard that will build a common understanding and promote continual improvement of the environmental footprint from the production of goods from more than 12,000 companies.

SUPPORTING GREEN GROWTH IN INDONESIA



- 4 In Sumatra, Indonesia, CI trained 800 local farmers on methods to improve the sustainable production of rubber, cocoa, coffee, palm sugar and palm oil. CI has also helped the farmers access markets, which provide economic alternatives to deforestation.

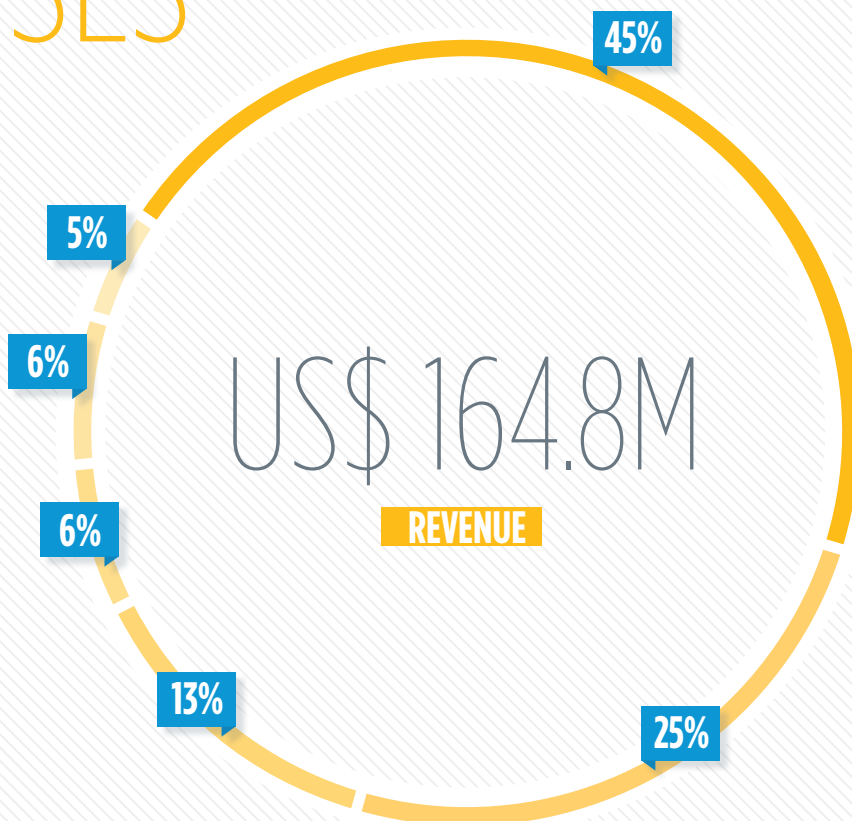




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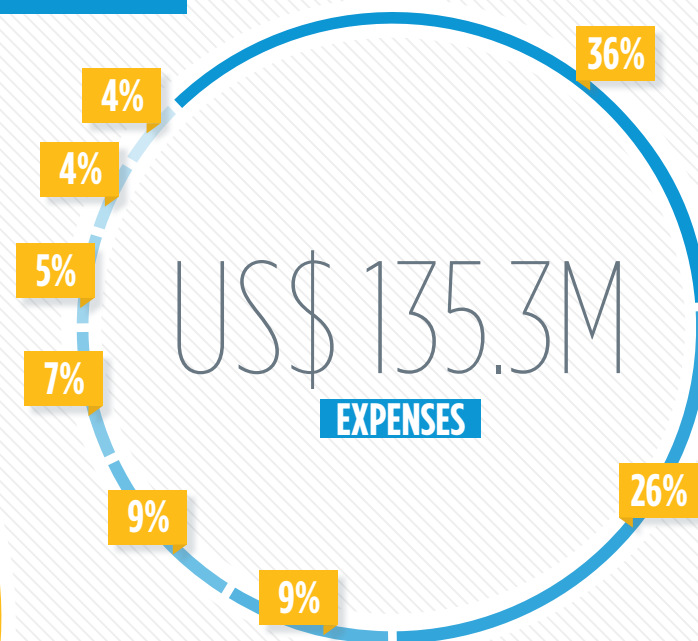
FY14 REVENUE + EXPENSES

We extend our heartfelt thanks to our donors and partners for their continued generosity to CI in FY14. With their support, CI was able to close with near-record revenues, enabling us to achieve the significant conservation successes described in this report.



REVENUE

45%	Foundations
25%	Governments, NGOs + Multilaterals
13%	Corporations
6%	Individuals
6%	Other Income
5%	Investments



EXPENSES

36%	Country + Regional	7%	Development
26%	Ecosystem Finance + Markets	5%	Global Marine
9%	Management + Operations	4%	Policy
9%	Science + Knowledge	4%	Communications

REVENUE

CI experienced strong revenue growth in FY14 with increases in foundation and multilateral giving. During the year, CI received renewal grants totaling US\$ 21.6 million from the Walton Family Foundation, which has now been supporting our successful Seascapes programs in Indonesia and the Eastern Tropical Pacific for 12 years. CI also received a pivotal gift from a new donor, the Yvonne L.K. Lui Foundation, to initiate our corporate engagement work in Hong Kong and to support our expanding program in Asia—particularly our work in China and the Greater Mekong.

In addition, the European Union awarded a grant of €17.1 million in support of our Critical Ecosystems Partnership Fund, a joint grant-making initiative that CI administers. In addition to CI, other CEPF partners include l'Agence

Française de Développement, the European Union, the Global Environment Facility, the Government of Japan, the MacArthur Foundation and the World Bank.

CI's long and valued partnership with the Gordon and Betty Moore Foundation also continued in FY14, with grants totaling US\$ 3.6 million awarded to fund a diverse agenda, including continued support of Agriculture by Design, the Tropical Ecology Assessment & Monitoring Network, capitalization of the Micronesia Conservation Trust and a groundbreaking initiative to increase the emphasis of social science in guiding and implementing conservation. The funds also support CI's work to assess fish stocks and evaluate species-management strategies in Brazil, the Eastern Tropical Pacific Seascape, the Mediterranean and the west coast of the United States.

Corporate donors continued to provide critical support to several of CI's flagship programs. BHP Billiton awarded CI a US\$ 4.6 million grant to finance the conservation of approximately 11,000 hectares (around 27,000 acres) as part of the Five Rivers Conservation project in Tasmania, Australia. This area includes old-growth rainforests, wild rivers, alpine wetlands and the habitats of many endangered species. We also renewed our partnership with Daikin Industries, Ltd., which awarded CI a grant of US\$ 4.4 million to form a global alliance to foster healthy forests, communities and climate in Brazil, Cambodia, China, Indonesia, Liberia and India. To support our forest carbon work in Peru, Disney renewed a follow-on grant of US\$ 4 million.

EXPENSES

CI is committed to maintaining the highest standards of stewardship over the funds with which we are entrusted. Our goal is to ensure that CI has robust systems and infrastructure in place to effectively manage and support a complex global operation while carefully managing our costs to maximize dollars available for programmatic use. CI has consistently earned high ratings for organizational efficiency and effectiveness from charity watchdog groups such as Charity Navigator and the American Institute of Philanthropy.

In FY14, 83.7 percent of every dollar spent directly supported CI's programs. Management and operations accounted for 9.3 percent of total spending, and development accounted for 7 percent.

Our FY14 financial statements reflect total expenses of US\$ 135.3 million, a \$12.8 million decrease over FY13

levels. The primary driver of this decrease was a lower level of grant-making in FY14 in our Ecosystem Finance & Markets and Country & Regional program divisions. CI often awards large, multi-year grants to partners. This can result in some expense fluctuation from year to year—expenses are higher in years in which we award these grants and lower in subsequent years as our partners implement their programs.

The decrease in programmatic spending did not at all lessen CI's programmatic delivery. We awarded almost US\$ 37 million in grants to over 500 partners, with grants ranging in size from \$1,000 to protect turtles in Madagascar to \$4.3 million to capitalize the Tasmanian Land Conservancy Endowment. CI provided technical assistance, capacity building and critical funding to governments, institutions, NGOs and individuals to sustainably utilize and protect their natural capital.

In an initiative led by our Public Funding team, CI attained certification as a Global Environment Facility (GEF) Project Agency, which will allow CI to further amplify our impact by channeling GEF funds directly to critical conservation initiatives around the world.

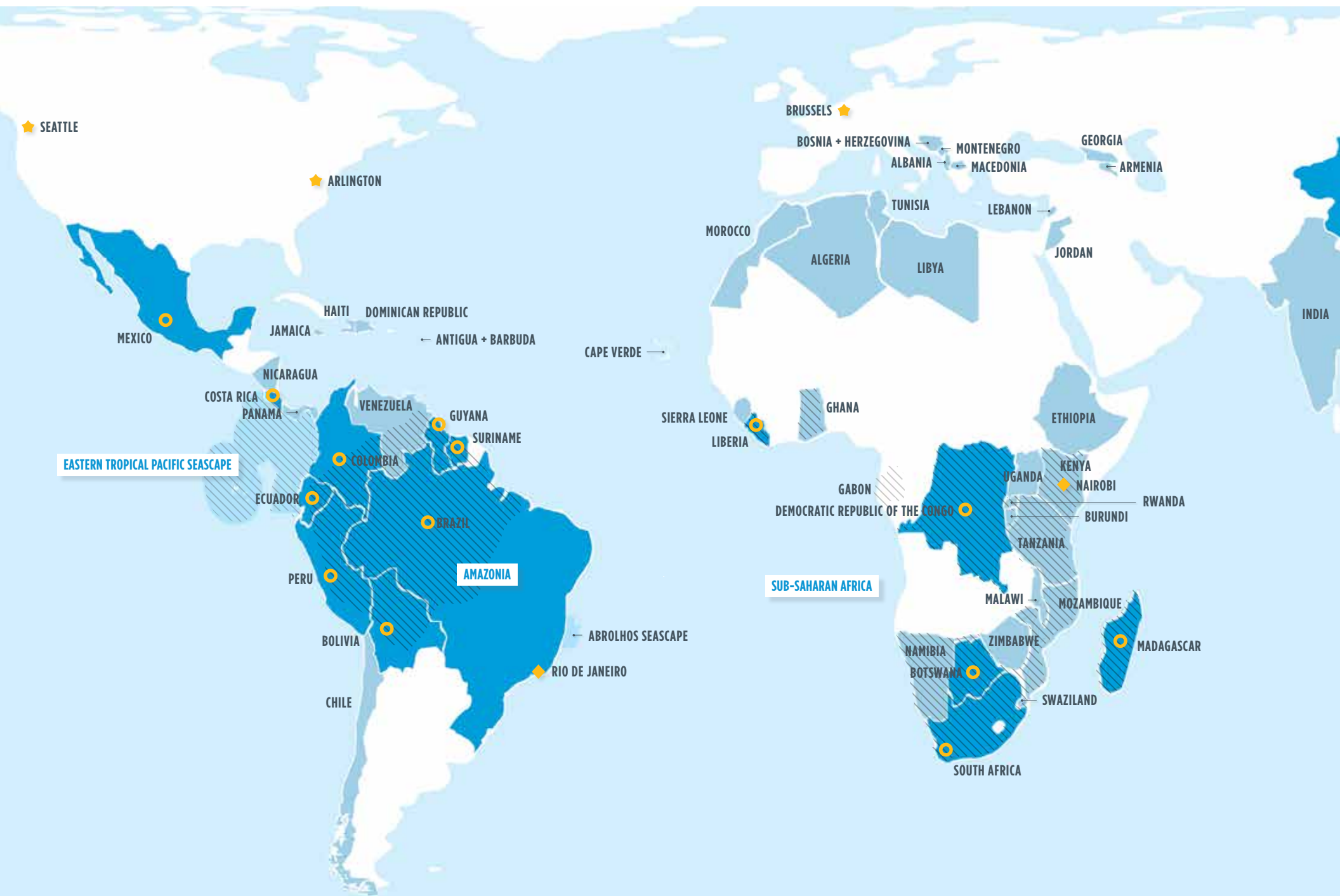
While program service expenses decreased in FY14, supporting service expenses remained relatively constant. Management and operations costs fell by 1 percent in FY14 while fundraising costs increased modestly by 4 percent as CI prepared for the upcoming launch of our five-year fundraising campaign.

FY14 STATEMENT OF ACTIVITIES

	2014				2013			
(Balances are in the thousands)	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	2014 TOTAL	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	2013 TOTAL
REVENUE + SUPPORT								
Grants + Contributions								
Foundations	\$12,847	\$60,661	—	\$73,508	\$4,500	\$24,167	—	\$28,667
NGOs/Multilaterals	12	30,689	—	30,701	52	4,728	—	4,780
Corporations	2,662	18,588	—	21,250	3,006	33,134	—	36,140
Individuals	4,955	5,236	—	10,191	3,914	7,222	—	11,136
U.S. Government	—	7,145	—	7,145	—	4,831	—	4,831
Non-U.S. Government	—	3,827	—	3,827	—	10,727	—	10,727
Cancellations + De-obligations	—	(418)	—	(418)	—	(1,621)	—	(1,621)
Licensing Agreements, Product Sales, + Other Income	9,810	634	—	10,444	6,479	151	—	6,630
Investment Income	2,781	5,328	—	8,109	1,723	2,634	—	4,357
Net Assets Released from Donor Restrictions	103,967	(103,967)	—	—	123,387	(123,387)	—	—
Total Revenue + Support	137,034	27,723	—	164,757	143,061	(37,414)	—	105,647
EXPENSES								
Program Services								
Country + Regional	49,239	—	—	49,239	51,744	—	—	51,744
Ecosystem Finance & Markets	34,802	—	—	34,802	46,913	—	—	46,913
Science + Knowledge	11,476	—	—	11,476	11,464	—	—	11,464
Policy	6,529	—	—	6,529	6,531	—	—	6,531
Global Marine	5,411	—	—	5,411	6,566	—	—	6,566
Communications	5,839	—	—	5,839	3,219	—	—	3,219
Total Program Services	113,296	—	—	113,296	126,437	—	—	126,437
SUPPORTING SERVICES								
Management + Operations	12,628	—	—	12,628	12,701	—	—	12,701
Fundraising	9,423	—	—	9,423	9,053	—	—	9,053
Total Supporting Services	22,051	—	—	22,051	21,754	—	—	21,754
Total Expenses	135,347	—	—	135,347	148,191	—	—	148,191
Changes in Net Assets Before Non-Operating Activity	1,687	27,723	—	29,410	(5,130)	(37,414)	—	(42,544)
NON-OPERATING ACTIVITY								
Income/(Loss) on Translation of Affiliate + Field Offices Net Assets	—	66	—	66	—	(44)	—	(44)
(Loss)/Gain on Translation of Grants + Pledges Receivable	—	1,007	—	1,007	—	(565)	—	(565)
Changes in Net Assets	1,687	28,796	—	30,483	(5,130)	(38,023)	—	(43,153)
NET ASSETS								
Beginning	13,572	172,317	13,315	199,204	18,702	210,340	13,315	242,357
Ending	\$15,259	\$201,113	\$13,315	\$229,687	\$13,572	\$172,317	\$13,315	\$199,204

An underwater photograph featuring a large school of silver fish with prominent eyes swimming in clear blue water. In the upper right, a scuba diver is visible, partially enclosed by a white dotted circle. A large, semi-transparent yellow circle is centered over the image, containing the text 'WHERE WE WORK' in white, all-caps, sans-serif font.

WHERE WE WORK



CI engages in select geographies that not only represent abundant biodiversity, ecosystem services and contributions to human well-being, but also present opportunities for transformational change.

Map is as of June 2014

CHINA + GREATER MEKONG

INDONESIA

PACIFIC OCEANSCAPE

MAP KEY

- ★ Global Office
- National Office
- ◆ Regional Office
- Country Programs
- Investments Via Partners + Sub-National Projects
- Seascapes/Oceanscapes
- ▨ Priority Regions



SPECIAL EVENTS

Each year, Conservation International invites friends and supporters to explore contemporary environmental issues with its experts through a series of thought-provoking dinner programs. Held in venues across the country, these gatherings provide a first-hand look at CI's work and an opportunity to connect with the leaders whose actions are shaping a more sustainable future. In FY14, more than 840 guests attended CI events in San Francisco, Hawai'i, Los Angeles and New York, raising US\$ 2.5 million for our initiatives.

Special Event:

SAN FRANCISCO GALA DINNER

OCTOBER 10, 2013

JULIA MORGAN BALLROOM

DINNER HOST COMMITTEE

Tom Byers | Lee Clow | Suzie Coleman | Jared Diamond Ph.D.
Randi + Bob Fisher | Calista Flockhart + Harrison Ford
Ann + Tom Friedman | Jane + Jeff Gale | Mary Gallo
Ann-Eve Hazen | Jon Kamen | Maria + Andy Karsner
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Shauna Robertson + Edward Norton | Susan + Nick Pritzker
Lee Rhodes | Judy + Ken Siebel | Barbara + Tom Stephenson
John Swift | Pasha + Laney Thornton
Katie Vogelheim + John Hansen | Melani + Rob Walton

Introduced by CI Board member Laurene Powell Jobs, the program featured the first preview of CI's *Nature Is Speaking* campaign. Lee Clow of Media Arts Lab shared insights on the creation of the online venture, a series of short films designed to expand awareness of the crucial role nature plays in maintaining human well-being.



CI's Hawai'i Fish Trust was the focal point of the evening, with every dollar raised to support local, sustainable seafood production matched by a generous challenge grant. The program included opening and closing remarks by Melani and Rob Walton, an overview of CI by CEO Peter Seligmann and a traditional hula performance, followed by a conversation about ocean health and stewardship between Polynesian Voyaging Society President Nainoa Thompson and CI's Chief Ocean Scientist Greg Stone.

Special Event:

1ST ANNUAL HAWAI'I GALA DINNER

DECEMBER 28, 2013

**HŌKŪ AMPHITHEATER
FOUR SEASONS RESORT HUALĀLAI**

DINNER HOSTS

Lynne + Marc Benioff
Susan + Michael Dell
Melani + Rob Walton



Special Event:

18TH ANNUAL LOS ANGELES GALA DINNER

MARCH 13, 2014

MONTAGE BEVERLY HILLS

DINNER HOST COMMITTEE

Heather Thomas Brittenham

Kristina Brittenham + Jesse Sisgold

Ann + Lee Cooper | Lindsey + Robert Kravis

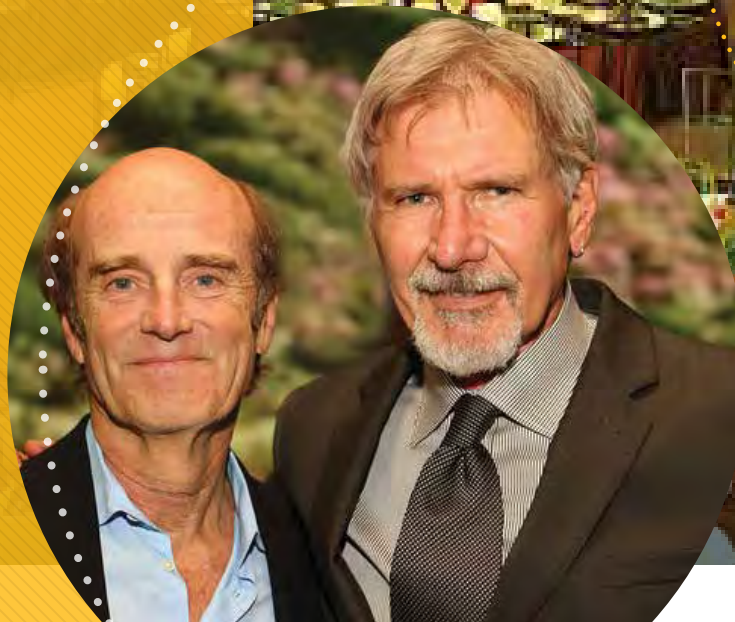
Nina + Fabian Oberfeld | Nancy Morgan Ritter

Jessica + Richard Sneider | Judi + Bruce Stern

Lindsay Feldman Weissert + Brian Weissert

Lisa Wilson + Tyler Kelley | Gillian Wynn

CI presented its Global Conservation Hero Award to Skip Brittenham in recognition of his 25 years of service and dedication to CI's mission. The evening's highlights included remarks by Jeffrey Katzenberg, Harrison Ford, Peter Seligmann and Skip and Kristina Brittenham.



Special Event:

17TH ANNUAL NEW YORK CITY GALA DINNER

JUNE 5, 2014

AMERICAN MUSEUM OF NATURAL HISTORY

DINNER CO-CHAIRS

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Lisa Wolfe + Joe Ravitch | Indré Rockefeller
Alejandro Santo Domingo | Melissa + Josh Schiller
Jessica Siebel | Bara + Alexander Tisch | Luke Weil

Kiribati President and CI Board member Anote Tong, whose environmental leadership has earned international acclaim, took the stage with *New York Times* columnist and author Tom Friedman to discuss the challenges his nation faces from the effects of climate change. The evening concluded with a conversation between Peter Seligmann and President + CEO of NRG Energy David Crane on the future of alternative energy.

A group of people on horseback are wading through a river, splashing water. They are wearing hats and casual clothing. A large yellow circle is overlaid in the center of the image, containing the word "LEADERSHIP" in white capital letters. The background is a blurred river scene with green grass on the banks.

LEADERSHIP

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The Emerald Circle includes individuals who have contributed generous donations of US\$ 1,000 or more in support of Conservation International's mission to protect nature for the benefit of people everywhere. We acknowledge with deep gratitude those listed here and the many other members who wish to remain anonymous.

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William Mathews Brooks
and Pamela Rorke Levy
Craig and Chrysanthia Brothers

DAVID CRANE

In January 2014, David Crane embarked on a 7,200-mile trip across Africa that was entirely self-propelled. The 19-year-old joined a stalwart crew of riders participating in the Tour d'Afrique, one of the world's longest and toughest bike expeditions, to raise money and awareness for Conservation International.

Over the course of four months, David pedaled from Khartoum, Sudan to Cape Town, South Africa, traversing nine countries en route. "Being on the bike in the midst of nature was really incredible," he recalls. "I saw the Succulent Karoo region on the west coast, the Ethiopian Afromontane and the coastal forest of southeastern Africa—all places with lots of significance for humans and animals."

David says he chose CI as the beneficiary of his ride because he liked CI's emphasis on the connection between nature and humanity. "We think about places we need to protect, but we don't always think about people that live in these areas." He was particularly struck by the lush hills of Ethiopia and the contrast they presented to bleak, deforested areas in Malawi and Kenya.

On his rare days of rest, David posted insights and updates on his journey to his blog, bike4nature.org. He also shared impressions of the CI staff he met in Kenya and the CI programs he learned about during the trek.

"I'd say there were about 20 very difficult days. The other 79 riding days were tough, but manageable," David says. "Once I neared the Cape of Good Hope, I was definitely ready to go home." His efforts paid off in more than US\$ 30,000 raised to support CI's work. In September, David set out on a new challenge, beginning his first year at Princeton University.



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REDGE + CAROLE MARTIN

An encounter with CI's Dr. Russ Mittermeier in Madagascar introduced Redge Martin to the conservation actions CI supports around the world. Their chance meeting at a game park in 1999, where Mittermeier was distributing uniforms and supplies to rangers, added a personal dimension to a budding relationship with CI.

Redge and his wife Carole, residents of the San Francisco Bay area, had initially learned of CI through a TIME Magazine article that gave the organization top rankings for effectiveness and low overhead. The story sparked their interest and led the couple to become CI contributors even before meeting Mittermeier.

"Carole and I have always been passionate about animals and the environment, and we enjoy seeing them when we travel," Redge explains. "We are very sensitive to the harm people have inflicted on animals locally and internationally. Meeting Russ furthered my positive impression of the organization, as do the reports I receive from CI."

The Martins, both enthusiastic travelers, have had those impressions reinforced by experiences across the world. "When we visited the Galapagos Islands, we were told by the local people that CI was responsible for the strongest work to protect resources there," says Redge. "What CI is doing on a large scale with the oceans really resonates with us."

Redge hopes to become more involved with CI in the coming years, after he retires as the owner of Clars Auction Gallery in Oakland. Until then, he and Carole will continue their 15-year run as committed supporters and informal ambassadors for CI and its mission.



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KATIE VOGELHEIM

Katie Vogelheim's lifelong interest in conservation has become a family affair. She's shared her passion with her children, Whitney and Barrett, traveling with them and spouse John Hansen to some of the world's most spectacular—and vulnerable—places. Along the way, the family has had the chance to observe the transformative effects of CI's work.

For the past five years, Katie has served as a member of CI's Chairman's Council. "I find it's more fulfilling to be able to serve at a level where I can dig in," she explains. "And the site visits are a great way for me to understand CI's people and mission."

Thought-provoking trips to CI programs in Fiji and Africa have helped to broaden her children's thinking on what philanthropy can achieve. As a result of their experiences, both Whitney and Barrett have pursued conservation projects at Harvard: Whitney has founded a student conservation society, and Barrett is completing his senior thesis on the impact of pollution from coal-fired plants.

In the summer of 2014, Katie traveled to South Africa to get an in-depth look at a CI community initiative that is working to restore communal ranchland. "CI is helping people in Namaqualand, an incredibly biodiverse area, to improve their farming and grazing. Farmers are getting the land back to its natural way of being grazed: moving the herds. They're also using Anatolian sheepdogs as a non-lethal way to protect their flocks from predators. The people now have sustainability and new channels for economic opportunity. The potential is enormous."

With the support of Katie's family foundation, the Namaqualand project is poised for further expansion. "I like to seed projects, and I love the concept of conserving both the landscape and animals," she explains. "It's a unique challenge that CI has taken on, and there's been amazing progress."

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PETER BRYANT

As senior program officer of marine conservation programs for the Walton Family Foundation, Peter Bryant is part of a team that has helped to restore vital fisheries and coastal areas in communities around the world. With CI, he's been involved in efforts to strengthen marine protected areas in Panama, Costa Rica, Colombia, Ecuador, Indonesia, the Philippines and Malaysia—all made possible by more than US\$ 100 million the Foundation has contributed to CI over the past decade.

"The way Walton Family Foundation works is in the co-creation of good ideas," explains Peter. "We don't want to just give money—we want to be a thought partner, working through complex conservation issues to find solutions that make sense for the environment and people." The Foundation's 10-year collaboration with CI, he says, has yielded results that are both impressive and lasting.

"CI doesn't begin with 'This is what we have to do,' but rather 'How can we help these people have better lives?'" Peter says. "In Indonesia, our work in the Bird's Head Seascape was about securing food and livelihoods. Our partners trained local people to be resource managers. Now, the protected areas are just teeming with masses of more and larger fish.

"In the eastern Pacific, we've been successful in addressing illegal fishing through technical assistance for enforcement. The Galapagos Islands were considered a World Heritage Site at risk because it wasn't well managed back in 2009. CI and partners turned that around with a monitoring system that's now required for all large-scale fishing vessels. If a boat enters the reserve, it can be tracked down very quickly."

The bottom line, Peter adds, is that marine conservation is complicated. "It's easy to get [a protected area] designated, but hard to make it work and have local people respect rules and regulations. CI and the Walton Family Foundation are looking at the best ways to make these protected areas function effectively and make sure what we leave behind is durable."

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List is as of June 2014



OUR MISSION

Building upon a strong foundation of science, partnership and field demonstration, CI empowers societies to responsibly and sustainably care for nature, our global biodiversity, for the well-being of humanity.

OUR VISION

We imagine a healthy, prosperous world in which societies are forever committed to caring for and valuing nature, our global biodiversity, for the long-term benefit of people and all life on Earth.



JOIN US

NATURE DOESN'T NEED PEOPLE. PEOPLE NEED NATURE.

This simple yet profound truth underpins everything
we do at Conservation International.

We rely on the natural world for the food we eat, the air
we breathe and the water we drink.

We need nature not only to thrive, but to survive—
so the future of nature is the future of people.

We invite you to take action to protect the planet and all it provides for us.
Visit us at www.conservation.org to learn more about our work.

To make a donation,
go to www.conservation.org/give or contact us at:

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people **need** nature **to thrive**