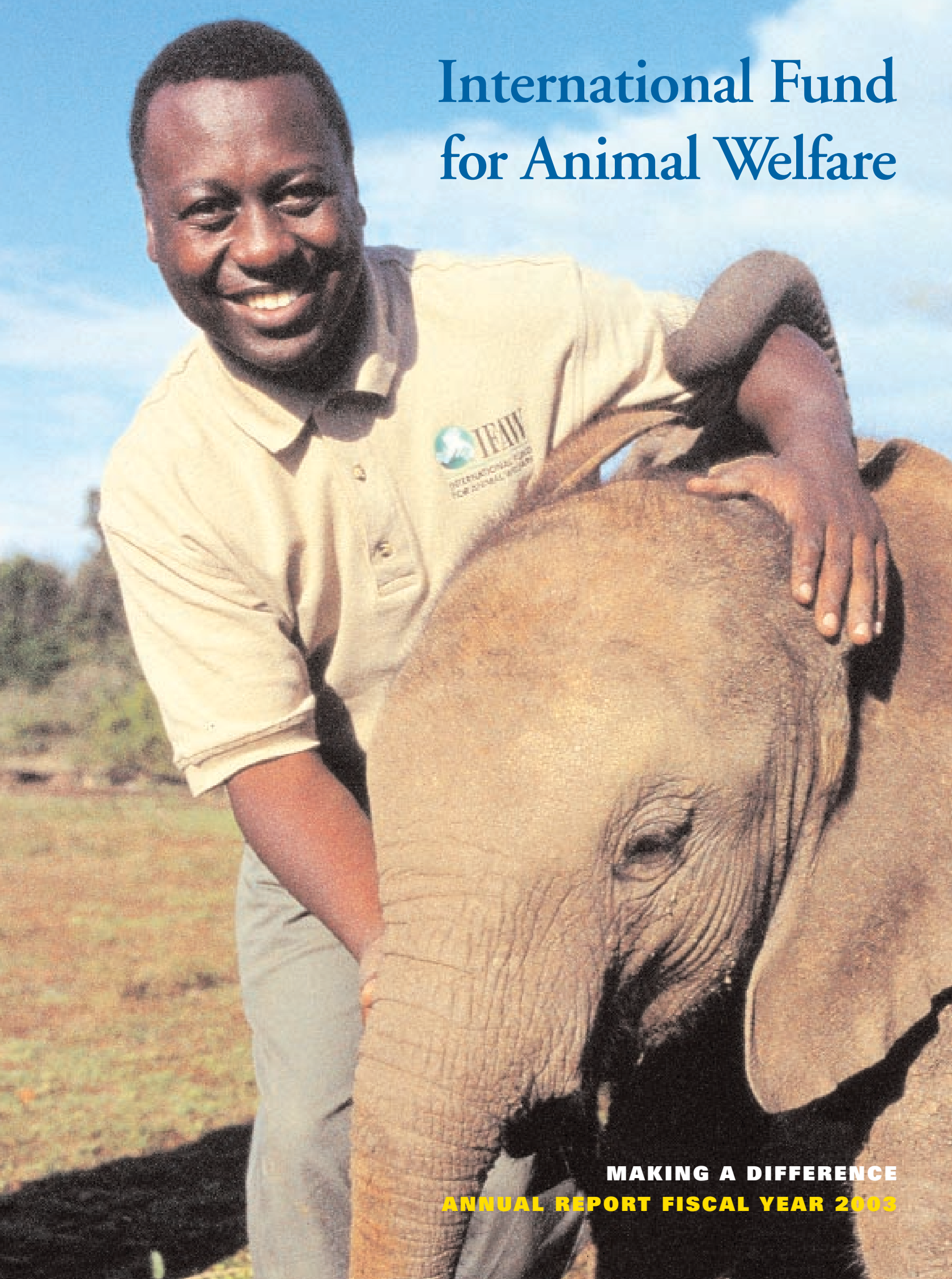


International Fund for Animal Welfare



**MAKING A DIFFERENCE
ANNUAL REPORT FISCAL YEAR 2003**

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The International Fund for Animal Welfare works to improve the welfare of wild and domestic animals throughout the world by reducing commercial exploitation of animals, protecting wildlife habitats, and assisting animals in distress.

IFAW seeks to motivate the public to prevent cruelty to animals and to promote animal welfare and conservation policies that advance the well-being of both animals and people.





Making a Difference—with a Passion for Excellence

Passion and pragmatism. These two words sum up IFAW's philosophy and fuel the organization's success. Rescuers rush to aid oiled birds with a passion to save individual lives. Yet IFAW knows that a pragmatic approach—working with the oil industry and governments to prevent oil spills—is the only way to solve the problem.

Even as we raise worldwide outrage against Iceland's renewed whaling, IFAW recognizes that promoting whale watching—providing coastal communities with alternative sources of income—is the most likely way to end the hunt.

While IFAW works with the world's regulatory agencies to protect elephants and other endangered species, we also outfit anti-poaching patrols and protect vital habitat as practical solutions to human/animal conflict.

Whenever IFAW takes on a challenge, it is with pragmatic measures and a passion for excellence. From world-class scientific research to hands-on technical expertise, from highly respected policy advice to issue-winning campaigns, from global animal welfare education to local community initiatives, IFAW creates a dynamic environment for positive change.

On behalf of the IFAW Board of Directors, please accept my profound gratitude for your generous support. Without you, none of this would be possible.

As you read over IFAW's achievements during fiscal year 2003, I hope you recognize your hand at work. After all, it is your passion to protect animals and the earth that makes IFAW successful.



Thomas C. Ramey
Chair, IFAW Board of Directors

IFAW BOARD OF DIRECTORS AND CEO
Top row, left to right: Tom Ramey, Carol Wolfson, Angelica Aragon, Fred O'Regan, Margaret Kennedy, Manu Chandaria.
Bottom row, left to right: John Garamendi, Brian Hutchinson, Chris Matthews. (Not shown: Tom O'Neill and Gary Tabor.) © IFAW / S. ROSE

MAKING A SPLASH
Opposite: The magnificent displays of humpbacks and other whales inspire more than 9 million people to go whale watching every year. © IFAW / C. CARLSON



A CARING HAND

Cover: James Isiche, director of IFAW's Kenya office, with an elephant orphan at the David Sheldrick sanctuary.

© IFAW / D. WILLETTS

SAVING SEALS

Inside cover: IFAW has been leading the fight to end Canada's commercial harp seal hunt since 1969. Thanks to our generous donors we have won some significant gains, but Canada is increasing the hunt and IFAW is sounding a global alarm to stop the slaughter. Your continued support is critical. © IFAW / S. COOK



Establishing Models for Success

This has been a profound year for animal welfare. The historic vote at the International Whaling Commission to establish a conservation committee marks a turning point in whale protection. IFAW championed this initiative throughout the convention and its success was one of my proudest moments.

IFAW Emergency Relief experts were called in to help care for animals at the war-torn Baghdad Zoo and to rehabilitate hundreds of oiled birds in the wake of the *Prestige* spill off the coast of Spain. More and more, communities and governments in disaster situations are turning to IFAW for expert advice and hands-on help. Our topnotch team is gaining worldwide recognition in emergency relief.

The outstanding success rebuilding the infrastructure and security forces at Meru National Park—and returning endangered elephants, rhinos and other indigenous species to their rangelands—is serving as a model of habitat and community restoration. In the months ahead, IFAW will embark on similar habitat protection partnerships in additional world-class reserves.

Last summer, scientists aboard *Song of the Whale* conducted pioneering surveys searching for increasingly rare harbour porpoises in the Baltic Sea. With the launch of a new state-of-the-art research vessel this May, IFAW will continue to lead marine mammal research and advocacy efforts across the world's seas.

As you read through IFAW's annual report for fiscal year 2003, I hope you will be as proud as I am of this fine organization's commitment to making the world a better place for animals and people. It is a direct reflection on your commitment to IFAW, and I am very grateful to you for your vision and support.



Fred O'Regan
President and Chief Executive Officer



SHARING RESULTS

IFAW CEO Fred O'Regan speaks at a gathering of donors and celebrities about IFAW's ongoing work in East Africa. © IFAW/J. ARONSON

REINTRODUCING WILDLIFE

Opposite: IFAW helped move nine highly endangered white rhinoceroses to Meru National Park, the first in the park in 20 years. © IFAW/D. WILLETTS

IFAW 2003: Making a Difference... with Hands-on Rescue

Seal cubs facing hunters' clubs. Animals suffering in captivity. Oiled birds clinging to life.

IFAW rushes in.

ANIMALS IN DANGER

This year the world's biggest marine mammal hunt grew even larger. Despite national and international opposition, the Canadian government raised the quota for the slaughter to 975,000 seals over a three-year period.

Authorities persist in their campaign to make seals the scapegoats for waste and mismanagement in the fishing industry, and some politicians on the West Coast are demanding a commercial seal hunt there as well.

In response, IFAW is sounding a global alarm about Canada's plans to cull the seal herd, and working with

governments worldwide to exert pressure on Canada to stop the unsustainable slaughter. Through scientific research, political lobbying, and public education, we will continue to fight for an end to all commercial sealing in Canada.

SEABIRDS SAVED FROM GIANT OIL SPILL

When the tanker *Prestige* sank off the northwest coast of Spain in November 2002, IFAW's ER team — made up of vets and wildlife rehabilitation experts from eight countries — was called in to help with the disaster. Working side-by-side with the Xunta, Spain's regional wildlife

authority, the team cleaned hundreds of oiled birds, including rare and endangered species. IFAW established and outfitted a temporary rehabilitation center in Pontevedra where specialists and volunteers worked through Christmas and the New Year to clean the birds of the heavy fuel oil and help them regain their strength prior to release back into the wild.

As the oil spread to France's shores, efforts to rehabilitate birds continued. IFAW was called in by the French Union for Rehabilitation Centers for Saving Wildlife to provide technical assistance and oversee the rescue operation when oil-stricken birds started washing up there. The rehabilitation center in Mont de Marsan in southwest France handled about 350 oiled seabirds, including guillemots, gannets, puffins, and razorbills.

The *Prestige* spill, even larger than the Exxon *Valdez* spill, compelled the

OIL SPILL, SPAIN
IFAW's ER team helped clean and care for more than a thousand birds following the PRESTIGE spill. IFAW is working to improve contingency plans and strengthen legislation to prevent these disasters.

© IFAW / J. WRIGHT





SEAL HUNT
IFAW is leading the fight against Canada's commercial seal hunt. We need your help to stop this horrible cruelty.
 © IFAW / DAVID WHITE

European Commission to take steps to ban substandard oil tankers from European waters and to implement a regional maritime safety agency. Spain, France, Portugal, and Italy adopted a policy of expelling dangerous ships coming within 200 miles of their shores.

IFAW ER RUSHES TO WAR-TORN BAGHDAD

As the initial fighting in Iraq came to an end, IFAW's Emergency Relief (ER) team was called in to help care for animals at the Baghdad Zoo, and stayed for more than a month providing veterinary care and improving living conditions for the remaining animals.

During the war the population in the zoo crashed from 838 animals to just half a dozen. Now the zoo houses 86 animals, including: lions, bears, rhesus monkeys, desert foxes, eagles, and other wildlife rescued from around Baghdad.

To provide refuge from the terrible heat, shade material was fixed to many of the enclosures and, with the help of the US military, a good water supply was installed.

The ER team — made up of veterinarians and animal husbandry and operations

specialists — helped put in place a plan to ensure the welfare of the animals after the team departed and remains in close touch with developments at the zoo. IFAW continues to supply funding for the purchase of animal food.

BAGHDAD ZOO
A tiger escaped the heat by lazing in the large drinking troughs the team set up. Despite danger, IFAW puts your contributions to work directly saving lives.
 © IFAW / H. SCHUMANN



Protecting Species Under Threat

The 19th and 20th centuries were times of ruthless exploitation. IFAW hopes this century will bring harmony for animals and people.

HISTORIC ADVANCE FOR WHALE CONSERVATION

Campaigners fighting for the survival of whales around the world will remember June 2003 as a historic turning point. There, at the annual meeting of the International Whaling Commission (IWC), the Berlin Initiative — a declaration championed by IFAW and supported by a strong majority of governments — was adopted, marking a significant shift toward whale conservation.

This initiative establishes a conservation committee that will address new and emerging threats to whales and dolphins. IFAW President Fred O'Regan said, "Whales around the world have a safer future thanks to this landmark decision. It marks a move from centuries of exploitation to a new century of whale protection."

At the 2003 meeting, IWC commissioners, delegates, and the public were greeted by IFAW's advertising campaign on whales wherever they traveled in Berlin. Television and cinema spots featuring whales singing "Time to say goodbye" were donated by one of

Germany's leading advertising agencies, Springer & Jacoby. The spot won a silver award for sound design at the prestigious CLIO advertising competition in the US, and three awards in the 2003 competition of the Art Directors Club of Germany.

ICELAND CONTINUES RENEGADE WHALING

Despite this historic achievement, Iceland announced its intentions to start whaling again after a 14-year hiatus, citing a provision to the IWC moratorium that allows "scientific" whaling. IFAW Program Director Dr. Chris Tuite said, "Iceland is the best place in Europe to go whale watching and one of the best places in the

world to see blue whales. The whales attract more than 60,000 tourists a year. Icelanders should go whale watching not whaling." IFAW scientists prove again and again that it is perfectly possible to study whales without killing them. Scientific whaling is a sham. It is commercial whaling in disguise.

SCIENCE TO SAVE THE ELUSIVE HARBOUR PORPOISE

Harbour porpoises in the Baltic are becoming increasingly rare because of the high incidences of capture in fishing gear, known as "bycatch." It is estimated that at least seven Baltic porpoises are killed every year—three times



WHALING

Iceland defied world opinion by resuming its whaling operation. By the time you read this, Icelandic whalers will have killed more than 30 minke whales.

© MORGUNBLADID/
ALFONS FINNSSON



the level the small population can withstand. Yet, very little is known about how many porpoises still remain or where protective measures should best be focused in order to save them.

IFAW's research vessel, *Song of the Whale*, spent last summer engaged in pioneering work searching for these small cetaceans in the Baltic waters off Germany, Sweden, Poland, and Denmark. In collaboration with local scientists and student volunteers, the

Song of the Whale research team conducted acoustic and visual surveys for porpoises using IFAW-developed automatic porpoise detector equipment, which picks up the high-frequency clicking sounds made by harbour porpoises and logs them on to a computer. Only one porpoise was detected in the eastern Baltic.

During the previous year, only two porpoises were recorded during surveys in Polish coastal waters. The results of IFAW's survey confirm that the Baltic population is endangered and may go extinct in the near future unless actions are taken to prevent injury and death to these animals.

IFAW is working with decision-makers in the European Union to find ways to

IFAW'S AMBASSADOR AT SEA
Song of the Whale (above right) also conducted photo-identification research of basking sharks (above left) and minke whales at the Inner Hebrides Islands off the coast of Scotland.

© IFAW / SONG OF THE WHALE

reduce the risks to porpoises from bycatch. For example, the development of alternative fishing gears and selective closures of gill net fisheries in certain areas or during periods of the year may reduce the numbers of porpoises caught.



SHARING LOVE *Juliana Kickert with her horses at home in Colorado.* © IFAW / ROB HUBER

A VISION FROM THE HEART

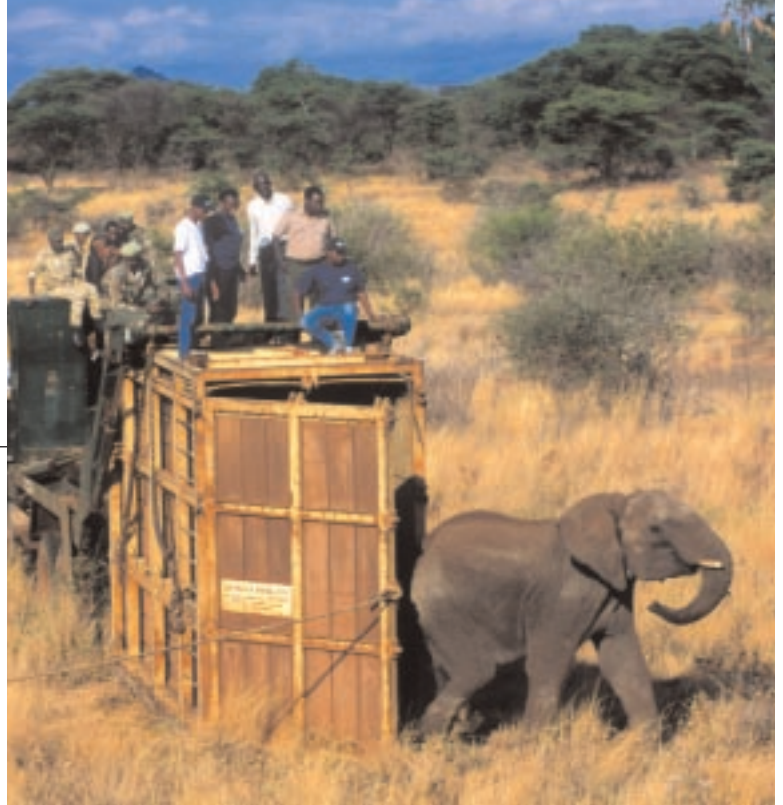
Juliana Kickert first learned of IFAW when she saw a photo of founder Brian Davies on the ice with a baby whitecoat seal. "I have a deep and abiding love for animals, and that photo touched my heart," she said. When the time came to donate to a charity, that picture stuck with her and Juliana sought out IFAW.

Juliana has been a generous supporter to IFAW since 1989. While she has made a contribution to help build IFAW's new SONG OF THE WHALE research vessel, she prefers to leave the decision to IFAW, noting, "Fred knows best where money is needed." She has also made IFAW a beneficiary of her Charitable Remainder Trust.

A passionate animal lover who abhors cruelty, Juliana shares her life with two horses, two cats and a dog. Her philosophy: "As people are touched by the enormity of world issues, they should open their hearts to the helpless animals. Corporations especially should play a larger role in supporting the earth and the animals."

Thank you, Juliana, for your love of animals and the wonderful work your generosity is making possible.

Working for Animals and People



FROM RESCUE TO LONG-TERM CARE

At the IFAW bear sanctuary in Panyu, China, six Asiatic black bears rescued from bear bile farms are living out their lives in peace. The sanctuary was opened in 1996 and is the first bear sanctuary in all of China. Bears that were once kept in cages with metal catheters “tapped” into their gallbladders to collect their bile for medicinal remedies now have their own dens with hanging sleeping nests, a pool, and two acres of woods and grassland to roam.

This year, IFAW took over full opera-



MOON BEARS *With your help, IFAW is providing these gentle creatures with a lifetime of care.* © IFAW / J. FERGUSON-MITCHELL

SECURE HABITAT

IFAW has helped reintroduce a total of 66 elephants to Meru National Park. Securing this habitat also makes surrounding communities safe.

© IFAW / D. WILLETTS

tion of the sanctuary from Animals Asia Foundation. We are building an educational center to address the cruelty and conservation issues associated with bear bile and to provide general animal welfare education to schoolchildren and adults. IFAW is also working with traditional Chinese medicine communities worldwide to encourage alternatives to the use of bear bile and other animal parts in medicinal remedies.

Through education, outreach, and government intervention, IFAW hopes to spare already endangered Asiatic black bears from further exploitation and pain.

SAFE WILDLIFE MEANS A SAFER COMMUNITY

As Kenya’s Meru National Park enjoys rebirth after years of devastation, IFAW is helping to bring native wildlife home. Working with the Kenya Wildlife Service and Agence Francaise de Developpement,

IFAW successfully moved 39 reticulated giraffes to Meru. This reintroduction not only improves the conservation status of an endangered species, but provides an added attraction to tourists, which benefits local communities as well.

Another rare arrival in the park was the birth of a healthy white rhino calf, the first born there in 20 years. Today the park is teeming with elephants, zebras, reticulated giraffes, impalas, white rhinos, and even one black rhino.

Meru’s restoration is a perfect model for large-scale ecosystem protection. The park’s infrastructure has been restored, animals have returned to former grazing lands, fences built along the western boundary are reducing human/wildlife conflicts, and neighboring communities are enjoying increased job opportunities. IFAW hopes to use this model to revive other protected wildlife habitat areas under threat.

“We know how to help hands-on, and how to work with communities and governments. More than just animal welfare, IFAW is concerned with animal and human well-being.” — IFAW PROGRAM DIRECTOR CINDY MILBURN

Engaging the Public

A WORLDWIDE EDUCATIONAL EVENT

The 10th IFAW Animal Action Week was celebrated in 10 countries around the world—Australia, Canada, China, Kenya, Mexico, Netherlands, Russia, South Africa, the UK, and the US.

The theme this year was: Our Shared World—Saving Whales for Future Generations. People were invited to send out a special Email Alert from leading actor Pierce Brosnan concerning the threats to whales. And about three-quarters of a million people participated in the various activities, from signing petitions to studying whales at schools, to selecting heroes for Animal Action Awards.

The Discovery Animal Planet Channel and BBC Wildlife Magazine also supported Animal Action Week. The BBC invited the public to take part in a ‘Name Your Own Whale’ activity.



Animal Action Week has grown over the years to become the largest animal welfare event in the world.

SPREADING THE WORD IN PRINT, ON TV, AND ON-LINE

All efforts to improve the welfare of animals and people have been supported by IFAW's growing presence in the media and on the web at www.ifaw.org. Through partnerships with actors, such as

GETTING CHILDREN INVOLVED

In China, children entered a drawing contest for a 2003 monthly calendar as part of Animal Action Week. The adorable artwork shows the plight of whales through a child's eyes.

© IFAW / ZHANG ZHIQING

international star and environmentalist Leonardo DiCaprio, and generous ad agencies, like Springer & Jacoby, IFAW's reach has extended into new markets and more homes than ever before. Our web alerts prompted more than 20,000 people in the US and other countries to act on critical issues, from protecting elephants to demanding an end to the Canadian commercial seal hunt.

IFAW continues to feature in the news every day somewhere around the world, reaching more than 300 million newspaper readers, television viewers, radio listeners, and web users worldwide.

Through hands-on efforts for animals on the ground... far-reaching media and web alerts for animals in danger... educational initiatives that promote animal welfare... and global government advocacy, IFAW is the organization that gets the job done.



PET RESCUE *IFAW works around the world to improve the quality of life for pets. For small, local shelters and animal care groups struggling to survive, we provide expertise in animal welfare and humane standards that enable communities to save more lives.*

© IFAW / STEWART COOK

International Highlights for 2003

IFAW's **Australia** office assisted injured and orphaned wildlife in three states following the worst fires in Australia in 20 years. IFAW secured medical supplies, and helped build aviaries and wildlife runs to rehabilitate animals for release back to the wild.

The **Belgium** office played a leading role in the European Parliament's adoption of a Resolution urging the Parties to the Convention on International Trade in Endangered Species



ASIA PACIFIC IFAW helps provide veterinary care to thousands of stray dogs in the streets of Bali's resort community. © YUDISTHIRA

(CITES) to reject proposals "that would permit trade in ivory." In addition, the European Parliament considered a 1.9 million-signature petition against bushmeat, backed by IFAW and the European Association of Zoos and Aquaria.

IFAW's **Canada** office launched a national campaign to save the more than 300,000 seabirds damaged by chronic oil pollution each year. IFAW Pet

With offices around the globe, IFAW promotes key campaigns and addresses local issues concerning animal and human welfare.

Rescue staff partnered with the James Bay Cree community to humanely address dog overpopulation.

In **China**, IFAW worked to save pets abandoned during the Severe Acute Respiratory Syndrome (SARS) outbreak and to dispel misinformation concerning pets and the disease. IFAW's Asian Elephant Project was successfully completed in Simao prefecture and a second project was launched in Xishuangbanna and the transboundary area southwest of China.

In **France**, IFAW's ER team provided technical assistance and oversaw rescue operations when oiled birds started arriving there following the *Prestige* spill. Approximately 350 oiled birds required treatment.

In **Germany**, IFAW acquired the pro bono help of the ad agency Springer & Jacoby to promote our efforts at the annual meeting of the International

Whaling Commission (IWC) in Berlin. IFAW's research vessel *Song of the Whale* visited Germany to continue surveying the last harbour porpoises in the Baltic Sea.

In **India**, IFAW supported our partner organization Wildlife Trust of India's (WTI's) efforts to rescue orphaned elephants, rhinos, and other animals in distress and rehabilitate them for release into Kaziranga National Park.

In **Japan**, IFAW introduced new Japanese language publications, including a global report on the economic value of whale watching, as we continue to work for changes in government policy on whaling.

In **Kenya**, IFAW provided vehicles for law enforcement surveillance for Queen Elizabeth and Kidepo Valley National Parks in Uganda, and helped protect Swayne's Hartebeests in the Great East



RUSSIA
Thanks largely to IFAW, the winter den hunt responsible for orphaning hundreds of newborn bear cubs has been stopped in two federal regions of Russia. © IFAW / A. LYSKIN



GERMANY IFAW staff staged a number of public awareness events (left) during the IWC meeting, including placing an inflatable sperm whale in front of the Brandenburg Gate. © IFAW/FRED DOTT

African Rift Valley. IFAW staff rescued five chimpanzees in the Central African Republic and Sudan from the trade in wild animal meat, called bushmeat.

IFAW's Mexico office conducted a regional training course on the management of animals in natural disasters and oil spills, and established strategic relationships for future emergencies. IFAW also joined a coalition to preserve the Upper Gulf of California in order to protect the vaquita — the most endangered porpoise in the world.

In the Netherlands, IFAW made history by reaching out to new audiences and supporters through two very successful TV commercials. The first one supported IFAW's Stop Whaling

Now campaign. The second urged viewer response with an eyewitness account of our work protecting animals.

IFAW opened Russia's first-ever shelter for animals confiscated from illegal trade. Also, for the first time in five years, the license for the catch of bottlenose dolphins and harbour porpoises was not granted as the result of strong IFAW opposition.

In South Africa, an IFAW-organized workshop on Cape Fur Seals, gathered experts from Government, animal welfare organizations and the veterinary profession to look at ways to best protect this often-controversial animal. A working group has been formed to find solutions.

In the United Kingdom, IFAW's

campaign to end hunting with dogs marked a milestone when Members of Parliament (MPs) voted by an overwhelming majority for a total ban. The legislation still had hurdles to clear in the House of Lords. The UK office also supported an Early Day Motion by MPs for urgent international action to confront the bushmeat crisis.

In the United States of America, a nationwide poll conducted for IFAW by Market Strategies, Inc., showed 80% of American voters are opposed to commercial whaling by Japan, Norway, and Iceland, and want the US to take action against these nations to end whaling.

UNITED KINGDOM

IFAW helped rescue hedgehogs from the Western Isles of Scotland, where they threatened nesting birds, and relocated them to mainland Scotland, England, and Wales. © IFAW/JOHN WRIGHT



Making an Impact During Difficult Times

In Fiscal Year 2003, IFAW supporters worldwide demonstrated their steadfast concern for animals and conservation by contributing nearly USD\$65 million. The year was a difficult one for many as personal finances were impacted by slow market recovery and escalating human geopolitical conflicts. Nonetheless, IFAW donors continued to give to animal welfare recognizing the challenges, the inescapable urgency and the finite limits of our shared resources. The remarkable and unwavering commitment of IFAW supporters continues to inspire the organization to maximize impact and benefit.

IFAW finished the fiscal year with donations of \$64.6 million, and total expenses of \$62.8 million. Fundraising costs, as a percentage of total expenses, ranged from 0–16% across the IFAW affiliate entities. The one exception, as noted in the included chart, was the IFAW Charitable Trust (ICT). The ICT is a new fundraiser in the IFAW family of organizations. As a registered charity in the UK, the ICT actively raised funds for the first time in FY 2003. Based on program plans for the ICT in the next fiscal year, the fundraising percentage will be within the range of other affiliates going forward. The anomaly is the result of new fundraising expenses in the current fiscal year and the programs to be funded with those donations implemented in the next fiscal year as they are received.

IFAW continues to fine tune strategy, always responsive to the changing world. Programmatic priorities include: Whales, Seals and Marine; Emergency Relief and Pet Rescue; Elephants; and

INTERNATIONAL FUND FOR ANIMAL WELFARE COMBINED FINANCIAL STATEMENTS (UNAUDITED*)

FOR THE YEARS ENDED JUNE 30, 2003 AND 2002, IN THOUSANDS US DOLLARS

	2003	2002
Assets		
Cash and cash equivalents	\$ 15,992	\$ 14,832
Prepaid expenses and other current assets	3,367	3,002
Fixed assets, net	6,296	6,335
Investments	26,195	21,219
TOTAL ASSETS	\$ 51,850	\$ 45,388
Liabilities		
Accounts payable and other current liabilities	7,916	5,342
Other liabilities	—	—
Total liabilities	7,916	5,342
Net assets	43,934	40,046
TOTAL LIABILITIES AND NET ASSETS	\$ 51,850	\$ 45,388
Public Support and Revenue		
Supporter contributions	\$ 58,228	\$ 50,801
Bequests	5,317	6,232
Other income	1,025	(75)
TOTAL PUBLIC SUPPORT AND REVENUE	64,570	56,958
Expenses		
Program and operating expenses	62,782	52,896
TOTAL EXPENSES	62,782	52,896
EXCESS (DEFICIT) OF PUBLIC SUPPORT AND REVENUE OVER EXPENSES		
	\$ 1,788	\$ 4,062

* Financial statements for each of the IFAW entities are prepared in accordance with local country accounting principles and are audited separately. The combined financial statements are prepared on a basis that approximates accounting principles used in the United States of America.

Wildlife Trade. Funds are also made available to meet certain regional priorities as they arise. With this focus IFAW aims to stay both strategic and responsive, maximizing impact for animals and their habitats.

Recognizing that need will always exceed resources, IFAW manages to stretch available funding for maximum program

IFAW's complete audited financial statements may be obtained by writing to: IFAW, Membership Correspondence, 411 Main Street, Yarmouth Port, MA 02675, or to the regional office listed on the back cover.

FINANCIAL HISTORY

TOTAL INCOME IN THOUSANDS US DOLLARS

1996	42,801
1997	54,944
1998	62,253
1999	64,744
2000	60,895
2001	58,375
2002	56,959
2003	64,570

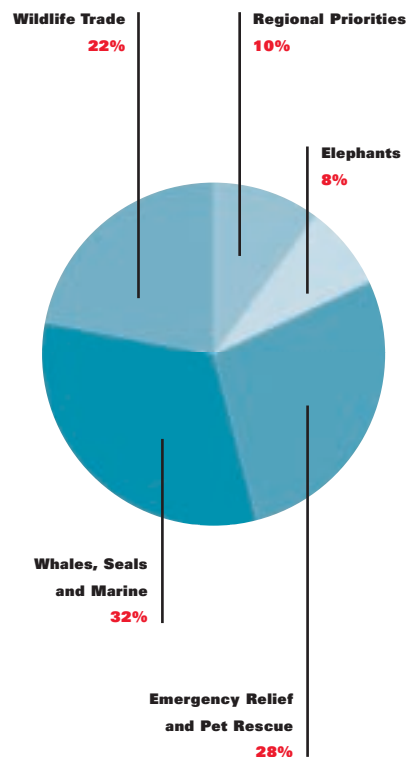
support and emergency response. Annual donations permit IFAW to be an effective presence at international whaling and trade conventions and to respond in effective and practical ways to rescue wildlife; for example, when an oil spill makes landfall in Europe as with the *Prestige* incident this past year or when human conflict impacts animals as with the Baghdad Zoo.

Successes in animal welfare are

always followed by new challenges. Excellence in management, efficient operation, investment to protect future programming and the critical review of priorities through strategic planning all help to ensure maximum impact. IFAW's donors continue to make sure resources are available and IFAW management continues to make sure that resources are employed to make a difference in the protection of animals and their habitats.

DIRECT EXPENSES BY PRIORITY AREA

FISCAL YEAR 2003



FUNCTIONAL ALLOCATION OF EXPENSES BY IFAW ENTITY

FOR THE YEARS ENDED JUNE 30, 2003 AND 2002

Entity	Location	YEAR ENDED JUNE 30, 2003		YEAR ENDED JUNE 30, 2002	
		Program and Institutional Costs	Fundraising Costs	Program and Institutional Costs	Fundraising Costs
International Fund for Animal Welfare, Inc.	United States	83.7 %	16.3 %	78.3 %	21.7 %
IFAW Internationaler Tierschutz-Fonds gGmbH	Germany	94.8	5.2	93.4	6.6
Stichting IFAW	Netherlands	86.2	13.8	86.7	13.3
IFAW Charitable Trust *	United Kingdom	59.9	40.1	94.8	5.2
International Fund for Animal Welfare (Australia) Pty. Ltd.	Australia	91.2	8.8	90.0	10.0
International Fund for Animal Welfare	United Kingdom	86.9	13.1	86.7	13.3
International Fund for Animal Welfare Inc./ Fonds international pour la protection des animaux inc.	Canada	90.2	9.8	92.5	7.5
International Marine Mammal Association, Inc.	Canada	100.0	0.0	100.0	0.0
International Fund for Animal Welfare (France)	France	87.0	13.0	87.9	12.1
International Fund for Animal Welfare (Association incorporated under section 21)	South Africa	95.9	4.1	95.8	4.2
OTHER IFAW BUSINESS ENTITIES:					
IFAW Promotions Limited	United Kingdom				
IFAW Trading Limited	United Kingdom				

Functional allocation computations are made based on financial results that are prepared in accordance with local country accounting principles.

Institutional costs include an average of 16% general and administrative costs supporting IFAW's work.

* The IFAW Charitable Trust (ICT) gives formal charitable status to IFAW in the UK and allows the claiming of gift aid, increasing the value of donations. The ICT began fundraising programs this year and will see increases in program percentages in the next year.



Worldwide Contributing Supporters

We are grateful for the generosity of the supporters who make up our *Champions for Animals*, *Future for Animals Society* and the *Circle Club*. These outstanding contributors stand by us each time we save an elephant family from poachers, rush to rescue an orphaned bear or chimpanzee, and reach a hand of kindness to a dog or a cat. IFAW also extends heartfelt thanks to donors who help us protect animals through bequests, charitable gift annuities, and other planned gifts, ensuring continued protection for animals for years to come.

CHAMPIONS FOR ANIMALS

Champions for Animals are special donors whose regular monthly support enables IFAW to respond immediately when animals need our help. These valued supporters ensure that funds will be there for animals when they are the victims of cruelty or disaster. Many Champions have their monthly contributions deducted automatically from their bank account, saving time, postage, and check processing costs. When pets and wildlife need shelter from floods, penguins and seabirds need cleaning during oil spills, or a desperate whale needs rescue from crippling entanglement in fishing gear, IFAW experts can rush to their aid thanks to the funds provided by this caring group of regular givers. IFAW extends its profound thanks to our *Champions for Animals*.

NGAMBA ISLAND SANCTUARY

Opposite: IFAW is helping to provide refuge for chimpanzees orphaned by the exotic pet and bushmeat trades.

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*To protect animals from cruelty,
commercial exploitation, and habitat loss,
IFAW depends on the financial contributions of
caring donors around the world.*

FUTURE FOR ANIMALS SOCIETY

IFAW honors generous supporters who pledge a bequest or make other planned gifts with membership in our *Future for Animals Society*. By establishing charitable gift annuities or naming IFAW in their will, donors can ensure their concern for animals will continue beyond their lifetimes through IFAW's lifesaving programs. As animals face increasing threats in these dangerous times, compassionate planned gifts and bequests will play an even greater role in IFAW's ability to protect animals and the lands they roam.

CIRCLE CLUB

IFAW gratefully recognizes the following individuals for their leadership gifts to our animal welfare efforts. As *Circle Club* members they are a vital force funding our work to defend animals from commercial exploitation and trade, save them from crisis and distress, and protect their wilderness habitats. This significant worldwide support makes long-lasting achievements possible through science, law, politics, economics, public education, and hands-on aid. Thank you, *Circle Club* donors, for your continued support.



KOREAN DOGS
This little dog runs free, but many dogs end up caged in markets for sale as dog meat in Korea. IFAW is campaigning to stop this cruel practice.

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We would like to recognize the following donors who made generous gifts to IFAW between July 1, 2002, and June 30, 2003.

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By saving land for elephants, IFAW helps protect all wildlife in a number of African national parks.

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A MAGICAL PARTNERSHIP

When IFAW responded to the *Treasure* oil spill in 2000 to help save African penguins, among the many volunteers were animal keepers from Disney's Animal Kingdom. Since that time, a magical partnership has formed. The Disney Wildlife Conservation Fund (DWCF) has made a number of grants to IFAW for wildlife conservation. This year Disney supported the reintroduction of endangered oryx to habitat in Senegal, a snare removal project in Uganda, and an acoustic study to conserve vaquitas.

"IFAW is an outstanding collaborator and that's why we chose to work with them," commented Kim Sams, Walt Disney World Manager of Conservation Initiatives. "We believe IFAW has the expertise and relationships to see through what they plan to accomplish."

Disney has a legacy of sharing the world of animals with the public. As Walt Disney was fond of saying: "It all started with a mouse!" Today guests visiting Disney's Animal Kingdom in Florida can see the work the DWCF supports on a world map, and learn more about conservation through exhibits and conversations with animal keepers and biologists in the park. In fact, guests can add \$1 to purchases in gift shops to help IFAW and other organizations with conservation efforts, and Disney matches those dollars.

IFAW applauds this substantial corporate commitment to improve the world we live in.

*Disney is helping IFAW
 save and protect
 animals through the
 Disney Wildlife Con-
 servation Fund. Even
 a little mouse can
 make a big difference.*



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*Crested cranes
wander safely at the
IFAW-supported
chimp sanctuary in
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<p style="text-align: center;">A GUARANTEED FUTURE FOR PEOPLE AND ANIMALS</p> <p><i>Georgia Dvorak has been an IFAW donor since 1969, ever since she received information about the seal hunt. She has continued to donate over the years because, she says, "I believe in the organization."</i></p> <p><i>Now Georgia has established a charitable gift annuity. She felt deeply that IFAW should receive this. "The annuity gives a guarantee for the future and benefits both parties," she said. "What's so neat is that a portion of the annuity payments is tax deductible and you also get a tax deduction on the initial gift."</i></p> <p><i>In addition to her concern over the seal hunt, Georgia applauds IFAW's pet rescue efforts: "I think the fact that IFAW helps animal shelters around the world is great. It's important to provide them with money at the grassroots level and maybe the shelter will grow."</i></p> <p><i>Georgia is enjoying her retirement in the companionship of her 17-year-old cat Rainy and the security that her generosity is benefiting many. A firm believer in helping at the grassroots level, she volunteers at local shelters.</i></p>				



MAKING WISHES COME TRUE

If Della Walker could have a wish granted, it would be to “make life better for animals.” And she is doing just that by leaving IFAW a very generous bequest. In addition, Della takes in feral cats, has them spay/neutered, and looks after them. She’s even bought land and built a little house for them.

A relatively new donor to IFAW, Della said she first contributed because, “IFAW is a good organization and does great work in the US and internationally.” She feels good about the balance of IFAW efforts in different countries and on different campaigns.

Her greatest concern is Canada’s continuing commercial seal hunt. “It’s got to stop,” she says simply. But Della cares deeply about all animals. “God made all the animals. It’s our job to take care of, protect and defend them, each and every one of us, and that’s what IFAW is doing,” she said.

By leaving IFAW in her will, Della is ensuring that animals will have better lives long into the future.

Della Walker shares her love with many cats. She is ensuring that all animals will benefit from her compassion and commitment in the future. © IFAW/S. COOK

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If you would like to join IFAW's Circle Club and make a contribution to IFAW, please contact:

*International Fund for Animal Welfare
 Resource Development Department
 411 Main Street
 Yarmouth Port, MA
 02675-1843
 USA*

*Telephone: 1.888.251.0253
 Email: giving@ifaw.org
 www.ifaw.org*



HISTORIC HOMECOMING *In the African Sahel, IFAW is working with communities to reclaim 1,600 square miles of badly damaged habitat and restore scimitar-horned oryxes to land they haven't roamed in 150 years. © IFAW/BILL CLARK*



You Can Make a Difference . . . Long into the Future

FUTURE FOR ANIMALS SOCIETY

Throughout IFAW's history, generous contributors like you have helped provide for the future of animals and their habitats by offering gifts through their estates. By pledging support to IFAW through a will, or by designating IFAW as the recipient of a deferred or planned gift, members of the *Future for Animals Society* have joined those who, through generous bequests, annuities, and trusts, have contributed to IFAW's ever-growing strength in protecting animals from cruelty, exploitation, and habitat loss.

There are many ways you can give to provide for the future of animals.

BEQUESTS AND LEGACY GIFTS

Including IFAW in your will is an easy and effective way to protect animals long into the future. You can make your bequest for a specific sum, percentage, or the residue of your estate. You should consult an attorney in drawing up a will. The following language may be helpful if you wish to leave a bequest to IFAW:

"I give, devise, and bequeath to the International Fund for Animal Welfare, a nonprofit organization, located at 411 Main Street, Yarmouth Port, Massachusetts, the sum of US\$ _____ (or a designated percentage or the residue of my estate) to be used by IFAW to further its goal to assist and protect animals around the world from cruelty and suffering."

A GIANT COMMITMENT

Opposite: IFAW is saving elephants from poaching. They are a magnificent part of the earth's natural heritage and deserve our protection. © IFAW / D. WILLETTS

IFAW gratefully thanks supporters who have already advised us of their intentions to protect animals through naming IFAW in their wills and honors them with membership in the esteemed *Future for Animals Society*.

CHARITABLE GIFT ANNUITIES

Many donors find that charitable gift annuities allow them to give a substantial gift to IFAW on behalf of the animals while increasing their own annual income. A gift annuity is an agreement by which you make a minimum gift of US\$10,000 to IFAW and, in return, receive guaranteed payments for life. You may receive these annuity payments yourself, jointly, or designate another person to

receive them. You will benefit from an immediate charitable income tax deduction and partially tax-free annual payments, and you may be able to reduce your federal estate taxes.

TRUST PLANS

If you are looking for ways to protect your family and your money, a trust plan may provide the answer. Trusts are remarkably versatile and offer many opportunities to save taxes and broaden your estate plan.

Though there are various kinds of trusts, they share similar features. A trustee chosen by you manages the trust assets (principal). The trust can then be set up to pay an income to your

IN MEMORIAM: JANIS C. EVES

Janis Card Eves first heard about IFAW in 1981, and loved the idea that we support no-kill shelters. Being an animal lover, she followed IFAW campaigns for many years. Janis was a secretary for most of her life, and was careful with her assets. She lived a very quiet life in Chicago, Illinois, and kept company with a variety of cats over the years, one at a time.

When the time came to finalize her will, Janis remembered IFAW in her estate plans exclusively. She had been widowed since 1961, and had no children to whom she could pass on her legacy. She knew that IFAW would continue protecting animals on a variety of fronts, and she also knew that her bequest would make a difference for animals all across the world.

Janis Eves passed away on November 30, 2002, at the age of 93. We at IFAW are truly grateful for Janis's generosity and devotion to animals. It is only through the compassion, forethought, and enthusiasm of supporters like her that we can ensure that the future for animals remains bright.

Janis made sure that Victoria, her last companion, had a place to call home when her devoted friend and owner passed away. Currently, Victoria is living comfortably with a friend from the Admiral Retirement Home. © JANIS EVES



beneficiaries. When the trust ends, the remaining principal will be distributed to other beneficiaries chosen by you. You can establish a trust by an agreement during your lifetime (living trust) or through your will (a testamentary trust).

GIFTS OF REAL ESTATE

A gift of a house, farm, vacation home, office building, undeveloped land, or other marketable property is a wonderful way to help animals and provide you

GIFTS OF RETIREMENT PLAN ASSETS

Many individuals have accumulated funds in tax-deferred retirement accounts, which include profit-sharing plans, IRAs, 401(k)s and 403(b)s. Funds withdrawn from these accounts are usually taxed at both high income and estate tax rates. It is possible that at death, less than US\$30 of US\$100 in a retirement account will reach non-spouse beneficiaries. However, by donating retirement plan assets, donors avoid these taxes.

lasting tribute to a loyal companion and receive tax benefits.

GIFTS OF APPRECIATED SECURITIES

Gifts of stocks or bonds to IFAW are an important way to help eliminate cruelty to animals and protect habitat around the world. The best way for both you and the animals to benefit is to have your broker transfer your stocks directly to IFAW. That way, you can realize the best tax-savings: a charitable deduction for the full present fair market value, and no tax on the appreciation (capital gains).

If you would like to discuss making a gift of stock, please call IFAW's Planned Giving Office at 1-888-251-0253. Or ask your broker to transfer your stock into the IFAW Brokerage Account: Merrill Lynch, Account 699-04122, DTC #5198, 973 Route 132, Hyannis, MA 02601.

MATCHING GIFTS

Many employers match donations made by their employees. When you contribute to IFAW, please check with your company's personnel department to see if they will match your gift. A Matching Gift Program may double or even triple your donation, helping animals in need twice as much.

If you would like further information on any of these giving opportunities, please contact IFAW's headquarters Planned Giving Office at 1-888-251-0253 or via email at giving@ifaw.org. If you live outside the United States, please write to the office listed on the back cover for giving opportunities in your country.

EVERY LIFE COUNTS

Opposite: More than 80 orphaned bear cubs have been released to freedom in Russia. You make this lifesaving work possible. © IFAW/S. PAZHETNOV

A HEALTHY FUTURE Back cover: This little cheetah will grow up healthy and safe in a protected reserve, thanks to your caring support. © IFAW/J. HRUSA



A SOARING SUCCESS A guillemot survives with IFAW's help following the PRESTIGE spill. © IFAW/DAVID LE DEODIC

with substantial tax benefits. You may select a way to give that best suits your needs. For example, you may choose to receive a lifetime income or retain lifetime use of your property.

GIFTS OF LIFE INSURANCE

If you own life insurance that is no longer needed to protect your family members or business, consider transferring ownership of the policy to IFAW and naming us as a beneficiary. Whether or not all premiums are paid, you may be entitled to an income tax deduction (and possible estate tax deduction) for such a gift.

You can also name IFAW as the primary or contingent beneficiary of a new or existing policy, without transferring ownership of the policy.

OTHER SPECIAL WAYS TO GIVE

All of IFAW's achievements have been made possible through the generosity of supporters who share our vision of a world where people and animals live in harmony, where no animal suffers from heartless cruelty or unethical trade. Whether you choose to give something back for the love and affection of a family pet or want to preserve the dignity and beauty of the world's wildlife, we are grateful for your commitment to the animals.

NAMED PET ENDOWMENT FUND GIFTS

You can memorialize or honor a beloved pet through an IFAW Pet Endowment Fund. With a minimum gift of US\$5,000, IFAW will invest your donation to build an endowment for the future to support our Pet Rescue Program. The interest income generated will be used to help local shelters around the world rescue, nurture, and protect abused and abandoned dogs and cats. It's a loving way to create a





International Fund for Animal Welfare
www.ifaw.org

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