Grant Thornton

Consolidated Financial Statements and Independent Auditor's Report and Reports in Compliance with OMB Circular A-133

World Resources Institute and Subsidiary

September 30, 2014 and 2013

World Resources Institute and Subsidiary

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Report of Independent Certified Public Accountants

Board of Directors
World Resources Institute and Subsidiary

Report on the Financial Statements

We have audited the accompanying consolidated financial statements of World Resources Institute and subsidiary (the "Institute"), which comprise the consolidated statements of financial position as of September 30, 2014 and 2013, and the related consolidated statements of activities and changes in net assets and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Institute's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Institute's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of World Resources Institute and subsidiary as of September 30, 2014 and 2013, and the changes in their net assets and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Supplementary Information

Our audits were conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The Schedule of Expenditures of Federal Awards as required by the U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations,* for the year ended September 30, 2014 is presented for purposes of additional analysis and is not a required part of the consolidated financial statements. The Schedule of Functional Expenses, Schedules of Indirect Cost Rate Calculations and the Schedule of Fringe Benefit Rate Calculations for the year ended September 30, 2014 are also presented for additional analysis and are not a required part of the consolidated financial statements. Such supplementary information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audits of the consolidated financial statements and certain additional procedures. These additional procedures included comparing and reconciling the information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the supplementary information is fairly stated, in all material respects, in relation to the consolidated financial statements as a whole.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report, dated February 3, 2015, on our consideration of the Institute's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Institute's internal control over financial reporting and compliance.

Grant Thornton LLP

McLean, Virginia
February 3, 2015

World Resources Institute and Subsidiary

Consolidated Statements of Financial Position

Year ended September 30,	2014	2013
Assets		
Cash and cash equivalents	$ 10,180,845	$ 5,791,787
Cash restricted (Note I)	85,075	93,100
Grants, pledges and contracts receivable, net (Note D)	43,514,960	33,384,465
Investments (Notes B and C)	40,290,239	39,240,751
Other assets	824,754	673,636
Furniture, fixtures, leases, and equipment, net (Note E)	1,869,618	1,600,999
Total Assets	96,765,491	80,784,738
Liabilities and Net Assets		
Liabilities		
Accounts payable	3,916,863	3,184,367
Accrued salaries and benefits	2,654,261	2,154,802
Obligation under capital leases (Note F)	3,416	10,058
Deferred rent	168,188	178,079
Deferred revenue	688,079	220,997
Funds held for others	25,889	22,171
Line-of-credit (Note H)	—	5,000,000
Total Liabilities	7,456,696	10,770,474
Net Assets		
Unrestricted:		
Operating	427,718	547,028
Designated–working capital reserve	3,362,404	3,214,930
	3,790,122	3,761,958
Temporarily restricted	60,418,673	41,152,306
Permanently restricted	25,100,000	25,100,000
Total Net Assets	89,308,795	70,014,264
Total Liabilities and Net Assets	$ 96,765,491	$ 80,784,738

The accompanying notes are an integral part of these statements.

World Resources Institute and Subsidiary

Consolidated Statements of Activities and Changes in Net Assets

Year ended September 30, 2014

	Unrestricted					
	Operating	**Designated**	**Total**	**Temporarily Restricted**	**Permanently Restricted**	**Total**
Revenues						
Grants/contributions and contracts	$ 30,798,253	$ —	$ 30,798,253	$ 47,690,306	$ —	$ 78,488,559
Federal grants and cooperative agreements	4,372,251	—	4,372,251	—	—	4,372,251
Investment return, net (Note B)	—	147,474	147,474	2,802,013	—	2,949,487
Publications	3,396	—	3,396	—	—	3,396
Other	(519,815)	—	(519,815)	—	—	(519,815)
Support from endowment income	1,872,137	—	1,872,137	(1,872,137)	—	—
Net assets released from program and time restrictions	29,353,815	—	29,353,815	(29,353,815)	—	—
Total Revenue	65,880,037	147,474	66,027,511	19,266,367	—	85,293,878
Expenses						
Policy research, technical support, and communications programs	58,698,411	—	58,698,411	—	—	58,698,411
Administration	4,972,925	—	4,972,925	—	—	4,972,925
Development	2,328,011	—	2,328,011	—	—	2,328,011
Total Expenses	65,999,347	—	65,999,347	—	—	65,999,347
Change in Net Assets from Operations	(119,310)	147,474	28,164	19,266,367	—	19,294,531
Net Assets, beginning of year	547,028	3,214,930	3,761,958	41,152,306	25,100,000	70,014,264
Net Assets, end of year	$ 427,718	$ 3,362,404	$ 3,790,122	$ 60,418,673	$ 25,100,000	$ 89,308,795

The accompanying notes are an integral part of this statement.

World Resources Institute and Subsidiary

Consolidated Statements of Activities and Changes in Net Assets

Year ended September 30, 2013

	Unrestricted					
	Operating	Designated	Total	Temporarily Restricted	Permanently Restricted	Total
Revenues						
Grants/contributions and contracts	$ 20,926,563	$ —	$ 20,926,563	$ 24,928,710	$ —	$ 45,855,273
Federal grants and cooperative agreements	3,978,907	—	3,978,907	—	—	3,978,907
Investment return, net (Note B)	—	158,602	158,602	3,013,442	—	3,172,044
Publications	1,027	—	1,027	—	—	1,027
Other	25,308	—	25,308	—	—	25,308
Support from endowment income	1,891,258	—	1,891,258	(1,891,258)	—	—
Net assets released from program and time restrictions	21,215,267	—	21,215,267	(21,215,267)	—	—
Total Revenue	48,038,330	158,602	48,196,932	4,835,627	—	53,032,559
Expenses						
Policy research, technical support, and communications programs	41,281,318	—	41,281,318	—	—	41,281,318
Administration	4,331,860	—	4,331,860	—	—	4,331,860
Development	2,261,894	—	2,261,894	—	—	2,261,894
Total Expenses	47,875,072	—	47,875,072	—	—	47,875,072
Change in Net Assets from Operations	163,258	158,602	321,860	4,835,627	—	5,157,487
Less: Donor Releases of Permanent Restrictions	—	—	—	237,766	(237,766)	—
Net Assets, beginning of year	383,770	3,056,328	3,440,098	36,078,913	25,337,766	64,856,777
Net Assets, end of year	$ 547,028	$ 3,214,930	$ 3,761,958	$ 41,152,306	$ 25,100,000	$ 70,014,264

The accompanying notes are an integral part of this statement.

World Resources Institute and Subsidiary

Consolidated Statements of Cash Flows

Year ended September 30,	2014	2013
Cash Flows from Operating Activities		
Change in net assets	$ 19,294,531	$ 5,157,487
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation and amortization	882,376	682,629
Loss (gain) from disposal of equipment	10,635	(12,551)
Realized gain from sale of investments	(2,017,659)	(282,840)
Unrealized gain on investments	(656,496)	(2,596,282)
Reinvested interest/dividends	(430,119)	(429,205)
Changes in operating assets and liabilities:		
Cash restricted – held for others	(8,025)	8,000
Grants and contracts receivable	(10,130,495)	(2,898,947)
Other assets	(150,978)	(133,220)
Accounts payable	732,357	139,246
Accrued salaries and benefits	499,459	411,184
Funds held for others	3,718	6,484
Deferred rent	(9,891)	21,296
Deferred revenue	467,082	(68,312)
Net Cash Provided by Operating Activities	8,486,495	4,969
Cash Flows from Investing Activities		
Proceeds from sales of investments	4,666,496	1,583,869
Purchase of investments	(2,562,656)	(570,795)
Purchase of furniture, fixtures, and equipment	(1,194,635)	(977,727)
Net Cash Provided by Investing Activities	909,205	35,347
Cash Flows from Financing Activities		
Avances on line-of-credit	2,000,000	5,000,000
Payments on line-of-credit	(7,000,000)	(2,892,225)
Payments on capital lease obligations	(6,642)	(6,338)
Net Cash (Used in) Provided by Financing Activities	(5,006,642)	2,101,437
Net Increase in Cash and Cash Equivalents	4,389,058	2,141,753
Cash and Cash Equivalents, beginning of year	5,791,787	3,650,034
Cash and Cash Equivalents, end of year	$ 10,180,845	$ 5,791,787
Supplemental Disclosure of Cash Flow Information		
Cash paid for interest	$ 14,611	$ 30,350

The accompanying notes are an integral part of these statements.

NOTE A—SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization and Principles of Consolidation

World Resources Institute (the Institute) is an independent research and policy institute founded in 1982 to help governments, environmental and development organizations, and private businesses address a fundamental question as to how societies can meet basic human needs and nurture economic growth without undermining the natural resource base and environmental integrity.

The Institute's work is carried out by 470-member interdisciplinary staff, strong in sciences, and augmented by a network of advisors, collaborators, fellows, and cooperating institutes in more than 50 countries. The Institute focuses on six critical issues: Climate, Energy, Food, Forests, Water, and Cities and Transport. Work on these six issues is supported by experts in four disciplinary centers: Business, Economics, Finance, and Governance.

The World Resources Institute Fund (WRIF) is a not-for-profit organization created in 1986 as a supporting organization to the Institute, and is included in these consolidated financial statements. Prior to fiscal year 2002, and after 2003, WRIF had no activities. In 2002 and 2003, WRIF activities included the operation of a capital campaign. Such activities have been shifted to the Institute since. WRIF is currently used to handle the Lee Schipper Scholarship Fund initiated by the Shell Foundation (see note I). The IRS has classified WRIF as exempt from federal income taxes under Section 501(c)(3) of the IRC. WRIF is an entity described under Section 509(a)(3) of the IRC and, therefore, not a private foundation.

Basis of Presentation

The accompanying consolidated financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America.

Classification of Net Assets

Activities of the Institute are recorded in the following net asset categories:

Operating–Unrestricted revenues and operating expenses of the Institute. Current investment earnings are available to support current operations.

Designated–Working Capital Reserve–Amounts designated by the Board of Directors of the Institute to be maintained as part of a reserve and used to support certain specific future activities as defined by the Board of Directors.

Temporarily Restricted–Contributions restricted, as to time or purpose, by the donor. When the purpose or time period restriction is met, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the consolidated statement of activities as net assets released from restrictions.

Permanently Restricted–Funds that are restricted by donors requiring that the principal be invested in perpetuity. The earnings on these funds are unrestricted and are used for operations in accordance with a spending policy approved by the Board of Directors.

NOTE A—SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES—Continued

Revenue Recognition

Contributions, including unconditional promises to give, are recognized as revenue in the period received. Contributions are reported as increases in the appropriate category of net assets, except for the contributions that impose restrictions that are met in the same fiscal year they are received, which are included in unrestricted revenues.

Income from grants and contracts are currently recorded as unrestricted revenue when the costs are incurred. Amounts received that have not been expended are recorded as deferred revenue. The amount of expenses incurred in excess of funds received is included in grants and contracts receivable.

Foreign Currency

The United States dollar is the functional currency of the Institute; however, the Institute maintains financial assets and liabilities in foreign currencies to meet local obligation in foreign locations. The financial assets and liabilities in foreign currencies are translated using exchange rates in effect at the end of the period and revenue and costs are translated using weighted average exchange rates for the period.

Cash and Cash Equivalents

The Institute considers all highly liquid investment instruments purchased with an initial maturity of three months or less to be cash equivalents except for cash and cash equivalents held in investment accounts.

Investments

Investments held by the Institute are presented at their fair market value. Purchases and sales of securities are recorded on a trade-date basis. Investment income is recorded on an accrual basis. Gains and losses on investments, realized and unrealized, are included in the statement of activities.

Furniture, Fixtures and Equipment

Furniture, fixtures, and equipment are recorded at cost. Depreciation is recorded on the straight-line basis over estimated useful lives that range from three to seven years. Leasehold improvements are amortized over the shorter of their useful lives or the lease term. Assets purchased under a capital lease are recorded as an asset and a corresponding obligation at the beginning of the lease term. The recorded amount is equal to the present value of the minimum lease payments. Leased assets are amortized over the shorter of their useful lives or the lease term. When assets are retired or sold, the related cost and accumulated depreciation are removed from the accounts, and any gain or loss arising from such disposition is included in the consolidated statement of activities.

The Institute has capitalized its collections. Collections consist of artwork that is held for public exhibition. Collections purchased are capitalized at cost, collections donated are capitalized at appraised value as of the date of the acceptance of the donation. Collections are not depreciated.

Costs Subject to Audit

The Institute's costs under its government grants and cooperative agreements are subject to audit by the awarding agencies. Management of the Institute does not believe that the results of such audits would have a material impact on the financial position and operating results of the Institute.

NOTE A—SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES—Continued

Use of Estimates

The preparation of financial statements, in conformity with accounting principles generally accepted in the United States of America, requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, as well as the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Concentration of Credit Risk

As of September 30, 2014, all interest bearing U.S. deposit accounts maintained by the Institute were insured up to $250,000 at each financial institution by the Federal Deposit Insurance Corporation. The Institute's cash balances at times, may exceed federally insured limits. At September 30, 2014 and 2013, the uninsured amounts totaled $8,914,965 and $4,861,374, respectively. However, the Institute has not experienced any losses within these accounts and therefore believes it is not exposed to any significant credit risk associated with those deposits.

The Institute has cash in foreign accounts totaling $551,808 and $733,629 in 2014 and 2013, respectively.

Income Tax

The Institute is exempt from federal income taxes under the provisions of Section 501(c)(3) of the Internal Revenue Code. No material taxable unrelated business income was generated and, accordingly, no provision for income taxes has been made in the accompanying consolidated financial statements.

The Institute follows the accounting guidance that creates a single model to address uncertainty in tax positions and clarifies accounting for income taxes by prescribing the minimum recognition threshold a tax position is required to meet before being recognized in its consolidated financial statements. Under the requirements of this guidance, organizations could now be required to record an obligation as the result of tax positions they have historically taken on various tax exposure items. The Institute is not required to record such an obligation.

NOTE B—INVESTMENTS

Investments were as follows as of September 30:

	2014	2013
Money market funds	$ 326,013	$ 99,428
Equity securities	14,772,329	14,440,709
Debt securities	1,516,664	1,467,558
Alternative investments		
Hedge funds	15,985,419	15,819,213
Fixed income fund	1,053,854	1,059,292
Emerging market fund	2,301,265	2,118,179
Real estate fund	4,334,695	4,236,372
Total investments	$ 40,290,239	$ 39,240,751

Investment return consists of the following for the years ended September 30:

	2014	2013
Realized gains	$ 2,017,659	$ 282,840
Unrealized gains	656,496	2,596,282
Dividends and interest	430,119	429,205
Investment management fees and foreign taxes	(154,787)	(136,283)
Total	$ 2,949,487	$ 3,172,044

NOTE C—FAIR VALUE

ASC 820, *Fair Value Measurements and Disclosures*, establishes a single authoritative definition of fair value, sets a framework for measuring fair value, and requires additional disclosures about fair value measurements. In accordance with ASC 820, the Institute classifies its assets and liabilities into Level 1 (securities valued using quoted prices from active markets for identical assets), Level 2 (securities not traded on an active market for which observable market inputs are readily available), and Level 3 (securities valued based on significant unobservable inputs). Investments are classified in their entirety based on the lowest level of input that is significant to the fair value measurement.

The following is a description of the valuation methodologies and inputs used for assets and liabilities measured at fair value, as well as the general classification pursuant to the valuation hierarchy.

Money Market Funds and Equity Securities

Investments in money market funds and equity securities valued at the quoted prices in an active market are classified within Level 1 of the fair value hierarchy.

Debt Securities

When quoted prices are available in an active market, debt securities are classified within Level 1 of the fair value hierarchy. Quoted prices in inactive markets are classified within Level 2. As of September 30, 2014 and 2013, all debt securities were valued using quoted prices in an active market.

Alternative Investments

Alternative investments consist of investments in various funds. These investments are aggregated into hedge, equity, fixed income, emerging market and real estate funds based on their underlying investments. The fair value of such investments is determined using the net asset value (NAV) per share as a practical expedient. The investments, which are redeemable at or near year-end at NAV per share, are classified within Level 2 of the fair value hierarchy; otherwise, they are classified within Level 3 of the fair value hierarchy.

The following table summarizes the valuation of financial instruments at fair value on a recurring basis in the Statement of Financial Position at September 30, 2014.

	Level 1	Level 2	Level 3	Total
Money market funds	$ 326,013	$ —	$ —	$ 326,013
Equity securities	14,772,329	—	—	14,772,329
Debt securities	1,516,664	—	—	1,516,664
Alternative investments:				
Directional/absolute hedge funds	—	—	15,985,419	15,985,419
Inflation hedge fund	—	4,334,695	—	4,334,695
Fixed income fund	—	—	1,053,854	1,053,854
Emerging market fund	—	—	2,301,265	2,301,265
Total investments	$ 16,615,006	$ 4,334,695	$ 19,340,538	$ 40,290,239

NOTE C—FAIR VALUE—Continued

The following table summarizes the valuation of financial instruments at fair value on a recurring basis in the Statement of Financial Position at September 30, 2013.

	Level 1	Level 2	Level 3	Total
Money market funds	$ 99,427	$ —	$ —	$ 99,427
Equity securities	14,440,709	—	—	14,440,709
Debt securities	1,467,558	—	—	1,467,558
Alternative investments:				
Directional/absolute hedge funds	—	—	15,819,213	15,819,213
Inflation hedge fund	—	4,236,373	—	4,236,373
Fixed income fund	—	—	1,059,292	1,059,292
Emerging market fund	—	—	2,118,179	2,118,179
Total investments	$ 16,007,694	$ 4,236,373	$ 18,996,684	$ 39,240,751

The following table summarizes the changes in fair value of assets and liabilities measured at fair value on a recurring basis using significant unobservable inputs (Level 3) for the year ended September 30, 2014.

	Ending Balance at 9/30/13	Total Realized/ Unrealized Gains (Losses)	Purchases	Sales Fees and Withdrawals	Ending Balance at 9/30/14
Hedge funds	$ 15,819,213	$ 1,207,985	$ 3,000,000	$ (4,041,779)	$ 15,985,419
Fixed income fund	1,059,292	(5,438)	—	—	1,053,854
Emerging market fund	2,118,179	183,086	—	—	2,301,265
	$ 18,996,684	$ 1,385,633	$ 3,000,000	$ (4,041,779)	$ 19,340,538

The following table summarizes the changes in fair value of assets and liabilities measured at fair value on a recurring basis using significant unobservable inputs (Level 3) for the year ended September 30, 2013.

	Beginning Balance at 10/1/12	Total Realized/ Unrealized Gains (Losses)	Purchases	Sales Fees and Withdrawals	Ending Balance at 9/30/13
Hedge funds	$ 14,889,175	$ 1,534,157	$ 1,000,000	$ (1,604,119)	$ 15,819,213
Fixed income fund	1,162,203	(102,911)	—	—	1,059,292
Emerging market fund	2,038,184	79,995	—	—	2,118,179
	$ 18,089,562	$ 1,511,241	$ 1,000,000	$ (1,604,119)	$ 18,996,684

NOTE C—FAIR VALUE—Continued

The table below presents additional information for the Institute's investments, as of September 30, 2014, whose fair value is estimated using the practical expedient of reported net asset value (NAV). These disclosures are required for all investments that are eligible to be valued using the practical expedient regardless of whether the practical expedient has been applied.

	Fair Value at 9/30/2014	Fair Value at 9/30/2013	Unfunded Commitments	Expected Liquidation Term	Redemption Terms	Redemption Restrictions	Redemption Restrictions at 9/30/13
Hedge funds (a)	$ 15,985,419	$ 15,819,213	None	Not applicable	Annually (1 fund), Quarterly (3 funds), and Closed for Redemption (1 fund)	Between 60 - 105 days notice (3 funds) and Gated (2 funds)	2 funds are Gated
Inflation hedge fund (b)	4,334,695	4,236,373	None	Not applicable	Monthly	None	None
Fixed income fund (c)	1,053,854	1,059,292	None	Not applicable	Monthly	15 days notice	None
Emerging market fund (d)	2,301,265	2,118,179	None	Not applicable	Monthly	30 days notice	None
	$ 23,675,233	$ 23,233,057					

(a) This class includes several hedge funds and funds of funds that invest primarily in debt and equity securities. The fair values of the investments have been estimated by using the NAV per share of the funds.

(b) This class includes investments in funds that invest primarily in international bonds. The fair values of these investments have been estimated using the NAV per share of the funds.

(c) This class includes investments in funds that invest primarily in equity stock and debt securities in emerging economies. The fair values of the investments have been estimated using the NAV per share of the fund.

(d) This class includes an investment in an inflation hedge fund whose objective is long-term total return in excess of a customized blended benchmark. The fair value of this investment has been estimated using the NAV per share of the fund.

NOTE D—GRANTS, PLEDGES, AND CONTRACTS RECEIVABLE

Grants, pledges and contracts receivable are recorded at their net realizable values. The mix of receivables as of September 30 was as follows:

	2014	2013
U.S. government	3%	4%
Foundations	13%	7%
Foreign governments	74%	67%
International organizations	3%	8%
Corporations, individuals, and others	7%	14%
	100%	100%

As of September 30 the Institute's receivables were due as follows:

	2014	2013
Due within one year	$ 31,021,910	$ 30,696,898
Due within two to five years	13,120,890	2,885,401
Total gross grants, pledges and contracts receivable	44,142,800	33,582,299
Less:		
Allowance for doubtful accounts	(238,502)	(137,561)
Unamortized discount on receivables	(389,338)	(60,273)
Grants, pledges, and contracts receivable, net	$ 43,514,960	$ 33,384,465

Contributions that are to be received over multiple years are discounted to present value at a discount rate commensurate with the risk at the time the contributions were pledged. Allowance for doubtful accounts is determined based on the average write-offs as a percentage of revenue over the last five years.

NOTE E—FURNITURE, FIXTURES, LEASES AND EQUIPMENT

Furniture, fixtures, and equipment consist of the following at September 30:

	2014	2013
Furniture, equipment and software	$ 5,557,370	$ 5,389,381
Leasehold improvements	1,419,898	1,237,195
Equipment under capital lease agreements	31,736	51,112
Artwork	8,825	8,825
	7,017,829	6,686,513
Less: accumulated depreciation and amortization	(5,148,211)	(5,085,514)
Furniture, fixtures, and equipment, net	$ 1,869,618	$ 1,600,999

Included in furniture, equipment and software is $124,566 and $157,554 of assets not yet placed in service as of September 30, 2014 and 2013, respectively. These assets were not depreciated until they were placed in service.

NOTE F—OBLIGATIONS UNDER CAPITAL LEASES

The Institute is obligated under capital lease agreements for certain copy equipment. The aggregate discounted lease payments are recorded as a liability. Obligations under capital leases and the fair market values of the related leased assets are capitalized and amortized over the related lease periods. Total assets capitalized pursuant to such agreements, and the related accumulated amortization at September 30, were as follows:

	2014	2013
Equipment under capital lease	$ 31,736	$ 51,112
Less: accumulated amortization	(31,736)	(51,112)
Equipment under capital lease, net	$ —	$ —

NOTE F—OBLIGATIONS UNDER CAPITAL LEASES—Continued

The future minimum lease payments under the capital lease agreements and the present value of the minimum lease payments and interest are as follows:

September 30,		
2015	$	3,464
Total future minimum lease payments		3,464
Less: amount representing interest		(48)
Present value of minimum lease payments	$	3,416

Interest expense related to the capital leases was $396 and $420 respectively, for the years ended September 30, 2014 and 2013.

NOTE G—OFFICE LEASE COMMITMENTS AND RENT ABATEMENT

The Institute has entered into various operating lease agreements.

During 2007, the Institute renegotiated and extended its current lease for its Washington, DC office space, under an agreement which expires in February 2019. As part of the office building lease, the Institute received a total of five months of free rent; for October to December 2012 and February to March 2008. This rent abatement is being amortized on a straight-line basis over the life of the lease as a reduction of rent expense. See Note O for subsequent event disclosure.

Minimum future rental payments under non-cancelable leases as of September 30, 2014 are as follows:

September 30,		
2015	$	2,692,988
2016		2,758,722
2017		2,641,997
2018		2,638,815
2019		895,247
Total	$	11,627,769

Rental expense for these leases was $2,909,597 and $2,570,863 for the years ended September 30, 2014 and 2013, respectively.

NOTE H—DEBT

On July 2, 2012, the Institute entered into a revolving line-of-credit agreement with Bank of America, N.A. for $3,000,000 which bears interest at the daily floating London Interbank Offered Rate (LIBOR) plus 1.60%. The agreement which was to expire on December 31, 2012 was extended to December 31, 2014 and the amount increased to $5,000,000. The interest rate on the line-of-credit was 1.78% as of September 30, 2014. There was an outstanding balance of $0 as of September 30, 2014.

See Note O for subsequent event.

NOTE I— RESTRICTED CASH

During 2012, the Shell Foundation provided a grant of $100,000 to EMBARQ, a WRI program in memory of the late Lee Schipper to establish a scholarship fund. Other smaller donors have since contributed an additional $3,100 to this effort. As of September 30, 2014 and 2013, this fund had a balance of $85,075 and $93,100 respectively. The total scholarship awarded for fiscal year 2014 was $10,000.

NOTE J—TEMPORARILY RESTRICTED NET ASSETS

As of September 30, temporarily restricted net assets are restricted for the following programs:

	2014	2013
Embarq	$ 10,227,253	$ 3,559,858
Climate & Energy	6,001,813	5,910,191
People & Ecosystems	6,283,202	5,824,492
Institutions & Governance	2,253,182	2,419,856
Market & Enterprise	744,466	878,727
Special Studies/ Innovation	30,748,975	19,571,003
Communication & World Resources Report	124,203	467,777
Development	208,921	219,125
Cumulative unappropriated endowment earnings	4,155,723	2,301,277
Multi Year Receivable Discount	(329,065)	-
Total	$ 60,418,673	$ 41,152,306

Net assets released from restrictions by incurring expenses satisfying their restricted purposes during the years ended September 30, are as follows:

	2014	2013
Embarq	$ 3,472,230	$ 10,686,364
Climate & Energy	4,532,650	2,253,952
People & Ecosystems	4,420,088	3,255,296
Institutions & Governance	1,815,702	1,703,063
Market & Enterprise	805,665	1,065,572
Special Studies/Innovation	13,847,075	2,135,122
Communication & World Resources Report	460,405	114,396
Development	—	1,502
Total	$ 29,353,815	$ 21,215,267

NOTE K—ENDOWMENT FUNDS

In 1987, the MacArthur Foundation gave the Institute a challenge loan of $12,516,000 with the understanding that it would forgive this loan to the extent that the Institute raised qualifying matching funds under a comprehensive development program. The purpose of the challenge loan was to facilitate the establishment of a permanent endowment for the Institute.

After the Institute successfully met the terms of the loan agreement, an endowment was formally established at the level of $25 million (cost basis) on January 1, 1991, with earnings on the corpus expendable to support any activities of the Institute. The Institute's Board of Directors adopted a policy statement entitled *Endowment Fund: Purposes, Goals, and Policies*, which establishes spending rules for future withdrawals of earnings to cover portions of the Institute's annual operating budget while protecting the value of the endowment against inflation. Investment earnings from the endowment (net of investment expenses) are recognized as unrestricted designated revenue.

In 2003 and 2007, two individuals contributed $100,000 and $250,000 respectively for the purpose of creating endowment funds to enable the Institute to hire interns. Under the directives of the donor, the $250,000 endowment was converted to contribution in 2012. Investment earnings from the endowment funds are recognized as unrestricted designated revenue and used to pay for interns.

Interpretation of Relevant Law

The Management and Board of Directors of the Institute have interpreted Delaware's "Uniform Prudent Management of Institutional Funds Act of 2007" (the Act), absent explicit donor stipulations to the contrary, to require the Institute to act in good faith and with the care that an ordinarily prudent person in a like position would exercise under similar circumstances in making determinations to appropriate or accumulated endowment funds, taking into account both its obligation to preserve the value of the endowment and its obligation to use the endowment to achieve the purposes for which it was donated. The Institute classifies as permanently restricted net assets (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment required by the applicable donor gift instrument, if applicable.

Endowment Investment Policies

The Institute's investments are managed in accordance with the Board adopted Investment Policy Statement. The investment strategy of the Institute is to emphasize total return; that is, the aggregate returns from capital appreciation and dividend and interest income.

Specifically, the primary objective in the investment management for Endowment assets shall be:

> Long-term growth of capital, emphasizing long-term growth of principal while avoiding excessive risk. Short-term volatility will be tolerated in as much as it is consistent with the volatility of a comparable market index.

NOTE K—ENDOWMENT FUNDS—Continued

Endowment Investment Policies—Continued

The secondary objective in the investment management of Endowment assets shall be:

> Preservation of Purchasing Power After Spending - To achieve net returns (after management and custodial fees) in excess of the rate of inflation plus our spending guideline (see below) over the investment horizon in order to preserve purchasing power of Endowment assets. Risk control is an important element in the investment of Endowment assets.
>
> Over the established investment horizon of 10 years or longer, it is the goal of the aggregate Endowment assets to significantly exceed the rate of inflation (as measured by the Consumer Price Index) plus 1.0% over a market cycle.

The investment allocation is shown in Note B.

Endowment Spending Policy

The Board of Directors approves an operating budget and associated endowment draw annually. The Institute spending guideline shall normally be 5% of the trailing 12 quarter average market value of the investments. The Board may approve a deviation from the 5% guideline if deemed prudent.

During 2014 and 2013, respectively, $1,872,137 and $1,891,258 of these earnings were transferred from temporarily restricted to unrestricted operating net assets in accordance with the policy statement referred to above.

NOTE K—ENDOWMENT FUNDS—Continued

Endowment Net Asset Composition by Type of Fund as of September 30, 2014:

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Donor-restricted endowment funds	$ —	$ 4,373,390	$ 25,100,000	$ 29,473,390
Board-designated endowment funds	3,362,404	—	—	3,362,404
Total funds	$ 3,362,404	$ 4,373,390	$ 25,100,000	$ 32,835,790

Changes in Endowment Net Assets for the Year Ended September 30, 2014:

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Endowment net assets, beginning of year	$ 3,214,930	$ 3,443,514	$ 25,100,000	$ 31,758,444
Investment return				
Reinvested dividends and interest, unrealized appreciation	54,331	1,032,284	—	1,086,615
Realized appreciation, net fees	93,143	1,769,729	—	1,862,872
Total investment return	147,474	2,802,013	—	2,949,487
Appropriation of endowment assets for expenditure	—	(1,872,137)	—	(1,872,137)
Endowment net assets, end of year	$ 3,362,404	$ 4,373,390	$ 25,100,000	$ 32,835,795

NOTE K—ENDOWMENT FUNDS—Continued

Endowment Net Asset Composition by Type of Fund as of September 30, 2013:

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Donor-restricted endowment funds	$ —	$ 3,443,514	$ 25,100,000	$ 28,543,514
Board-designated endowment funds	3,214,930	—	—	3,214,930
Total funds	$ 3,214,930	$ 3,443,514	$ 25,100,000	$ 31,758,444

Changes in Endowment Net Assets for the Year Ended September 30, 2013:

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Endowment net assets, beginning of year	$ 3,056,328	$ 2,321,330	$ 25,337,766	$ 30,715,424
Investment return				
Reinvested dividends and interest, unrealized appreciation	71,205	640,840	—	712,045
Realized appreciation, net fees	87,397	2,372,602	—	2,459,999
Total investment return	158,602	3,013,442	—	3,172,044
Appropriation of endowment assets for expenditure	—	(1,891,258)	(237,766)	—
Endowment net assets, end of year	$ 3,214,930	$ 3,443,514	$ 25,100,000	$ 31,758,444

NOTE L—SIGNIFICANT CONTRACTS

The United Kingdom's Strategic Climate Institutions Programme (SCIP) via KPMG East Africa awarded the Institute a 1.5 year grant of 547,539 GBP on September 1, 2013 to support Ethiopian stakeholders and development partners to respond to the challenges of transitioning to a climate resilient green economy. WRI has received $355,395 as of September 30, 2014. A total of $621,290 of this grant has been spent as of September 30, 2014.

The Nordic Council of Ministers Working Group awarded the Institute an eleven-month contract of 400,000 DKK for the project *Accounting Framework in a bottom-up Setting*. WRI has received $29,492 as of September 30, 2014. A total of $32,738 of this grant has been spent as of September 30, 2014.

The Institute was awarded a two-year core funding grant of $8,600,000 grant on October 1, 2012, by the Netherlands Ministry of Foreign Affairs for the program *Sustainable Development in a Warming and Resource-Constrained World*. An additional $375,000 was pledged in November 2013 to support the LDCs in the post-2015 process. On June 17, 2014 a 3-year extension and additional $12,900,000 was awarded for core support. On September 15, 2014, an additional $132,000 was awarded for the project *Towards a Transformative Post-2015 Agenda*. WRI has received $11,257,000 as of September 30, 2014. A total of $8,626,457 of this grant has been spent as of September 30, 2014.

The Institute was awarded a five-year 75,000,000 SEK grant on October 1, 2012, by the Swedish International Development Cooperation Agency (SIDA) awarding to support poverty alleviation, effective management of natural resources and protection of the environment. WRI has received $4,508,508 as of September 30, 2014. A total of $3,872,039 of this grant has been spent as of September 30, 2014.

The Institute was awarded a two year 15,000,000 DKK grant in July of 2013, by the Danish Ministry of Foreign Affairs that will support the Institute's core funding activities and Global Green Growth Forum. WRI has received the full $2,663,105 as of September 30, 2014. A total of $1,035,274 of this grant has been spent as of September 30, 2014.

The Institute was awarded a one-year 200,000 EUR contract in June 2013, by Irish Aid to support governance, adaptation, environmental mainstreaming and food and water security initiatives in Africa. In November 2013, an additional 200,000 EUR 1-year contract was awarded for support of the *Adaptation and Financial Accountability Project* in Uganda and Zambia. In August 2014, the Institute was awarded an additional 1-year contract of 500,000 EUR for continuation of activities in particular those geared towards Sub-Saharan Africa.WRI has received $1,186,120 as of September 30, 2014. A total of $490,404 of these contracts has been spent as of September 30, 2014.

The Institute initiates and completes a substantial portion of its projects within the Food Forests & Water, Business Center and Finance Center Programs pursuant to cooperative agreements and contracts from the U.S. Agency for International Development. The revenue pursuant to these cooperative agreements and contracts was $3,331,443 and $3,117,303 for the years ended September 30, 2014 and 2013, respectively. Such revenue accounted for approximately 4.02 percent and 6.19 percent of total federal and non-federal grants, contributions, and cooperative agreement revenues during the years ended September 30, 2014 and 2013, respectively.

NOTE M—EMPLOYEE BENEFITS

The Institute contributes either 5 percent or 8 percent (based on years of service) of eligible employees' annual earnings, as defined in Plan agreements under a defined contribution plan. The amount contributed to the Plan for the years ended September 30, 2014 and 2013, was $1,336,224 and $1,165,611, respectively.

NOTE N—RELATED PARTIES

During the year ended September 30, 2014, a board member provided a grant in the amount of $30,500,000 conditioned upon meeting certain milestones through June 1, 2016. As of September 30, 2014, $ 5,000,000 has been recognized as grant revenue.

Additional board member contributions of $426,000 and $200,240 were received for the years ended September 30, 2014 and 2013, respectively.

NOTE O—SUBSEQUENT EVENTS

The Institute evaluated its September 30, 2014 consolidated financial statements for subsequent events through February 3, 2015, the date the financial statements were available to be issued.

Effective October 1, 2014, the Institute extended the current Washington, DC office space lease to 2028 by taking on additional space in the building to accommodate our growth.

Minimum future rental payments under the modified non-cancelable lease for the Washington, DC office space are as follows:

September 30,		
2015	$	2,467,241
2016		3,019,175
2017		3,255,752
2018		3,329,105
2019		2,052,241
Thereafter		33,699,235
Total	$	47,822,749

The $5,000,000 revolving line of credit with Bank of America which expired December 31, 2014 was renewed on December 22, 2014 and expires March 31, 2015.

The Institute is not aware of any other subsequent events which would require recognition or disclosure in the consolidated financial statements.

Supplemental Information

World Resources Institute and Subsidiary

Supplemental Schedule of Expenditures of Federal Awards

Year ended September 30, 2014

Federal Grantor Program Title	Pass Through Entity	CFDA No.	Contract No.	Federal Expenditures
U.S. Agency for International Development:				
USAID Foreign Assistance for Programs Overseas - Forestry Legality Alliance	n/a	98.001	AID-EEM-A-00-09-0012-00	828,594
Sustainable Landscapes, Clean Energy & Adaptation	n/a	98.001	AID-OAA-A-13-00045	1,273,718
Strengthening Central Africa Env. Mgmt and Policy Support (SCAEMPS)	n/a	98.001	AID-660-A-14-00002	642,117
African and Latin American resillience to climate change	Associates in Rural Development, Inc.	98.unknown	PLACE-IQC-WRI-001	76,402
Tenure and Global Climate Change	Associates in Rural Development, Inc.	98.unknown	AID-OOA-I-12-00032	30,210
Forest, carbon, markets and communities project	Associates in Rural Development, Inc.	98.unknown	EPP-1-00-06-00008-00	2,423
Protecting Ecosystems and Restoring Forests in Malawi (PERFORM)	Associates in Rural Development, Inc.	98.unknown	AID-OOA-I-12-00032	53
Mekong Adaptation and Resilience to Climate Change (Mekong)	Development Alternatives, Inc.	98.unknown	1001620-11S-19951-00	130,936
US-China Partnership for Climate Action	Institute for Sustainable Communities	98.001	486-A-09-00007	196,811
Collaboration on Biodiversity Analysis and Technical Support	The Nature Conservancy	98.001	RLA-A-00-07-0043	53,834
Energy Efficiency and Renewable Energy Program LWA	Winrock International	98.001	11/4/6349	25,000
Collaboration on Biodiversity Analysis and Technical Support	World Wildlife Fund	98.001	RLA-A-00-07-0043	71,347
Total for U.S. Agency for International Development				3,331,443
U.S. Department of Agriculture				
Environmental Quality Incentives Program	Chesapeake Bay Foundation	10.912	69-3475-12-209	86,791
Environmental Quality Incentives Program	n/a	10.912	69-3A75-10-144	58,123
Forest and Landscape Restoration Opportunities Assessment	n/a	10.684	11-DG-11132762-271	1,860
Application, enhancement and evaluation of NTT - Mississippi River Basin	n/a	10.912	69-3A75-11-224	100,708
Senegal Retrospective Study	n/a	10.684	12-DG-11132762-439	18,850
Facilitating Env. Market Devt: Informing the Decision Making Process	n/a	10.290	58-0111-13-015	100,000
Total for U.S. Department of Agriculture				366,332
U.S. Dept. of Energy				
EC-LEDS	Alliance for Sustainable Energy	81.087	LXL-3-23251-01	212,545
Building Sustainable, Energy Effiecient and Connected Communities in India	n/a	81.117	DE-EE0006096/000	171,383
US-China - Advanced coal tech collaboration	West Virginia University	81.087	10-733-WRI	205,138
Fossil Energy Research and Development	University of Illinois at Urbana-Champaign	81.089	DE-FC26-05NT42588	5,410
Total for U.S. Department of Agriculture				594,476
U.S. Department of State				
Forestry Transparency Initiative (FTI)	n/a	19.121	S-CF200-12-GR-024	80,000
Total Federal Expenditures				$ 4,372,251

World Resources Institute and Subsidiary

Notes to Schedule of Expenditures of Federal Awards

Year ended September 30, 2014

NOTE A—BASIS OF ACCOUNTING

The accompanying Schedule of Expenditures of Federal Awards (the Schedule) includes all federal grants to the Institute that had expenditure activity during the year ended September 30, 2014. This Schedule has been prepared on the accrual basis of accounting for expenditures in accordance with accounting principles generally accepted in the United States of America. Grant revenues and expenditures are recorded for financial reporting purposes when the Institute has met the qualifications for the respective grants. Grant revenues are equivalent to grant expenditures. The information in this Schedule is presented in accordance with the requirements of OMB Circular A-133, *Audits of States, Local Governments, and Non-profit Organizations Receiving Federal Awards.*

NOTE B—SUBRECIPIENTS

Of the federal expenditures presented in this Schedule, the Institute provided federal awards to subrecipients in the following areas:

		2014
U.S. Agency for International Development: Forestry Legality Alliance	$	337,446
U.S. Agency for International Development: Strengthening Central Africa Env. Mgmt and Policy Support (SCAEMPS)		350,000
U.S. Agency for International Development: Pass-through from ISC		30,000
U.S. Agency for International Development: Pass-through from TNC		10,000
U.S. Department of Agriculture: Application, enhancement and evaluation of NTT – Mississippi River Basin		59,236
U.S. Department of Agriculture: Online Multi-state water quality trading platform		23,503
U.S. Department of Agriculture: Facilitating Env. Market Devt: Informing the Decision Making Process		19,860
U.S. Department of Agriculture: Forest & Landscape Restoration Opps Assessmt		26,450
Total subrecipient payments	$	856,495

NOTE C—CATALOG OF FEDERAL DOMESTIC ASSISTANCE

Catalog of Federal Domestic Assistance (CFDA) numbers are not assigned to the U.S. Agency for International Development grants and contracts. However, because of their similarities, we have considered all such contracts as one program for determination in applying OMB Circular A-133.

Audit – Tax – Advisory

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Report of Independent Certified Public Accountants on Internal Control over Financial Reporting and on Compliance and Other Matters Required by *Government Auditing Standards*

Board of Directors
World Resources Institute and Subsidiary

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the consolidated financial statements of World Resources Institute and Subsidiary (the "Institute"), which comprise the consolidated statement of financial position as of September 30, 2014, and the related consolidated statements of activities and changes in net assets and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated February 3, 2015.

Internal Control over Financial Reporting

In planning and performing our audit of the consolidated financial statements, we considered the Institute's internal control over financial reporting ("internal control") to design audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of internal control. Accordingly, we do not express an opinion on the effectiveness of the Institute's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the Institute's financial statements will not be prevented, or detected and corrected, on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in the Institute's internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Institute's consolidated financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Intended Purpose

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Institute's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Institute's internal control and compliance. Accordingly, this report is not suitable for any other purpose.

Grant Thornton LLP

McLean, Virginia
February 3, 2015

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Report of Independent Certified Public Accountants on Compliance for Each Major Federal Program and on Internal Control over Compliance Required by OMB Circular A-133

Board of Directors
World Resources Institute and Subsidiary

Report on Compliance for Each Major Federal Program

We have audited the compliance of World Resources Institute and Subsidiary (the "Institute") with the types of compliance requirements described in the U.S. Office of Management and Budget's *OMB Circular A-133 Compliance Supplement* that could have a direct and material effect on each of its major federal programs for the year ended September 30, 2014. The Institute's major federal programs are identified in the summary of auditor's results section of the accompanying Schedule of Findings and Questioned Costs.

Management's Responsibility

Management is responsible for compliance with the requirements of laws, regulations, contracts, and grants applicable to the Institute's federal programs.

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for each of the Institute's major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States; and OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*.

The above-mentioned standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the Institute's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of the Institute's compliance.

Opinion on Each Major Federal Program

In our opinion, the Institute complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended September 30, 2014.

Report on Internal Control over Compliance

Management of the Institute is responsible for designing, implementing, and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the Institute's internal control over compliance with the types of compliance requirements that could have a direct and material effect on each major federal program to design audit procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with OMB Circular A-133, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Institute's internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A material weakness in internal control over compliance is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A significant deficiency in internal control over compliance is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses. Given these limitations, during our audit we did not identify any deficiencies in the Institute's internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Intended Purpose

The purpose of this Report on Internal Control Over Compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of OMB Circular A-133. Accordingly, this report is not suitable for any other purpose.

Grant Thornton LLP

McLean, Virginia
February 3, 2015

Section I	***Summary of Auditor's Results***
Financial Statements	
1. Type of auditor's report issued	Unmodified
2. Internal control over financial reporting	
a. Material weaknesses identified?	No
b. Significant deficiencies identified not considered to be material weaknesses?	None reported
c. Noncompliance material to the financial statements noted?	No
Federal Awards	
1. Internal control over major programs:	
a. Material weaknesses identified?	No
b. Significant deficiencies identified not considered to be material weaknesses?	None reported
2. Type of auditor's report issued on compliance for major programs:	Unmodified
3. Any audit findings disclosed that are required to be reported in accordance with OMB Circular A-133, *Section 510(a)?*	No
4. Identification of major program:	
Federal Agency/Program Title	**CFDA**
USAID Foreign Assistance for Programs Overseas	98.001
Renewable Energy Research and Development	81.087
5. Dollar threshold used to distinguish between Type A and Type B programs:	$300,000
6. Auditee qualified as a low-risk auditee under OMB Circular A-133, Section 530?	No

Section II—Financial Statement Findings

None reported

Section III—Federal Award Findings and Questioned Costs

None reported

Finding 2013-01

Condition: Management identified, through review of corporate credit card charges, certain charges made to fictitious vendors, as well as other charges deemed to be unauthorized and or improper.

Corrective Action/Status: Management took the following actions:

1) Confirmed that the improper charges amounted to $83,000 and that none of the charges impacted a government grant.
2) Developed an "Internal Control Action Plan" that was approved by USAID.
3) Instituted background and/or credit checks for all new employees and before issuing credit cards and/or travel advances to staff.
4) The Chief Financial and Administrative Officer delivered a PowerPoint presentation (Safeguarding WRI Against Fraud) as part of a communication campaign, nine times to approximately 240 WRI staff and interns in the US, China, Brazil, and India.
    a. The communication campaign emphasized our whistle blower policy, that no exceptions to the new policy would be tolerated and stressed the associated responsibility for approvals.
    b. The communication plan also reviewed results from our control environment survey and associated actions to be taken, that was shared with the Leadership Team.
5) Recently introduced an annual compulsory training that includes an on-line Financial Integrity seminar and quiz that must be passed.

Corrective Action/Status Contact: Steve Barker, Chief Financial Officer and Vice President of Finance and Administration, Phone 202-729-7685, Email sbarker@wri.org.

World Resources Institute and Subsidiary

Schedule of Functional Expenses

Year ended September 30, 2014

	Business Center	Cities and Transport	Climate	Energy	Finance Center	Food, Forests and Water	Governance Center	Special Projects	Communications	Total Program Expenses	Administration	Development	Total Expenses
Salaries	$ 313,128	$ 3,153,618	$ 3,408,252	$ 301,972	$ 793,818	$ 3,851,169	$ 1,577,395	$ 1,558,010	$ 614,606	$ 15,571,968	$ 2,283,471	$ 1,080,212	$ 18,935,651
Fringe Benefits	125,409	1,275,850	1,396,931	123,788	264,004	1,572,463	629,461	594,740	230,283	6,212,929	927,552	449,160	7,589,641
Research Expenses	21,360	861,925	701,599	30,175	172,903	1,731,366	270,900	1,034,868	25	4,825,121	74,664	60	4,899,845
Conference Expenses	3,102	160,026	257,274	6,877	12,933	268,548	53,800	310,795	11,814	1,085,169	50,932	122,508	1,258,609
Publication Expenses	90	156,289	96,579	1,536	25,719	181,822	62,622	226,402	61,890	812,949	15,492	105,935	934,376
Communication Expenses	—	61,966	178,789	—	—	1,173,778	113,766	188,322	113,247	1,829,868	—	—	1,829,868
Travel	35,445	568,147	425,927	27,319	131,895	737,879	161,725	437,599	12,144	2,538,080	149,080	93,539	2,780,699
Other Direct Costs	3,552	142,694	(7,578)	5,435	12,135	139,256	41,326	(65,388)	(10,524)	260,908	1,471,734	77,129	1,809,771
Subgrants	5,000	4,433,472	1,458,602	39,487	100,110	5,033,540	1,279,334	5,606,253	—	17,955,798	—	—	17,955,798
Rent	41,661	529,430	535,840	41,247	117,279	801,240	241,542	355,581	85,754	2,749,574	—	160,023	2,909,597
Library and information services	2,733	34,733	35,153	2,706	7,694	52,565	15,846	23,328	5,626	180,384	—	10,498	190,882
Indirect Salaries	17,076	217,002	219,630	16,906	48,070	328,412	99,003	145,745	35,149	1,126,993	—	65,590	1,192,583
Indirect Benefits	7,110	90,352	91,446	7,039	20,015	136,738	41,220	60,683	14,635	469,238	—	27,309	496,547
Subgrant Pool Salaries	143	127,020	41,789	1,131	2,868	144,212	36,653	160,621	—	514,437	—	—	514,437
Subgrant Pool Benefits	60	53,309	17,539	475	1,204	60,524	15,383	67,411	—	215,905	—	—	215,905
Subgrant Pool Other Costs	3	2,830	931	25	64	3,213	817	3,579	—	11,462	—	—	11,462
Supplies and materials	2,162	27,472	27,805	2,140	6,086	41,576	12,534	18,451	4,450	142,676	—	8,304	150,980
Telephone and cables	4,642	58,989	59,703	4,596	13,067	89,274	26,912	39,619	9,555	306,357	—	17,830	324,187
Equipment rental and maintenanc	13,908	176,739	178,879	13,770	39,151	267,476	80,633	118,703	28,627	917,886	—	53,420	971,306
Other Indirect	2,074	26,353	26,672	2,053	5,838	39,882	12,023	17,699	4,268	136,862	—	7,965	144,827
Depreciation	12,634	160,557	162,501	12,509	35,566	242,987	73,252	107,835	26,006	833,847	—	48,529	882,376
Total Expenses	611,292	12,318,773	9,314,263	641,186	1,810,419	16,897,920	4,846,147	11,010,856	1,247,555	58,698,411	4,972,925	2,328,011	65,999,347
Allocation of administration costs	71,205	904,872	915,829	70,498	200,446	1,369,435	412,831	607,740	146,567	4,699,423	(4,972,925)	273,502	—
Total Expenses After G&A Al	$ 682,497	$ 13,223,645	$ 10,230,092	$ 711,684	$ 2,010,865	$ 18,267,355	$ 5,258,978	$ 11,618,596	1,394,122	63,397,834	$ —	$ 2,601,513	$ 65,999,347

World Resources Institute and Subsidiary

Schedule of Functional Expenses

Year ended September 30, 2013

	Climate, Energy and Pollution	People & Ecosystems	Embarq Safe Urban Transport	Institutions and Governance	Markets and Enterprise	Special Studies/ Innovations	External Relations	Total Program Expenses	Administration	Development	Total Expenses
Salaries	$ 3,773,882	$ 2,431,819	$ 1,915,841	$ 1,515,137	$ 1,118,053	$ 945,748	$ 918,738	$ 12,619,218	$ 1,883,217	$ 1,168,584	$ 15,671,019
Fringe Benefits	1,650,237	1,062,137	823,068	661,443	496,912	418,094	398,663	5,510,554	826,279	518,956	6,855,789
Research Expenses	586,438	1,286,088	1,097,188	344,001	412,156	493,386	161,486	4,380,743	111,633	—	4,492,376
Conference Expenses	123,856	113,525	170,250	92,443	30,214	59,504	41,950	631,742	60,128	30,968	722,838
Publication Expenses	299,671	672,253	133,413	85,403	94,673	107,307	177,580	1,570,300	41,065	6,067	1,617,432
Communication Expenses	—	—	35,268	—	—	—	58,700	93,968	—	—	93,968
Travel	423,574	465,595	573,715	241,230	145,456	273,473	46,207	2,169,250	163,960	100,309	2,433,519
Other Direct Costs	(48,713)	80,508	98,681	27,748	24,842	65,461	27,653	276,180	1,245,578	65,751	1,587,509
Subgrants	782,355	2,834,913	3,528,202	1,059,359	22,135	125,059	8,868	8,360,891	—	—	8,360,891
Rent	600,663	539,173	427,624	261,775	204,866	208,453	161,523	2,404,077	—	166,786	2,570,863
Library and information services	46,093	41,374	32,814	20,088	15,721	15,996	12,395	184,481	—	12,799	197,280
Indirect Salaries	146,021	131,073	103,956	63,638	49,803	50,675	39,266	584,432	—	40,546	624,978
Indirect Benefits	61,379	55,095	43,697	26,749	20,934	21,301	16,505	245,660	—	17,043	262,703
Subgrant Pool Salaries	19,450	70,480	87,716	26,337	550	3,109	220	207,862	—	—	207,862
Subgrant Pool Benefits	8,686	31,476	39,173	11,762	246	1,389	98	92,830	—	—	92,830
Subgrant Pool Other Costs	1,534	5,560	6,919	2,077	43	245	17	16,395	—	—	16,395
Supplies and materials	24,828	22,286	17,675	10,820	8,468	8,616	6,676	99,369	—	6,894	106,263
Postage	18	18	15	8	7	7	9	82	—	4	86
Telephone and cables	53,670	48,176	38,209	23,390	18,305	18,626	14,432	214,808	—	14,903	229,711
Equipment rental and maintenance	218,053	195,731	155,236	95,030	74,371	75,673	58,636	872,730	—	60,547	933,277
Other Indirect	26,835	24,088	19,104	11,695	9,152	9,313	7,216	107,403	—	7,451	114,854
Depreciation	159,491	143,164	113,545	69,508	54,397	55,350	42,888	638,343	—	44,286	682,629
Total Expenses	8,958,021	10,254,532	9,461,309	4,649,641	2,801,304	2,956,785	2,199,726	41,281,318	4,331,860	2,261,894	47,875,072
Allocation of administration costs	1,012,106	908,498	720,539	441,086	345,196	351,241	272,163	4,050,829	(4,331,860)	281,031	—
Total Expenses After G&A Allocations	$ 9,970,127	$ 11,163,030	$ 10,181,848	$ 5,090,727	$ 3,146,500	$ 3,308,026	$ 2,471,889	$ 45,332,147	$ —	$ 2,542,925	$ 47,875,072

World Resources Institute and Subsidiary

Schedule of Indirect Cost Rate Calculation (Facility Costs)

Year ended September 30, 2014

Direct Expenses	Programs	Fundraising	Total Expenses
Salaries and Stipends	$ 15,571,968	$ 1,080,212	$ 16,652,180
Fringe Benefits	6,212,929	449,160	6,662,089
Research & Conference Expenses	5,910,290	122,568	6,032,858
Publications Expenses	812,949	105,935	918,884
Communications Expenses	1,829,868	—	1,829,868
Travel	2,538,080	93,539	2,631,619
Misc. Costs	260,908	77,129	338,037
Subgrants	17,955,798	—	17,955,798
Total direct expenses	51,092,790	1,928,543	53,021,333
Less: Costs of institutional cooperative agreements/subgrants	(17,955,798)	—	(17,955,798)
Total Allowable Direct Expenses (Allocation Base)	$ 33,136,992	$ 1,928,543	$ 35,065,535

Facility Costs	Total Facility Cost
Rent	$ 2,909,597
Salaries	1,192,583
Fringe Benefits	496,547
Library and Information Services	190,882
Reproduction	4,595
Supplies and Materials	150,980
Telephone and Cables	324,187
Equipment Rental and Maintenance	971,306
Interest/Offsite storage/Misc. Exp.	140,232
Depreciation and Amortization	882,376
Total facility costs	7,263,285
Total Allowable Facility Costs	$ 7,263,285

Calculation of Facility Cost Rate:

Total allowable facility costs/total allowable direct expenses ($7,263,285/$35,065,535)	20.71%

World Resources Institute and Subsidiary

Schedule of Fringe Benefit Rate Calculation

Year ended September 30, 2014

Fringe Benefits	Regular and Term Staff	Temporary Staff	Total Benefits
PTO, Holiday and Other Benefits	$ 3,515,633	$ —	$ 3,515,633
FICA	1,408,202	47,572	1,455,774
Group health	1,504,461	—	1,504,461
Retirement	1,336,224	—	1,336,224
Unemployment	50,915	7,823	58,738
Workers' compensation	47,195	1,989	49,184
Other	382,079	—	382,079
Total allocable costs	$ 8,244,709	$ 57,384	$ 8,302,093

Regular and Term Staff Labor	Programs	Fundraising	Facility	Subgrant	Administration	Total Labor
Salaries	$ 14,686,093	$ 1,068,579	$ 1,192,583	$ 514,437	$ 2,211,317	$ 19,673,009
Less: excluded salaries expense*	(7,381)	—	(9,455)	—	(11,400)	(28,236)
Total allowable labor base	$ 14,678,712	$ 1,068,579	$ 1,183,128	$ 514,437	$ 2,199,917	$ 19,644,773

Calculation of fringe benefit for regular and term staff:
Total allocable costs/total allowable labor base
($8,244,709/$19,644,773) 41.97%

Temporary Staff Labor	Programs	Fundraising	Facility	Subgrant	Administration	Total Labor
Salaries and stipends	$ 885,875	$ 11,633	$ —	$ —	$ 72,154	$ 969,662
Total allowable labor base	$ 885,875	$ 11,633	$ —	$ —	$ 72,154	$ 969,662

Calculation of fringe benefit for temporary staff:
Total allocable costs/total allowable labor base
($57,384/$969,662) 5.92%

*Excluded salary expenses are fellowship stipends, intern programs and outside temporary help. Theses expenditures are excluded because they do not have a relationship to fringe benefit costs.

World Resources Institute and Subsidiary

Schedule of Indirect Cost Rate Calculation (General and Administration)

Year ended September 30, 2014

	Programs	Fundraising	Total
Allowable total direct	$ 33,136,991	$ 1,928,542	$ 35,065,533
Total allocation base for general and administrative	$ 33,136,991	$ 1,928,542	$ 35,065,533

General and Administrative Expenses	
Salaries	$ 2,283,471
Benefits	927,552
Research Expenses	74,664
Conference Expenses	50,932
Publications Expenses	15,492
Travel	149,080
Professional Services	488,444
Memberships/Fees/Dues	34,563
Recruitment/Relocation	350,473
Staff Meals/Kitchen	37,680
Training & Career Development	41,292
Miscellaneous	135,411
Non-billable unallowable	383,871
Total general and administrative expenses	4,972,925
Less: non-billable unallowable	(383,871) *
Total allowable general and administrative expenses	$ 4,589,054
Calculation of general and administrative rate: Total general and administrative/total allocation base for general and administrative ($4,589,054/$35,065,533)	13.09%

*Excluded unallowable expenses that are not chargeable to funders.

World Resources Institute and Subsidiary

Schedule of Indirect Cost Rate Calculation (Subgrant)

Year ended September 30, 2014

	Programs	Fundraising	Total
Total subgrant costs	$ 17,955,798	$ —	$ 17,955,798
Total allocation base for general and administrative	$ 17,955,798	$ —	$ 17,955,798
General and Administrative Expenses			
Salaries			$ 514,437
Benefits			215,905
Other Costs			11,462
Total general and administrative expenses			$ 741,804
Calculation of subgrant rate:			
Total subgrant costs/total allocation base for general and administrative ($741,804/$17,955,798)			4.13%

NOTE A—BASIS OF ACCOUNTING

The calculation of allocation rates is prepared in accordance with the methodologies used by the Institute in negotiating its indirect facility cost, fringe benefit, and general and administrative cost rates with its oversight agency, the U.S. Agency for International Development. Revenue is recorded using provisional approved rates. The difference between actual and provisional rates is not material to the financial statements as a whole.

Facility Cost Rate–represents total indirect costs less unallowable costs as a percentage of total direct costs, which includes fringe benefit costs, less all charges representing costs incurred pursuant to subcontract or subgrant agreements and unallowable costs.

Fringe Benefit Rate–represents the cost of total fringe benefit expenses as a percentage of total salary and wage charges that result in related fringe benefit expenses. Fringe benefit costs are included as a direct cost in the calculation of both the overhead, and the general and administrative cost rates.

General and Administrative Rate–represents all general and administrative expenses as a percentage of direct costs incurred, less charges representing costs incurred pursuant to subcontract or subgrant agreements.

Subgrant Pool Rate–represents subgrant-related salaries as a percentage of total subgrant costs.