CELEBRATING YOU AND YOUR #1 ZOO

This year’s annual report applauds YOU—our volunteers and donors. Thanks to your support and love of our animals, the Saint Louis Zoo concluded The Living Promise Campaign in 2014 with great success. Donors provided $134 million in gifts and pledges, surpassing our goal of $120 million. Your generosity helped deliver a safe haven for many animals, offering them the comfort and security that only being home can provide. From the new animal youngsters in Red Rocks to new species in River’s Edge, thank you for welcoming these new friends home to the Saint Louis Zoo. By continuing to work together, we can make our beloved Zoo and living world a better home for our animals and all people.

F. Holmes Lamoreux
Chair, St. Louis Zoological Park Subdistrict Commission

Jeffrey P. Bonner, Ph.D.
Dana Brown President & CEO

LEADERS, DONORS, VOLUNTEERS AND STAFF

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FINANCIAL STATEMENT

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Many hands were hard at work at the Saint Louis Zoo in 2014—the hands of a Zoo ALIVE teen volunteer reintroducing American burying beetles in Missouri; a scientist recording data at the Endocrinology Lab; a spirited activist coloring her Kids Save Elephants Art Campaign poster; a Zoo Parent excitedly showing his children Andean bears.

From the paws and claws, fins and feathers, hoofs and hands at America’s #1 zoo, high five! Our Zoo is a wild and wonderful place—free and accessible to all—because of you.

Among our three million visitors, babes in strollers weren’t the only rascals roaming about. Baby orangutan Ginger cuddled with her mom, Merah. A tawny frogmouth and roseate spoonbill learned to spread their wings while two Colobus monkeys and a Coquerel’s sifaka tested out their swings.

Red Rocks welcomed an astonishing 27 new kids on the block. Among them were two baby addaxes, Heath and Fola; Presley the camel; and Makena, a Grevy’s zebra foal. A lesser kudu, a female lowland nyala and two red kangaroo joeys also joined the gang. These births and many others marked the Zoo’s successful participation in a global species management plan for endangered animals.

From elephants, rhinos and giraffes to butterflies, beetles and bees, animals big and small benefited from the Zoo’s notable awareness campaigns, enriching education programs and world-class conservation initiatives. The WildCare Institute celebrated its 10-year anniversary, and the Institute for Conservation Medicine was awarded grants for innovative research at home and across the globe. The Zoo informed and inspired a million individuals through its Education Department’s exceptional programs on site and in the wild. The extraordinary accomplishments of our staff and volunteers and contributions from our passionate supporters made 2014 a wild and wonderful year for the Zoo—and you!
At the Saint Louis Zoo, everyone has the opportunity to trek the winding path of discovery. In June 2014, River's Edge introduced visitors to four new destinations: Andean Bear Range, Purina Painted Dog Preserve, Robert & Kathy Williams Sun Bear Forest, and Berges Family Elephant Springs. Kicking off the grand opening was the River's Edge Expansion Donor Preview and Dedication, sponsored by Purina.

At Andean Bear Range, two large viewing windows allow visitors to see Maria and Poncho climbing trees, digging in grass, resting near natural deadfall and swimming in the stream running the entire length of their habitat. Found in the cloud forests of South America’s Andean mountains, these endangered bears are also known as spectacled bears for the distinct white patches circling their eyes.

Purina Painted Dog Preserve is home to one of the most endangered canids in the world. The exhibit’s Savannah Shade Structure includes eight-foot-tall glass panels to give visitors a 270-degree view of these agile animals running through the open grassy landscape, digging in their sand pile or splashing in their cool stream.

Next stop: the Robert & Kathy Williams Sun Bear Forest. Here, Malayan sun bears Rimba and Miskin love to climb up, play in and rest atop an abundance of tall trees. Named for the golden crescent patch on their chest, these bears are from Southeast Asia. They certainly feel at home when splashing in their habitat’s refreshing waterfall. The Zoo’s treasured Asian elephant family can also recharge their trumpets after a dip in the Berges Family Elephant Springs.

Zookeepers provide outstanding care for these spectacular species at the Andean Bear, Sun Bear and Painted Dog Care Center, another feature added in 2014. Thanks to the generous contributions of individuals, foundations and corporations through The Living Promise Campaign, these animals have a safe haven and home at River's Edge.
We promised.
You delivered.

To care deeply for our animals and the natural world; to remain accessible to all visitors; to steward our resources carefully; in 2010, we made these promises. In 2014, we fulfilled these promises. Each year, you delivered. The Living Promise Campaign donors provided $134 million in gifts and pledges, surpassing a $120 million goal. Celebrating the end of this tremendous journey, 500 attendees gathered at a closing ceremony at Union Station on October 2, 2014.

With expanded animal habitats, an enhanced visitor experience, improved infrastructure and increased endowment, the Zoo remains an international leader in animal research and conservation, and a favorite attraction for animal lovers of all ages. “Thank you for being there for the Zoo when it needed you,” said Peggy Ritter, Zoo Association President.

In 2014, major contributions included the Employees Community Fund of Boeing – St. Louis to support the completion of McDonnell Polar Bear Point. Other notable gifts were from Jody and John Ross and the Fox Family Foundation. A beautifully designed North Arrival Brick Plaza and a new North Entrance Welcome Desk greeted visitors. Improvements also included the renovated Cafe Kudu and updated restrooms in The Living World.

The Zoo Endowment Fund marked its 10-year anniversary in 2014, with 35 named endowed funds and five endowed professional positions. Two new positions were endowed in 2014: the Fred Saigh Director of Education and the William Bernoudy Vice President of Architecture & Planning. Another notable contribution was the Charles and Marilyn Hoessle Education Fund.

From the Zoo Parent who rallied during the Members’ Phase to the new Heritage Society Member who increased giving, and from multi-generational family contributors to corporations deeply invested in our mission, our community stayed the course. Focused on sustainability and driven by our Strategic Plan, we look forward to welcoming even more enthusiastic, conscientious leaders who understand that exceptional animal care and environmental stewardship promote the well-being of everyone.

“We have a living collection that depends on us for their survival.”

- Jeffrey P. Bonner, Ph.D., Dana Brown President & CEO
Donors, volunteers and staff feel a deep connection to and affection for their #1 Zoo. Our Zoo family is a dedicated group of individuals, families, foundations and corporations passionate about keeping our Zoo up and running at its best at home and across the world.

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* Denotes deceased

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A young visitor interacts with a goat in the Emerson Children’s Zoo.

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Ronald Moore
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Elizabeth Radke
Justin Rand
Jessica Sebben
Angela Smith
Emily Unger
Sarah Walker
Brittany Wrubel
Emily Zimmerman
The Saint Louis Zoo, in partnership with other education and conservation institutions, received a $250,000 grant to study the effects of synthetic chemicals on animal health, and in turn, the health of humans.
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Mr. Timothy A. Harding  
Ms. Desiree Harmon  
Dr. Terry L. Harting & Ms. Dawn G. Stewart  
Mr. Matt Harvey  
Alan Haselhorst & Melissa Stanka
Launched in spring 2012, the St. Louis Box Turtle Project teaches conservation-minded youth to complete population surveys, study nesting habits and monitor the behavior of box turtles.
Along with zoos around the world, the Saint Louis Zoo celebrated the first annual World Giraffe Day on June 21, the longest day of the year, to raise awareness about the challenges these longest-necked animals experience in the wild.
Visitors take a ride on the Emerson Zipline Railroad.

Ruth C. Heilster
Nancy Varner Helmer
Muff Hensley
Paul & Carole Herrmann III
Milton Hieken & Barbara Barenholz
Sally W. Higgins
Charlie & Marilyn Hoesl
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Ruth Korte
Gary & Patty Knooch
Dr. & Mrs. Richard J. Kuebel
James & Peggy Lagodny
Hannah & Larry Langsam
Paul & Marsha Lanson
Mr. & Mrs. Robert C. Leinberger

The Zoo celebrated the 10th anniversary of the Saint Louis Zoo Endowment Fund, which has grown to just over $50 million in assets thanks to the generosity and leadership of Zoo supporters.
Lorraine L. Robertson
Margie & Jim Robertson
Mr. & Mrs. John C. Rehurbaugh
Steven & Andrea Rosenblum
Polly & John Ruf
Stephen W. & Ann K. Rule
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Cathy Wippenman
Gerald Wunderlich

**Martin Perkins Society Honor Roll**

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$25,000 and Above

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Mr. & Mrs. Edward Imo
Mary Ann Lee (15)
Bob & Esther Negwer (10)
John & Jane Simmons
Jeanne & Res Struekerfield

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$24,999 - $10,000

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Suzann Lynch Brown
Laurence L. & Virginia J. Browning (20)
Mr. & Mrs. Michael Dierberg
Adelle B. Dilschneider (10)
Michael A. Fabrizi
First Bank, Inc. (10)
Dr. & Mrs. W. R. Konneker (10)
Mr. & Mrs. Oliver M. Langenberg (10)
Mid America Cherry Dealers
Nicolet Motor Company
Novus International, Inc. - Thad & Betty Simons
Audrey (Tolos) W. Otto (15)
Peabody Energy
Mr. & Mrs. Mark J. Schnuck (15)
Sigma Aldrich Foundation (10)

Linda & Peter Werner (15)
Brad & Laura Wilson

**Steward’s Circle**

$9,999 - $8,000

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Ameren (10)

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Anonymous

Ms. Kathryn A. Aschenbrenner
Jackie & Randy Baker
Mr. & Mrs. James Berges (10)
Kelly & Steven Bloom
Mrs. Paul Brandman (10)
Bunge North America, Inc. (15)
Mr. & Mrs. C. A. Case, Jr. (15)
Karen & Bert Condie (15)
Isobelle Coovert (20)
Daniel & Henry Co. (10)
Leo & Kay Drey (10)
Mr. & Mrs. Gilbert G. Early (15)
Eaton Corporation
Marlyn & Tom Fabey
Dale & Sharon Fiehler (10)
Mr. & Mrs. Steven L. Finery (10)
Fox Family Foundation (10)
Dianne & George Garrison
Mr. & Mrs. David P. Gast (15)
Graybar Foundation
H2G, LLC
Mr. & Mrs. Gary A. Hills (10)
Mr. & Mrs. Michael C. Heim (15)
Douglas E. & Victoria D. Hill (15)
Sharon & Ken Johnson (10)
Kent Precision Foods Group (10)
Eugene & Connie Kings
F. Holmes Lamoreux (20)
Hannah & Larry Langsam (20)
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Monsanto Fund (20)

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The Shepherd Foundation
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Ray & Laurie Van der Riet (10)
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Mr. & Mrs. Robert M. Williams, Jr. (10)
Morrie & Miki Zimring

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$4,999 - $2,500

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Joelyn P. Barton
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Mr. & Mrs. Stephen F. Brauer (15)
David & Lynn Brown and Family
Mr. & Mrs. John W. Brown

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Maxine Clark & Robert Fox
The Coral Family Foundation
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David Daus & Sandra Fanestell
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Mr. & Mrs. Kenneth C. Lynch
Terry M. Lynford
Mr. & Mrs. Herman G. Mangold
Dr. Marshall S*. & Deborah S. Manne
Mr. & Mrs. William E. Maritz
Drs. Jay & Susan Marshall
Trent Mason
Mary & Shirley Mayberry
Jean McCool
Michael D. McGrath
Gene & Donna McMahon
Jerry P. McNeal
Tom & Eileen Meyer
Mr. Lillian Miceli
Howard & Penny Miller
Mr. & Mrs. Richard J. Mitchell
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Dorothea A. Moses
George & Bonnie Moore
Charles & Marilyn Moreland
Kay Z. Mullins
Genevieve O’Hara
Marjorie K. Olle
Vickie O’Neil
Michael C. & Susan R. Orlando
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Phyllis Parish
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Keith & Ginny Phoenix
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Norman Potashnick
Stanley I. & Carol J. Proctor
Jim & Nita Raby
Mrs. William Alan Ratz
Gail F. Reissen
Alma K. Reitz
Peggy & Jerry Ritter

Bill and Julie Gentach received the Saint Louis Zoo Individual Award Society Celebration.
“My passion is animals. Living in The Loop, I walked to the Zoo every weekend as a kid. The joy I feel, then and now, while in its beautiful confines is overwhelming. I am so happy at this time in my life to help perpetuate the health and happiness of our animals.”

- Terry Lynford

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Mr. and Mrs. Joseph F. Imbs III (10)
Sandra & John Irace
J.W. Terrill
E. Ann Jackson (15)
Mr. & Mrs. Henry O. Johnston (15)
Margaret A. Kiefer (20)
Allan B. Kling
Mr. Lee C. Kling
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Jane E. Kosa (20)

Mr. & Mrs. Barry H. Beracha (15)
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Dr. & Mrs. Larry J. Shapiro
Drs. Charles & Elizabeth Schmitz
Scherck Charitable Foundation

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Anne & John McDonnell (10)

Mr. & Mrs. James S. Matter Family Office (10)
Dr. + & Mrs. Marshall S. Manne (10)
Ms. Kathy Manganaro
Donn & Michele Lux (15)
Ms. Kathy Manganaro
Dr. & Mrs. Marshall S. Manne (10)
Matter Family Office (10)
Mr. & Mrs. James S. McDonnell III (15)
Anne & John McDonnell (10)
Jennifer & Jeffrey McDonnell
Jim & Susanne McCullagh
S. Lee & Colleen McMillan
Mrs. A. Jay Metz (20)

Dr. & Mrs. Rand S. Goldstein (10)
Robert & Susan Goldstein Family
Louis S. Goltermann, Jr.
Elizabeth Green (20)
Tracey Green (10)

Mr. & Mrs. Sandra M. Greenberg
Mr. Timothy C. Greenwald
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Mr. & Mrs. Richard L. Gilbert (10)
Mark Gilje & Caroline Gilje, DVM

Eileen Glaser
Lawrence & Karen Goering (15)
Mr. & Mrs. Rand S. Goldstein (15)
Robert & Susan Goldstein Family
Louis S. Goltermann, Jr.
Elizabeth Green (20)
Tracey Green (10)

Mr. & Mrs. Sandra M. Greenberg
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Carl & Jana Jansson
Erine & Pauline Jaworski
Mrs. James Lee Johnson, Jr. (15)
Jerome & Nancy Kalishman Family Foundation (15)

The Saint Louis Zoo received the Growing Green Award for Operational Excellence presented by the U.S. Green Building Council-Missouri Gateway Chapter.
The largest African canid, the painted dog is one of the most endangered canids in the world.
“Our grandchildren loved the idea of having their names on the bricks in the Zoo plaza. The plaza is appealing because it represents a community of Zoo lovers welcoming visitors to the Saint Louis Zoo.”

- Judy Kouchoukos

Mr. Constance Lohr
Tony & Marlene Long
Stanley & Lucy Lopata Charitable Foundation (20)
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The Mallon Family
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Dr. & Mrs. Charles Mannis (10)
The Sawyer Margulis Family Foundation (10)
Steve Marquis
Elizabeth A. Marshall
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Selden & Ellen Martin
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Andy & Peggy Newman (15)
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Orona Nwanodi, M.D.
Oakwood Systems Group
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Barbara B. Poelker
Bill & Jane Pohlman
Pope Animal Hospital
Greg, Terese & Jenna Portell (10)
HowardPotratz & Gayle Kirsten (10)
Lee Powell
Prairie Farms
Kathleen Pratt (10)
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Ms. Angela Tabaka
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Mr. & Mrs. Thomas A. Taylor
Tegeler Foundation (10)
By removing dead and decaying animals naturally, the hardworking American burying beetle recycles decomposing components back into the environment.
The Members’ Phase of The Living Promise Campaign raised over $1.5 million from 4,066 gifts.
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Carol & Gary Patrick  
Gene T. Patrick Sr.  
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Todd & Jennifer Powers  
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Kelly & Jeff Quin  
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Colleen Raley  
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Jill & Jacob Ramig III  
Susan E. Raney

At a Day with the Rays, participants stepped into the zookeeper role by preparing food for the stingrays and sharks and maintaining the exhibit for these swimming sensations.
Since 1996, the monarch butterfly population has dropped 97 percent. The monarch migration is deemed an endangered biological phenomenon by the International Union for Conservation of Nature.

Monarch butterfly

Judith & Anthony Shaffar
Bill & Tana Settle
Dr. & Mrs. Robert M. Senior
Mr. & Mrs. James F. Seidler
Howard & Kathleen Secks
Eric & Cathy Scott
Robert & Christianna Scott

Zoo Parents Program

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Hertzog Crebs LLP
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Martin Schwieg & Terrie Liberman
Robert & Glenda Schweizer
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Howard & Kathleen Secks
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Bill & Tanya Settle
Andy & Carmen Shadron
Judith & Anthony Shaffar
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Dr. & Mrs. Thomas P. Shaner
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Michael Sheridan
Jeffrey & Marnie Shifrin
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Blake & Colleen Simmons
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Ray P. Smith
Stephen & Kristine Sneeringer
Robert & Julia Snitzer
John Snyder & Tessa Lamm
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Nichol & Jeremy Sokolowski
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Kia & Liam Springer
Virginia & Billy Staggs
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Kathleen S. Stafler
Timothy & Lesley Steele
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Steven & Joan Wolken
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The Woods Family
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Yankee Plumber
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Gary L. Younce
Mr. & Mrs. Frank J. Zangerl, Jr.
David & Christee Zimmerman

Conservation of Nature.

International Union for Phenomenon by the Endangered Biological Monarch Migration

Howard & Kathleen Secks
Eric & Cathy Scott
Robert & Christianna Scott

Since 1996, the monarch butterfly population has dropped 97 percent. The monarch migration is deemed an endangered biological phenomenon by the International Union for Conservation of Nature.
Our company truly believes that pets and people are better together. The Zoo is a wonderful place for people to come spend time with animals in a relaxing and beautiful setting.

- Kasey Bergh, Director of Community Affairs for Nestlé Purina PetCare Company
A leader in sustainability, the Zoo provides numerous opportunities for guests to participate in this important mission. At the newly renovated Cafe Kudu, visitors can recycle plates and compost their unfinished food.
We recognize that the outstanding team of professionals leading this great institution, from management to education to research to animal care, makes sure that the Saint Louis Zoo delights youngsters from age 1 to 100.”

- Cheri Fox, Executive Director of the Fox Family Foundation
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Lucia Clifton
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Meghan E. Kelly
Joan M. Oldham
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Sara Pool
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Laura Bentele
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Cathy Bergys
Leil Bergquist
Warrin Bergquist
Dee Berman
Jack Berman
Rick Berron
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Jim Berry
Kurt Berry
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Bob Bilzing
Galen Bingham
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Mary Boland
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Hannah Braunseis
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Kay Breitharth
Charles W. Brennan
Susie Brent
Jacob Brewster
Sandy Brickman
Sharon Bridgell
Barbara Bridgewater
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Thomas Broucher
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Christina Brown
Christy Brown
Marllyn Brown
Sarah Brown
Rachel Broome
Claire Brownstone
Cicardi Bruce
Susan Bruce
Sarah Bruno
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Donna Burt
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Virginia Busch
Candice Butz
Kiffin Butz
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Shelby Cady
Mary Cain
Mille Cain
Don Callahan
Sue Callahan
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Paul Cambridge
Mary Campbell
John Capps
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Elli Challant
Kelle Chapman
Tanay Charumilind
Rui Chen
Ting Chen
Nancy Child
Yu Lin Chong
Megan Chriemer
Cynthia Christison
W. Thomas Chulick
Erin Claggett
Diahann Clark

Only 420,000 African elephants roam the Earth today, a sharp decline from the 1.2 million that trumpeted over 40 years ago.
The Zoo informed and inspired one million individuals through its Education Department’s exceptional programs on site and in the wild.
<table>
<thead>
<tr>
<th>Donald Heidenreich</th>
<th>Timothy Holdener</th>
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<tr>
<td>Lynn Heidenreich</td>
<td>Tony Holdener</td>
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<td>Pat Heidenry</td>
<td>Trish Holdener</td>
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<td>William Heidger</td>
<td>William Holekamp</td>
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<td>Janet Holloway</td>
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<td>Rich Herbst</td>
<td>Becky Hood</td>
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<td>Robert R. Hermann</td>
<td>Sue Hooker</td>
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</tbody>
</table>
| Robert R. Hermann, Jr. | Naretha Hopson |}

Through smart energy initiatives, the Zoo has avoided over $1.6 million in utility costs and other expenditures and has diverted over 50 percent of its total waste from landfills.
The Red Rocks area rejoiced in an astonishing 27 births of 14 different species.
We believe St. Louis is truly an outstanding metropolitan area. The Zoo and Forest Park contribute greatly to enhance the lifestyle of residents and visitors.”

- Jody and John Ross
2014 FINANCIAL REPORT

The Saint Louis Zoo’s total net position increased nearly 1 percent compared to 2013. Prudent spending on capital projects partially offset a year-to-year decline in total revenues. The Zoo managed its financial resources with integrity and accountability, while remaining transparent in all financial statements.

In 2014, first and second quarter attendance was on par with five-year averages, with 3,070,315 visitors enjoying the Zoo. Cooler-than-normal temperatures in July drove a monthly attendance record of 536,914. Third and fourth quarter attendance was down compared to the five-year average, yet thanks to promotions and a relatively mild December, the Zoo experienced record-breaking attendance for Wild Lights, the Zoo’s nighttime holiday lights experience.

Spending among those three million-plus visitors averaged $7.93 per person in 2014. This represents a 26-cent, or 3.4 percent, increase in per capita spending over 2013. However, that increase in individual spending did not offset the 156,462 fewer visitors in 2014 compared to 2013. This meant overall visitor spending was down $428,258 compared to 2013 figures.

In 2014, total revenue was down $6.8 million, almost a 10 percent drop from 2013 revenue. This decrease was primarily due to the decline in returns from our investment portfolio; the result of both weak market results and spending on capital improvements.

Saint Louis Zoo—Audited Statement of Net Position (condensed) as of December 31, 2014

<table>
<thead>
<tr>
<th>Assets:</th>
<th>2014</th>
<th>2013</th>
<th>Change $</th>
<th>Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current and other assets</td>
<td>109,198,360</td>
<td>120,353,415</td>
<td>(11,155,055)</td>
<td>-9.27%</td>
</tr>
<tr>
<td>Capital assets (net)</td>
<td>123,128,921</td>
<td>110,607,119</td>
<td>12,521,802</td>
<td>11.32%</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$232,327,281</strong></td>
<td><strong>$230,960,534</strong></td>
<td><strong>$1,366,747</strong></td>
<td><strong>0.59%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities:</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities</td>
<td>6,699,590</td>
<td>7,331,085</td>
<td>(631,495)</td>
<td>-8.61%</td>
</tr>
<tr>
<td>Long-term liabilities</td>
<td>2,834,680</td>
<td>2,803,887</td>
<td>30,793</td>
<td>1.10%</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$9,534,270</strong></td>
<td><strong>$10,134,972</strong></td>
<td><strong>($600,702)</strong></td>
<td><strong>-5.93%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Assets:</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Invested in capital assets</td>
<td>123,128,921</td>
<td>110,607,119</td>
<td>12,521,802</td>
<td>11.32%</td>
</tr>
<tr>
<td>Restricted assets</td>
<td>53,782,176</td>
<td>53,170,713</td>
<td>611,463</td>
<td>1.15%</td>
</tr>
<tr>
<td>Unrestricted assets</td>
<td>45,881,914</td>
<td>57,047,730</td>
<td>(11,165,816)</td>
<td>-19.57%</td>
</tr>
<tr>
<td><strong>Total Net Position</strong></td>
<td><strong>$222,793,011</strong></td>
<td><strong>$220,825,562</strong></td>
<td><strong>$1,967,449</strong></td>
<td><strong>0.89%</strong></td>
</tr>
</tbody>
</table>

**Total liabilities and net position**: $232,327,281 - $230,960,534 = $1,366,747 (0.59%)

In 2014, the Zoo recorded its fourth-highest attendance in history with 3,070,315 visitors. After a wet spring, the climate was temperate throughout the year, and the Zoo enjoyed a record-breaking U.S. Bank Wild Lights attendance.
**Investment Portfolio**

The Zoo has always been a prudent steward of its investments, which include a diversified mix of money market funds, municipal issues, corporate and foreign notes, mutual funds, common stocks and U.S. government and agency obligations, plus alternative investment funds. At year-end 2014, the Zoo’s portfolios totaled $68.6 million—a $13.9 million decrease from year-end 2013. This decrease is due to payments for capital projects associated with The Living Promise Campaign and the Zoo Expansion Site, as well as weaker market results. The Short-Term Pool decreased $20.2 million from December 2013 as a result of the funds transferred for capital spending.

Overall, the domestic markets showed strong performance for the year, with an 11.9 percent return on U.S. Equities. The Long-Term Pool’s fixed income segment had a positive 3.4 percent return for the year, while alternate investment funds were up 5.6 percent. The international markets, however, were down 5.8 percent in 2014 due to weakening currencies in Europe and developing countries. A negative return of 12.6 percent was recorded for the Diversified Inflation Hedges, but this segment still outperformed the index.

**2014 Revenues**

Tax support from the Metropolitan Zoological Park and Museum District was flat compared to 2013. Tax receipts contributed $21 million this year, representing 33.3 percent of the Zoo’s total revenue. The 2014 tax rate remained at the maximum 8 cents per $100 of assessed property value.

*The Living Promise Campaign* ended in 2014. History-to-date contributions total $134 million, surpassing the $120 million campaign goal. The campaign was dedicated to supporting new animal exhibits, enhancing the visitor experience, upgrading physical infrastructure and strengthening the endowment. Total contributions to the Zoo in 2014 were $17.2 million, $1.2 million less than 2013 numbers. This decline was anticipated with the campaign coming to a close.

Other sources of contributions in 2014 included $4 million from membership gifts, which exceeded 2013 by $48,497, or 1.2 percent. This increase was a result of achieving a new year-end record of 48,852 member households—a 1.3 percent increase over 2013 and 14 percent above the five-year average. In addition, Marlin Perkins Society members contributed $1,798,475 in 2014, exceeding the prior year’s record by $60,827. The Society benefited from the addition of 126 new members and 115 current members who increased their gifts. Furthermore, the major fundraising event of the year—A Zoo Ado presented by Wells Fargo Advisors—raised $495,962, slightly more than the 2012 amount.

**2014 Expenses**

The Zoo’s operating expenses of $61.3 million were up 2.6 percent over 2013. This increase was the result of higher salaries, fringe benefits, depreciation, supplies and marketing costs. These were partially offset by reduced spending on utilities and other operating needs. Salaries increased due to the annual 3 percent raise pool and the addition of new personnel. Also contributing to higher operating expenses was an increase in workers’ compensation premiums due to a higher loss modification rate. Depreciation increased by $930,720 due to an increase in completed and closed construction projects. Marketing expenses increased slightly over 2013 as a result of developing a mobile app for Zoo visitors and creating a new television commercial for the River’s Edge expansion exhibits (no new commercial was done in 2013). Utilities were down as a result of closing Penguin & Puffin Coast during construction of McDonnell Polar Bear Point, no need to heat or cool the old polar bear exhibit and the demolition of buildings at the Expansion Site.

Other operating expenditures that were down from 2013 included bad debt expense, entertainment, other outside services and consulting. Bad debt was higher in 2013 because of some unanticipated pledge write-offs. Entertainment was down compared to 2013 due to the following in 2010:

**Net Cash and Investments (in millions)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Endowment</th>
<th>Association</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$30.7</td>
<td>$42.8</td>
</tr>
<tr>
<td>2011</td>
<td>$32.5</td>
<td>$38.5</td>
</tr>
<tr>
<td>2012</td>
<td>$37.8</td>
<td>$37.3</td>
</tr>
<tr>
<td>2013</td>
<td>$47.0</td>
<td>$15.5</td>
</tr>
<tr>
<td>2014</td>
<td>$49.8</td>
<td>$18.8</td>
</tr>
</tbody>
</table>

Launched in 2010, *The Living Promise Campaign* ended in 2014. History-to-date contributions total over $134 million, surpassing the $120 million campaign goal.
difference in performers’ fees for ZOOFARI in 2013 versus A Zoo Ado in 2014. Other outside service costs were down compared to 2013 because of reduced campaign marketing costs in 2014 and because of the support the Zoo provided in 2013 to Association of Zoos and Aquariums programs. These programs were not continued in 2014.

Capital projects completed in 2014 included a transformed North Entrance with an expanded Welcome Center and the renovation of Cafe Kudu. Capital spending on these projects totaled $3,987,383 through the end of 2014. Renovations to the area near the Mary Ann Lee Conservation Carousel, including installation of restrooms and expansion of the Saint Louis Children’s Hospital First Aid Station, were completed at a cost of $950,352.

The Zoo completed construction on the Andean Bear Range, Sun Bear Forest and the Purina Painted Dog Preserve—all new River’s Edge animal habitats opened in 2014. The final cost of these habitats was $7.7 million.

In 2014, work continued on Polar Bear Point. Opened in June 2015, this project provided a new home with capacity for five polar bears. It also offers a more interactive visitor experience. In 2014, the Zoo spent $13.7 million on the construction of this new habitat. Other North Entrance construction continued in 2014 with the expansion of the Treetop Shop, which opened in 2015.

Demolition was completed on the Zoo Expansion Site across I-64. All of the buildings were razed, debris was removed, and the garage was refurbished and utilized in 2014. In addition, fences were erected around the parking lots and the landscaping project began at the site, which included the planting of flowers, grasses and shrubs.

The total costs were $6 million for the acquisition of the property (incurred in 2012) and $8.1 million for the demolition, renovation and design, with an additional $1.2 million for site improvements completed in 2014.

Conclusion

In 2014, the Zoo realized an increase in total net position of nearly $2 million, primarily due to positive operating revenue and contributions exceeding expenses. These results were offset by weak market results.

Supporters, volunteers and staff continue to help the Zoo pursue its mission as an organization dedicated to conservation, research and education—all by providing the best possible experience for our visitors.

The Zoo’s audited financial statements are available to any interested parties through the Office of the President & CEO of the Zoo.

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Visitors plan their day at the Zoo.
THANK YOU

The Saint Louis Zoo is grateful for the support provided by the citizens of the City of St. Louis and St. Louis County through the Zoological Park and Museum District.