LETTER FROM PRESIDENT & CEO
MATT BERSHADKER

For 148 years, the ASPCA® has been a leading voice for animals, fighting cruelty wherever we find it and helping to ensure a better quality of life for animals everywhere. Though this is my 12th year at the ASPCA, it’s only been a year since I became president and CEO. As I look back on it, I feel both proud and grateful: proud to be part of a team that has accomplished so much, and grateful for the support of people like you who enable us to do it.

This year, with your critical help, the ASPCA continued to do what it does best—saving lives and preventing cruelty. We rescued nearly 11,000 animals in jeopardy, helped bring more than 500 criminal charges against alleged animal abusers, and performed more than 35,000 low cost spay/neuter surgeries. We found adoptive homes for nearly 3,400 deserving dogs and cats, completed a major renovation of the ASPCA Animal Hospital, and provided over $17 million in grants to organizations nationwide, which in turn used that funding to help tens of thousands of animals. We scored legislative and regulatory victories in 29 states, helping to ensure that animals across the country enjoy greater protection under the law.

We also embarked on several innovative projects aimed at not only increasing the scope of our work, but also expanding its impact, including the country’s first behavior rehabilitation center for canine cruelty victims, a relentless and creative farm animal welfare campaign, and a historic partnership with law enforcement to better ensure that crimes against animals are treated as seriously as all other crimes. We’re at an exciting place in our history, saving lives at an incredible level of success and effectiveness, and poised to do even more. But we cannot do it alone. As you review this snapshot of the year, know that you played an important role in these glowing statistics and inspiring stories. For that, you have my thanks, as well as my hope and encouragement to continue your crucial support of our mission.

M. Bershader

THE EQUINE FUND

The ASPCA® Equine Fund provides grants and professional development opportunities to equine rescuers and sanctuaries. In 2013, the ASPCA provided more than $1.4 million to equine groups in 43 states—groups used their grants to purchase emergency supplies of feed and to fund capital improvement projects, cruelty seizures and rehabilitation work. Approximately 20% ($273,000) of 2013’s grant money supported the Rescuing Racers Initiative, which aids in the rescue and rehabilitation of retired racehorses, saving them from slaughter and repurposing them for other areas of the equine world, such as pleasure riding. In 2013, the equine team hosted six ASPCA/Rosalind & Franklyn Schaefer Equine Workshops on fundraising, board development, accreditation and best practices, social media and coalition building in Fort Worth, Texas; Jacksonville, Florida; Tacoma, Washington; Belling, Montana; Harrisburg, Pennsylvania; and Lexington, Kentucky.

A YEAR OF GROWTH

COMMUNITY OUTREACH

Moving On Up: Animal Relocation

The ASPCA’s Animal Relocation and Transport (ART) team focuses on saving lives by helping organizations relocate animals from areas of oversupply to places where there are few, if any, similar animals in shelters for adoption. Moving animals as a means to save lives has been happening since the 1980s, but it’s only within the last decade that this practice has really taken off. In 2013, ART took a giant step forward in its efforts to move animals and help shelters develop and carry out their own relocation programs. ART awarded over $51 million in grants in 2013, including grants for 11 relocation vehicles to organizations across the U.S., and directly coordinated 36 transports resulting in 1,309 animals moving from areas of oversupply to areas where they are more likely to be adopted.

In July 2013, ART launched the Moving Animals Places (MAP) program, an interactive and free Web-based map application that connects animal shelters across the country. Developed in collaboration with Fujitsu America Inc. and using technology courtesy of salesforce.com, MAP is the first resource of its kind that allows participating shelters with surplus animals to find and partner with shelters that have available space and a higher demand for adoptable animals. In less than one year, MAP reported:

- 420 members in 47 states and Puerto Rico
- 616 connections made between shelters
- 491 animals transported

MAP can be accessed on ASPCAPro.org, the ASPCA’s website that provides tools and resources for animal welfare professionals and advocates. MAP and ASPCAPro also offer users a library of resources to help implement best practices for transporting animals. Included in this resource library are sample forms such as a departure checklist and vehicle supply list, as well as how-tos and tips.

“Broward County Animal Care is very excited to join the ASPCA MAP team! Giving our pets every opportunity to find a wonderful home is important to us. We feel that by being part of the MAP network, we will be doing everything possible to increase their chances of finding love whether here in our own community or across the miles.”

-Lisa Mendheim, Broward County Animal Care & Adoption
The year also saw the relocation program’s successful completion of The Carroll Petrie Foundation Dog Rescue Project. The project, made possible through a $1 million grant from The Carroll Petrie Foundation, used relocation strategies to save animals at risk of euthanasia in municipal shelters. By making 16,600 subsidies available to source shelters, the project made it possible for more dogs to go to rescue groups, other shelters, permanent off-site adoption locations (like a veterinary office or pet-supply shop) or to foster homes with direct-from-foster adoption programs. Project subsidies could be spent on anything from crates and gasoline to preparatory tools and resources for animal welfare professionals. 2013 saw an 8% increase in dogs saved, a stunning 11,287 lives were saved for a total of 18,812 dogs saved during the span of the project.

ASPCA® Professional

The ASPCA is committed to providing tools and resources for animal welfare professionals and volunteers at animal shelters and rescue groups, as well as for veterinarians, humane law enforcement and emergency responders. In 2013, through 70 webinar offerings on ASPCAPro.org, we provided some 26,000 hours of continuing education to animal welfare staff and volunteers.

Our innovative shelter competition, the ASPCA Rachael Ray $100K Challenge, engaged 49 private and municipal animal shelters across the country in saving 56,379 animals’ lives in just three months.

Shelter Research 2013

The ASPCA Shelter and Research team identifies and studies data patterns to provide the tools for animal shelters and their communities to save more dogs and cats. Here is a sampling of the projects and studies we hosted in 2013:

Food Guarding

This research found that dogs who guard their food in the shelter environment can be successfully and safely adopted into homes with behavior modification and post-adoption support.

X-Maps Spot

Through a partnership with PetSmart Charities, this multi-community project uses mapping software (GIS) to help identify areas of high shelter intake and offer appropriate interventions.

Is This Cat Feral?

This research resulted in the creation of an in-shelter tool that allows shelter staff or volunteers to determine which cats are less socialized and which are more socialized.

Big Dog Relinquishment

In order to develop interventions to help keep large dogs out of shelters and in homes, we conducted a survey to gather the reasons why people relinquish their pets. We found each community had very different needs, and the results of the study will help keep more pets in homes.

Pets as Gifts

A brief survey was conducted to determine if, in fact, pets received as gifts are at a higher risk of relinquishment to shelters. The results showed that 86% of pets in the study, who had been received as a gift, were still in the home (or passed away while still in the home).
A YEAR OF FIRSTS

ANTI-CRUELTY GROUP

Years of careful strategizing, relationship-building and budgeting paid off big time in 2013, a year that saw the launch of several groundbreaking new programs and campaigns that halt, prevent, and offer healing in the aftermath of animal cruelty. In our fight against cruelty, 2013 was truly a year of firsts.

The ASPCA Behavioral Rehabilitation Center Opens

In the spring of 2013, we opened the ASPCA Behavioral Rehabilitation Center, the country’s first facility dedicated solely to rehabilitating undersocialized, fearful canine victims of puppy mills, hoarding and other cruelty cases. At the center, housed at a newly constructed, state-of-the-art wing of St. Hubert’s Animal Welfare Center in Madison, New Jersey, dogs undergo a 10-12 week specialized treatment program designed to improve quality of life and increase adoptability. These dogs have indoor/outdoor living spaces, beautiful dog runs, “Real Life Rooms” that simulate a family living room, the verdant expanses of St. Hubert’s to explore, and all the toys and other enrichment tools they need. The center’s team of ASPCA behavior experts and support staff, with assistance from St. Hubert’s staff and local volunteers, have accomplished dramatic behavior changes, graduated 49 dogs and demonstrated the effectiveness of behavior modification for this select group of animal victims of cruelty.

Beyond Cats & Dogs: Our First Major Farm Animal Welfare Campaign Tells the “Truth About Chicken”

While the ASPCA® is known mostly for our work on behalf of companion animals, we have a long history of working on issues that concern farm animals, from supporting legislation that protects farm animals to providing grants for technology that will improve animals’ lives. Recently, with the support of our members, we expanded our farm animal work with a primary focus on chickens. The fall of 2013 saw the debut of the ASPCA’s Truth About Chicken campaign, the goal of which is to improve the lives of the nearly 9 billion chickens raised for meat in America each year. Almost all of these animals come from factory farms, where they are raised in dirty, cramped quarters and bred to grow so big, so fast that they can hardly walk. As a result, they may spend much of their lives living in their own waste, developing sores and wounds that can act as gateways to infection.

In addition to working directly with chicken producers, retailers and legislators, much of the campaign’s initial efforts were focused on increasing awareness and educating and engaging the public about the welfare issues surrounding modern chicken farming. To that end, in September 2013 we launched a special website, TruthAboutChicken.org, the centerpiece of which was a digital petition directed towards the chicken industry asking for slower-growing chickens raised in better conditions. The petition gained more than 100,000 signatures by the end of the year.

In November we launched an engagement campaign directed at the National Chicken Council (NCC). More than 70,000 advocates signed our letter urging the council to recommend slower-growing chickens raised in more humane conditions.

Chicken welfare can be greatly improved by switching to slower-growing breeds raised in

Cruelty Intervention Advocacy (CIA)

The ASPCA provides support to New York City pet owners who find themselves and their animals in untenable situations.

2013 Highlights

50 investigations

509 criminal charges filed

10,995 animals rescued and/or assisted

104,746 miles driven by ASPCA fleet vehicles

108 hoarding cases

693 animals surrendered

386 spay/neuter field surgeries

288 Partners in Caring grants totaling $311,723 used to assist 468 animals

PHOTO: FARM SANCTUARY

PHOTO: FARM SANCTUARY

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better conditions, and as the country’s oldest animal protection organization with a dedicated and diverse base of supporters, the ASPCA® intends to drive these critical changes.

The ASPCA and NYPD Establish Pioneering, Symbiotic Partnership

In a broad, first-of-its-kind collaboration, the ASPCA and the New York City Police Department (NYPD) came together in 2013 to provide enhanced protection to New York City’s animals by capitalizing on the strengths and expertise of both organizations. Under the agreement, announced in August, the NYPD assumes responsibility for responding to all animal cruelty complaints in the five boroughs—essentially mobilizing the NYPD’s 34,000-plus members in all 77 police precincts to become animal cruelty responders, enforcers and educators. Simultaneously, to become animal cruelty responders, plus members in all 77 police precincts.

The new NYPD partnership kicked off with a pilot phase in the Bronx, which passed the test and was extended to all five boroughs.

In August 2013, at the request of District Attorneys and the FBI, the ASPCA Field Investigation and Response (FIR) team assisted the Federal Bureau of Investigation (FBI) and local law enforcement agencies throughout Kansas, Missouri and Texas in a multi-state dog fighting investigation that resulted in the seizure of nearly 155,000 dogs and was the culmination of a three-year Cruelty Intervention Advocacy (CIA) program that gets to the root causes of suffering, including intervention in cases involving hoarding and the allocation of critical resources to pet owners who find themselves and their animals in unstable situations.

The new NYPD partnership kicked off with a pilot phase in the Bronx, which ran from September 1 to December 31. The pilot was a success, resulting in 12 arrests, 37 complaint reports and 31 animals receiving treatment at the ASPCA Animal Hospital. This historic partnership signals to the rest of the country the seriousness of animal cruelty, while potentially serving as a model for other large municipalities.

Puppy Mills

Pet stores that sell puppies commonly tell potential customers that their puppies come from “U.S. Department of Agriculture (USDA)-licensed breeders” because it sounds reassuring to those who aren’t aware of what “USDA-licensed” truly means. In 2013, we set out to make it clear by creating a photo database on our NoPetStorePuppies.com website containing more than 10,000 photos taken by the USDA inside USDA-licensed breeding facilities. The photos in our searchable database depict both violations of the law and other conditions that are legal, but that the ASPCA® considers inhumane.

In some cases, we are able to draw a connection between particular pet stores and the photos of breeders who have recently supplied them with puppies.

“I pledge that if a pet store sells puppies, I won’t buy anything there.”

Over the winter holiday season, the ASPCA placed a total of 122 outdoor ads in various cities throughout the country—including Miami, Chicago, Detroit, Phoenix, San Diego and Philadelphia—promoting the No Pet Store Puppies pledge and asking people to adopt instead of shop.

The ads included bus wraps, billboards, and posters at shopping malls and recreation centers.
SAFE HAVEN: RENOVATING THE ASPCA® ANIMAL HOSPITAL

In 2013, the ASPCA Animal Hospital (AAH), formerly known as ASPCA Bergh Memorial Animal Hospital, completed a two-year, comprehensive overhaul to increase its capacity to care for at-risk animals in New York City. These animals include the sick or injured pets of indigent clients, animal victims of abuse or neglect—including those brought to us by the New York City Police Department (NYPD) through our new partnership—and homeless and stray pets.

Resulting in 5,000 square feet of extra space, the hospital’s renovation included a major reconfiguration of the building’s first floor as well as the second-floor addition of a spay/neuter clinic and space for animals brought in through the ASPCA’s Anti-Cruelty Group. AAH can now accommodate dozens of cats rescued from hoarding situations through the ASPCA’s Cruelty Intervention Advocacy program—and AAH veterinarians provided medical care for 162 hoarded animals in 2013.

The new and improved AAH also hosts a dedicated counseling area for Trooper Fund recipients. The Trooper Fund is in place to cover medical expenses for animals whose guardians are unable to cover the costs of care. In 2013, AAH treated 2,318 animals via the Trooper Fund—an increase of 155% over its goal for the year.

At the end of 2013, the Trooper Fund provided medical care to a very sick puppy named Petey who had swallowed a toilet brush. Petey needed emergency surgery—foreign objects, especially one so large, can cause severe damage to the throat, stomach or intestines. The resulting complications can be fatal. Two ASPCA veterinarians performed the surgery and removed the 15-inch toilet brush from Petey’s stomach. The brush end was stuck in Petey’s esophagus, while the handle stretched his stomach to several times its normal length. After surgery, Petey was eating again, affectionate to his caretakers, and good as new. Thanks to the ASPCA’s Trooper Fund, Petey was able to receive the care he desperately needed.

AAH is committed to providing high-quality, affordable veterinary care to the public’s dogs and cats as well as to homeless animals who are enjoying a temporary stay in our Adoption Center before they find their forever homes. In 2013, AAH’s highly skilled veterinarians performed 4,865 emergency exams for the public’s pets and 416 emergency exams for animals in our Adoption Center. They also provided 1,284 post-adoption exams for the public.

When an abused animal is brought to the ASPCA, medical care is often the crucial first step in a journey that ends with an at-risk animal finding a loving home. As such, the AAH and its dedicated staff are an essential part of the work we do every day. The hospital’s expansion promises even more animals will receive the help they deserve.

The Top 5 Pet Toxins by calls to the Animal Poison Control Center in 2013

1. Prescription Human Medications
2. Insecticides
3. Over-the-Counter Human Medications
4. Household Products
5. People Food

ASPCA® SPAY/NEUTER OPERATIONS

In 2013, ASPCA Spay/Neuter Clinics conducted over 35,000 surgeries on cats and dogs! These animals included owned pets as well as shelter animals. Providing affordable spay/neuter is an essential part of our efforts to end euthanasia and animal homelessness.
In 2013, the ASPCA® and our dedicated supporters won a number of hard-fought legislative and regulatory victories for animals in the nation’s capital and in state legislatures from coast to coast.

Animal Fighting
While organized animal fighting is a federal crime and is illegal in all 50 states, laws that punish spectators vary widely by state. This inconsistency has made it difficult, as fight organizers and fans often cross state lines to the jurisdictions where the laws that punish spectators vary the least. This inconsistency has made it easier than ever for fighting organizers and fans to evade arrest during law enforcement raids by hiding in the crowd and claiming to be mere spectators.

Horse Slaughter
The ASPCA successfully lobbied to ensure that language prohibiting the operation of horse slaughter plants in the U.S. was included in the FY 2014 federal Agriculture Appropriations bill. This victory blocked plans to open horse slaughter plants in several states and prevented this cruel industry from gaining a foothold in the United States.

Puppy Mills
Years of work paid off when we finally closed the loophole in the Animal Welfare Act (AWA) that enabled commercial dog breeders who sell puppies directly to the public, including online, to evade all federal oversight. The ASPCA’s activism alerted and online advocacy galvanized massive public pressure in favor of the proposed rule to close the loophole. Our federal team met with White House officials, the U.S. Department of Agriculture (USDA) and members of Congress to press for this reform. In late 2013, the USDA issued its final rule, requiring that commercial breeders who sell puppies to the public, sight unseen, be licensed and inspected by the USDA.

The resulting transparency will enable us to identify bad actors and urge stronger enforcement. The ASPCA® also worked at the state level to crack down on puppy mills by passing laws requiring commercial dog breeders to be licensed, inspected and meet basic standards of care for their dogs, banning sales of animals at swap meets, providing remedies for consumers who purchase sick puppy mill puppies from pet stores, and allowing for local governments to regulate puppy mills.

Farm Animals
The ASPCA’s state legislative team helped lead the charge against the passage of “ag-gag” bills around the nation, and all 15 ag-gag/anti-whistleblower bills that were introduced during 2013 legislative sessions (in 11 states: AR, CA, IN, NE, NH, NM, NC, PA, TN, VT and WY) were defeated.

The purpose of these bills is to cover up unethical, illegal, and unsafe activities by “ag-gag” activists who target farms and their employees. This outraged the public, including online, to evade all federal oversight. The ASPCA’s activist efforts and online advocacy galvanized massive public pressure to close the loophole. This victory blocked plans to open horse slaughter plants in several states and prevented this cruel industry from gaining a foothold in the United States.

Approximate number of attendees of ASPCA grassroots lobbying/training events:

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Attendees</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>300</td>
</tr>
<tr>
<td>2012</td>
<td>1,900</td>
</tr>
<tr>
<td>2013</td>
<td>2,250</td>
</tr>
</tbody>
</table>

States where the ASPCA held grassroots events in 2013.

In 2013, the ASPCA® also worked at the state level to crack down on puppy mills by passing laws requiring commercial dog breeders to be licensed, inspected and meet basic standards of care for their dogs, banning sales of animals at swap meets, providing remedies for consumers who purchase sick puppy mill puppies from pet stores, and allowing for local governments to regulate puppy mills.

Law Enforcement
CO: Instituted police officer training program to prevent dog shootings.

Equine Protection
NV: Enabled humane wild horse management and banned intentional horse tripping.

Commercial Breeders, Pet Stores and Puppy Mills
CA & NV: Banned sale of live animals at swap meets.

Wildlife Protection
CA: Banned use of lead ammunition.

Anti-Cruelty
NJ & OH: Enhanced penalties for neglect and other cruelty.

Breed-Specific Legislation
CT & NV: Prohibited municipalities from enacting breed-specific, dangerous-dog laws.

States where the ASPCA held grassroots events in 2013.

663,975

emails sent directly to lawmakers by the ASPCA Advocacy Brigade
We deeply appreciate the growing number of institutional donors that give to the ASPCA every year. Their generosity and commitment enable us to advance our important work and improve the lives of animals across the country.

### FOUNDATION & CORPORATE SUPPORT

The ASPCA thanks its thousands of regular and urgent gifts that support our life-saving work nationwide.

### HEROES

In appreciation of those who give $1,000 or more per year to the ASPCA.

### CORPORATE PARTNERS & LICENSEES

The following corporate partners and licensees have made a special commitment to animals and help fund our daily efforts to rescue those in distress.

### ASPCA GUARDIANS & FOUNDERS

Managing a special commitment to animals and helping fund our daily efforts to rescue those in distress.
These individuals have provided for the ASPCA by participating in the ASPCA's giving program or including the organization in their estate plans with deep appreciation that we take to heart.
OUR FOUNDERS ARE A SPECIAL CIRCLE OF PEOPLE WHO MAKE AWARDS OF $500 OR MORE TO HELP OUR EFFORTS TO PUT AN END TO ANIMAL CRUELTY.
FINANCIAL STATEMENTS
The ASPCA® is a 501(c)(3) not-for-profit corporation qualified to receive tax-deductible contributions. These financial summaries were compiled by management. A copy of the 2013 Audited Financial Statements can be obtained by sending a written request c/o ASPCA Chief Financial Officer.

STATEMENT OF ACTIVITIES
For the Year Ended December 31, 2013

Operating support and revenues:
Contributions and memberships $ 115,080,805
Animal health services fees 14,649,029
Bequests and trusts 19,295,803
Grants and sponsorships 8,082,042
Royalties, licenses and other 3,798,762
Investment income designated for operations 5,143,000
Total operating support and revenues $ 166,048,951

Operating expenses:
Program expenses:
Animal health services 34,770,721
Public education and communications 33,009,627
Anti-cruelty programs 22,730,232
Community outreach 20,847,140
Grants 18,112,859
Total program expenses $ 172,219,589

Supporting expenses:
Membership development and fundraising 33,548,939
Management and general 9,200,071
Total supporting expenses $ 42,749,010

Total operating expenses $ 214,968,599
Net assets at the beginning of year $ 185,451,137
Change in net assets from $ (6,170,638)
Net assets at end of year $ 179,280,502

BALANCE SHEET
As of December 31, 2013

Assets
Cash and cash equivalents $ 11,651,379
Bequests and contribution receivables 6,195,526
Other receivables, net of allowance 6,038,771
Prepaid expenses and other assets 3,064,644
Investments, at fair value 131,608,338
Beneficial interest in trusts held by others 20,662,160
Land, building, and equipment, net 45,377,230
Total assets $ 224,598,048

Liabilities and Net Assets
Total liabilities 226,048,951
Net assets 185,451,137

Total liabilities and net assets $ 224,598,048

BOARD OF DIRECTORS
Tim F. Wray Chairperson
Frederick Tanne Vice Chairperson
Sally Spooner Secretary
Fredrik Gradin Treasurer
Matthew Bershadker President & Chief Executive Officer
Arriana Boardman
Georgina Bloomberg
Dodie Gumaer
Linda Lloyd Lambert
C. Allen Parker
Tracy V. Maitland
Linda Lloyd
Dodie Gumaer

EMERITI DIRECTORS
Alexandra Bishop
Hoyle C. Jones
Steven M. Elkan
Jonathan D. Farkas
George W. Gowen
Thomas N. McCarter 3rd
James L. Nederlander
Marvin Schiller
James F. Stebbins

SOURCES OF 2013 OPERATING SUPPORT & REVENUE

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<tr>
<th>Source</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Contributions and memberships</td>
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<td>Investment income designated for operations</td>
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</tr>
</tbody>
</table>

TOTAL $166,048,951

MISSION STATEMENT
The mission of the ASPCA® is to provide effective means for the prevention of cruelty to animals throughout the United States.