Department of the Treasury

Internal Revenue Service

Return of Organization Exempt From Income Tax
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

▶ The organization may have to use a copy of this return to satisfy state reporting requirements.

A For	the 200	2 calendar year, or tax year beginning 07/01, 2002	, and ending	06/	30/2003
B Check		Please C Name of organization			ployer identification number
	idress ange	use IRS NATURAL RESOURCES DEFENSE COUNCIL, INC.		_13-	-2654926
	ime change	label or	Room/suite		ephone number
in:	itial return	type.			
F4	nal return	See Specific 40 W. 20TH STREET		{21	12)727-2700
	mended iturn	Instruc- City or town, state or country, and ZIP + 4			ounting Cash X Accrual
	pplication ending	tions NEW YORK, NY 10011			Other (specify)
		Section 501(c)(3) organizations and 4947(a)(1) nonexempt charitable	and I are not app	licable	to section 527 organizations
		trusts must attach a completed Schedule A (Form 990 or 990-EZ).	a) Is this a group	return	for affiliates? Yes X No
G We	b site: -	www.nrdc.org	b) If "Yes," ente	r numbe	er of affiliates
J Org	anizatio	n typé (check only one) ▶ 🗶 501(c) (0 3) ◀ (insert no) 4947(a)(1) or 527 H(c) Are all affiliate		
K Che	eck here	if the organization's gross receipts are normally not more than \$25,000. The	(If "No," attac d) is this a separat		See instructions)
org	angation	need not file a return with the IRS, but if the organization received a Form 990 Package	organization co		
ın t	he mail,	it should file a return without financial data. Some states require a complete return.	Enter 4-digit C	EN 🕨	
			VI Check	X u	the organization is not required
L Gro	ss recei	pts Add lines 6b, 8b, 9b, and 10b to line 12 60, 304, 042.	to attach Sch	B (For	m 990, 990-EZ, or 990-PF)
Part	Re	venue, Expenses, and Changes in Net Assets or Fund Balances (See page 17	of the instru	ctions	.)
ļ	1 C	contributions, gifts, grants, and similar amounts received:			
			,032,624.	1 1	
		ndirect public support	182,708.	1 1	
	CG	Sovernment contributions (grants)	608,099.	11	•
		otal (add lines 1a through 1c) (cash \$ 55,823,431. noncash \$)	1 d	55,823,431.
	2 F	rogram service revenue including government fees and contracts (from Part VII, line 93)		2	<u>2,070,764</u> .
	3 N	Membership dues and assessments		3	
	4 1	nterest on savings and temporary cash investments			11,101.
1		Dividends and interest from securities		5	1,373,229.
	6 a (Gross rents		- 1	
		ess: rental expenses		-	
•		Net rental income or (loss) (subtract line 6b from line 6a)	6c	109,980.	
Revenue		Other investment income (describe		7	
e V		Gross amount from sales of assets other (A) Securities (B) Ot	her	-	
Œ		han invertory		- 1	
	b l	Less: cost or other obsis and sales expenses. 8 b Gain or (loss) (attach schedme) 3 1 1 1 1 -1,812.8 c		-	
			 _	┦[
	aı	Net gain (a) (foss) (combine line 8c, columns)(A) and (B))		84	
<u>8</u>	9 3	Special events and activities (attampscheed) Gross revenue (not including \$			
200			401 207		
0		contributions (e) order on the far fundamental contributions (e) order than turdraising expenses STMT 2A . 9 b	401,287	T 1	
-		Net income or (loss) from special events (subtract line 9b from line 9a)	550,015	_	-140 700
NO	1	Gross sales of inventory, less returns and allowances		.	-148,728.
=	l .	Less: cost of goods sold		┥ 1	
	1	Gross profit or (loss) from sales of inventory (attach schedule) (subtract line 10b from line	102)	100	
Ω	1	Other revenue (from Part VII, line 103)	· · · · · ·		516,062
SCANNED		Total revenue (add lines 1d, 2, 3, 4, 5, 6c, 7, 8d, 9c, 10c, and 11)			59,754,027
Ž		Program services (from line 44, column (B))			41,374,490
Ϋ́ε Ϋ́ε		Management and general (from line 44, column (C))			3,627,101
လွ်း		Fundraising (from line 44, column (D))			6,115,392
ă. X		Payments to affiliates (attach schedule)			0,220,002
ш		Total expenses (add lines 16 and 44, column (A))			51,116,983
<u> </u>	18	Excess or (deficit) for the year (subtract line 17 from line 12)			8,637,044
see.	19	Net assets or fund balances at beginning of year (from line 73, column (A))			71,329,747
Net Assets	20	Other changes in net assets or fund balances (attach explanation)			142,380
Ž	21	Net assets or fund balances at end of year (combine lines 18, 19, and 20) · · · · · ·			
For		vork Reduction Act Notice, see the separate instructions.			Form 990 (2002)
2E1010 1 0		•			•

	Do not include amounts reported on line 6b, 8b, 9b, 10b, or 16 of Part I.		(A) Total	(B) Program services	(C) Management and general	(D) Fundraising
2	Grants and allocations (attach schedule)					1 14 7 70 10 10 10 10 10 10 10 10 10 10 10 10 10
	(cash \$)	22				
3	Specific assistance to individuals (attach schedule)	23				
4	Benefits paid to or for members (attach schedule)	24				
5	Compensation of officers, directors, etc.		923,797.	389,452.	404,325.	130,020
6	Other salaries and wages	26	14,987,319.	12,023,178.	1,395,072.	1,569,069
7	Pension plan contributions	27	1,186,894.	905,405.	145,639.	135,850
8	Other employee benefits	28	1,450,337.	1,085,084.	175,728.	189,525
9	Payroll taxes	29	1,085,746.	828,901.	132,401.	124,444
0	Professional fundraising fees	30	758,989.	559,729.		199,260
1	Accounting fees	31				
2	Legal fees . ,	32				
3	Supplies	33	268,538.	172,746.	68,546.	27,246
4	Telephone	34	556,712.	432,689.	67,380.	56,643
5	Postage and shipping	35	4,607,533.	3,534,221.	10,810.	1,062,502
6	Occupancy	36	2,192,013.	1,661,871.	266,520.	263,622
7	Equipment rental and maintenance.	37				
8	Printing and publications	38	6,414,305.	5,109,715.	20,871.	1,283,719
9	Travel	39	1,064,997.	937,930.	67,095.	59,972
0	Conferences, conventions, and meetings .	40	630,889.	508,726.	51,166.	70,997
1	Interest	41				
12	Depreciation, depletion, etc (attach sc STMT 4A	42	1,026,492.	775,926.	125,950.	124,616
3	Other expenses not covered above (itemize) S TMT 5	43a	13,962,422.	12,448,917.	695,598.	817,907
b		43b				
C		43c				
d		43d				
e		43e				
•		1				
14	Total functional expenses (add lines 22 through 43) Organizations completing columns (B)-(D), carry					
	Total functional expenses (add lines 22 through 43) Organizations completing columns (B)-(D), carry these totals to lines 13-15		51,116,983.	41,374,490.	3,627,101.	6,115,392
Joi	nt Costs. Check ▶ 🗶 If you are follow	ving S	OP 98-2			
J oi ı Are	nt Costs. Check x If you are follow any joint costs from a combined educational	ving So campa	OP 98-2 gn and fundraising soli	citation reported in (B) Pro	gram services?	. ► X Yes No
J oi i Are if "Y	nt Costs. Check x if you are follow any joint costs from a combined educational es," enter (i) the aggregate amount of these jo	ving So campa oint cost	OP 98-2 gn and fundraising soli	citation reported in (B) Pro	gram services? ated to Program services	. X Yes No \$ 6,226,261
J oi i Are If "Y (iii) 1	nt Costs. Check x If you are follow any joint costs from a combined educational es," enter (i) the aggregate amount of these joint the amount allocated to Management and ger	ving So campai oint cost neral \$	OP 98-2 gn and fundraising soli s \$8,540,34	citation reported in (B) Pro 5_; (ii) the amount alloc , and (iv) the amount a	gram services? ated to Program services	. X Yes No \$ 6,226,261
Joi Are if "Y (iii) f Pa	nt Costs. Check	ving Social Solution of the control	OP 98-2 gn and fundraising soli s \$8,540,34 Accomplishmen	citation reported in (B) Pros 5; (ii) the amount allocation , and (iv) the amount a ts (See page 24 o	gram services? ated to Program services llocated to Fundraising \$ f the instructions.)	.► X Yes No \$ 6,226,261 2,314,084
Joi Are if "Y (iii) f	nt Costs. Check x If you are follow any joint costs from a combined educational es," enter (i) the aggregate amount of these joint the amount allocated to Management and ger	ving Social Solution of the control	OP 98-2 gn and fundraising soli s \$8,540,34 Accomplishmen	citation reported in (B) Pros 5; (ii) the amount allocation , and (iv) the amount a ts (See page 24 o	gram services? ated to Program services llocated to Fundraising \$ f the instructions.) #^5A	. ► X Yes No \$ 6,226,261 2,314,084 Program Service Expenses
Joi Are If "Y (iii) I Pa Wha	nt Costs. Check	ving Social Soci	OP 98-2 gn and fundraising soli s \$ 8,540,34 Accomplishmen - SEE ATTA achievements in a cl	citation reported in (B) Pro 5.; (ii) the amount allocation, and (iv) the amount a ts (See page 24 on CHED STATEMENT ear and concise manne	gram services? ated to Program services llocated to Fundraising \$ f the instructions.) #* 5A r State the number	X Yes No \$ 6,226,261 2,314,084 Program Service Expenses (Required for 501(c)(3) and
Join Are f "Y Tiii) t Pa Wha	and costs. Check	ving Society controls vice / vice / vice / virpose cuss ac	opp 98-2 gn and fundraising soli s \$ 8,540,34 Accomplishmen - SEE ATTA achievements in a clicklevements that are	citation reported in (B) Pro 5.; (ii) the amount allocation, and (iv) the amount a ts (See page 24 of the control of the con	gram services? ated to Program services llocated to Fundraising \$ f the instructions.) #*5A r State the number n 501(c)(3) and (4)	X Yes No \$ 6,226,261 2,314,084 Program Service Expenses (Required for 501(c)(3) and
Join Are f "Y De Wha All of orga	any joint costs from a combined educational es," enter (i) the aggregate amount of these joint eamount allocated to Management and general is the organization's primary exempt purpose organizations must describe their exempt pullents served, publications issued, etc. Discarizations and 4947(a)(1) nonexempt charita	ving Social control cost in the cost in th	opp 98-2 gn and fundraising soli s \$ 8,540,34 Accomplishment - SEE ATTA achievements in a classification and sits must also enter the	citation reported in (B) Pro 5.; (ii) the amount allocation, and (iv) the amount a ts (See page 24 of the control of the con	gram services? ated to Program services llocated to Fundraising \$ f the instructions.) #*5A r State the number n 501(c)(3) and (4)	**Yes No \$ 6,226,261 2,314,084 Program Service Expenses (Required for 501(c)(3) an (4) orgs , and 4947(a)(1)
Join Are f "Y De Wha All of orga	and costs. Check	ving Social control cost in the cost in th	opp 98-2 gn and fundraising soli s \$ 8,540,34 Accomplishment - SEE ATTA achievements in a classification and sits must also enter the	citation reported in (B) Pro 5.; (ii) the amount allocation, and (iv) the amount a ts (See page 24 of the control of the con	gram services? ated to Program services llocated to Fundraising \$ f the instructions.) #*5A r State the number n 501(c)(3) and (4)	**Yes No
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Ioii Are f "Y Pa Wha All of corga	any joint costs from a combined educational es," enter (i) the aggregate amount of these joint eamount allocated to Management and gerect is the organization's primary exempt purpose organizations must describe their exempt purpose enterts served, publications issued, etc. Discanizations and 4947(a)(1) nonexempt charitations.	ving Social control cost in the cost in th	OP 98-2 gn and fundraising soli s \$ 8,540,34 Accomplishmen - SEE ATTA achievements in a cleanievements that are estimated by the statement of	citation reported in (B) Property (ii) the amount allocation, and (iv) the amount ats (See page 24 of CHED STATEMENT ear and concise manner measurable (Section amount of grants and attended to the control of grants attended to	gram services? ated to Program services llocated to Fundraising \$ f the instructions.) #*5A r State the number n 501(c)(3) and (4)	**Yes No. 8
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Vha	any joint costs from a combined educational es," enter (i) the aggregate amount of these joint eamount allocated to Management and gerect is the organization's primary exempt purpose organizations must describe their exempt purpose enterts served, publications issued, etc. Discanizations and 4947(a)(1) nonexempt charitations.	ving Social control cost in the cost in th	OP 98-2 gn and fundraising soli s \$ 8,540,34 Accomplishmen - SEE ATTA achievements in a cleanievements that are estimated by the statement of	citation reported in (B) Property (ii) the amount allocation, and (iv) the amount ats (See page 24 of CHED STATEMENT ear and concise manner measurable (Section amount of grants and attended to the control of grants attended to	gram services? ated to Program services llocated to Fundraising \$ f the instructions.) #*5A r State the number n 501(c)(3) and (4)	**Yes No
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		V Balance Sheets (See page 24 of the i	nstruc	tions.)			
		Where required, attached schedules and amounts			(A)		(B)
	ote.				Beginning of year		End of year
\neg	45	Cash - non-interest-bearing			3,775,734.	45	6,038,725.
Ì	46	Savings and temporary cash investments				46	<u> </u>
	70	Outlings and temperary each investments ?		200			
	47a	Accounts receivable	47a	56,802.			
		Less. allowance for doubtful accounts	47b			47c	54,130.
1	_	2000. dillovation for deal was extracted 1, 1, 1, 1, 1	7,33	2,672.		\$ 200.5	
	48a	Pledges receivable					
		Less: allowance for doubtful accounts			i e	48c	12,677,435.
	49	Grants receivable				49	
	50	Receivables from officers, directors, trustees, and					
	•	(attach schedule)			•	50	
	51a	Other notes and loans receivable (attach					
		schedule)	51a				
sets	ь	Less. allowance for doubtful accounts	51b			51c	
155		Inventories for sale or use				52	
٩	53					53	1,014,202.
	54	Investments - securities (attach schedule) STMT	6, ▶	Cost X FMV	61,051,535.	54	63,258,868.
	55a	Investments - land, buildings, and				50	
		equipment, basis	55a				
	b	Less accumulated depreciation (attach					
		schedule)	55b			55c	
	56	Investments - other (attach schedule)				56	
	57a	Land, buildings, and equipment basis	57a	23,015,012.			
		Less accumulated depreciation (attach					
		schedule) STMT 6A	57b	7,462,675.	13,196,012	57c	<u>15,552,337.</u>
	58	Other assets (describe ▶		STMT 7)	2,537,013.	58	2,693,789.
	59	Total assets (add lines 45 through 58) (must equ	al line 7	4)	89,664,097	59	101,289,486.
	60	Accounts payable and accrued expenses			5,650,033	60	7,644,965.
	61	Grants payable				61	
	62	Deferred revenue				62	
es	63	Loans from officers, directors, trustees, and key e	mployee	es (attach		724	
bilities		schedule)				63	
Liab		Tax-exempt bond liabilities (attach schedule)				64a	
_	b	Mortgages and other notes payable (attach sched	ule).S		5,612,947		<u>5,359,938.</u>
	65	Other liabilities (describe ►		STMT 8)	7,071,370	65	8,175,412.
	66	Total liabilities (add lines 60 through 65)	· · · ·		18,334,350	66	21,180,315.
	Org	anizations that follow SFAS 117, check here ▶	X and	complete lines			
		67 through 69 and lines 73 and 74			45 000 440	0000	
Ses	67	Unrestricted			45,880,443		49,111,119.
and	68	Temporarily restricted			23,281,070		28,827,718.
or Fund Balances	69	Permanently restricted			2,168,234	11	2,170,334.
힏	Org	anizations that do not follow SFAS 117, check he	re ►∟] and		14	
F		complete lines 70 through 74.				12.01	
ō	70	Capital stock, trust principal, or current funds		70			
Net Assets	71	Paid-in or capital surplus, or land, building, and e		71			
SS	72	Retained earnings, endowment, accumulated inc					
it A	73	Total net assets or fund balances (add lines 67 t					
Š		70 through 72; column (A) must equal line 19, column (B) must e	aual lis	na 21\	71,329,747	73	ייי מתו מפ
	74	Total liabilities and net assets / fund balances (a					80,109,171. 101,289,486.
_	74	TOTAL HADRITIES AND HEL ASSELS / TUND DAIANCES (add illie	3 00 and (3) · · · ·	1 03,004,031		101,203,400.

Form 990 is available for public inspection and, for some people, serves as the primary or sole source of information about a particular organization. How the public perceives an organization in such cases may be determined by the information presented on its return. Therefore, please make sure the return is complete and accurate and fully describes, in Part III, the organization's programs and accomplishments

per audited financial statements.	Form 99	90 (2002)			···	- <u> </u>	Page 4
a Total expenses and losses per audited financial statements	Part	IV-A Reconciliation of Revenue per Audite Financial Statements with Revenue p Return (See page 26 of the instruction	d er s.)	Part IV-B	Reconciliation Financial State Return	of Expenses pe ements with Exp	r Audited enses per
b. Amounts included on line a but not on line 12, Form 990. (1) Not unrealized gars on investments 1, 1, 148, 710. (2) Donated services and use of facilities 2, 2, 232, 552. (3) Recoverse of prior year gaints 1, 1, 148, 710. (3) Other (speachy): STWT 9	a To			a Total ex	xpenses and lo	sses per	
(1) Net unrealized game on line 17, Form 990. (2) Donated services and use of fincilities \$ 2,232,552. (3) Recoverse of prior year grants \$ (4) Other (specify): STNT 9 \$ 586,295. Add amounts on lines (1) through (4) b c 59,754,027. C Line a minus line b	pe	r audited financial statements ▶ a 63,72	1,584.	audited f	inancıal statemen	ts ▶ a	54,003,010.
(1) Not uncalized gams on investments . \$ 1,148,710. (2) Donaled services and use of facilities \$ 2,232,552. (3) Recoverse of prior year grants \$ (3) Losses reported on line 20. STMT 9 \$ 586,295. Add amounts on lines (1) through (4) > b 3,967,557. C Line a minus line b c 59,754,027. C Line a minus line b	b Am	nounts included on line a but not on		b Amounts	included on line	a but not	
and use of facilities \$ 2,232,552. (2) Prory year adjustments reported on line 20, Form 990 \$ \$ (3) Leases reported on line 20, Form 990 \$ \$ (4) Other (specify): STMT 9 \$ 586,295. Add amounts on lines (1) through (4)	line	e 12, Form 990.		on line 1	7, Form 990.		
(2) Donaled services and use of facilities \$ 2,232,552.	(1) Net	et unrealized gains		(1) Donated s	ervices		
(2) Donated services and use of feedines \$ 2,232,552. (3) Recoveries of prior year grants \$. \$. \$. \$. \$. \$. \$. \$.	on	investments . \$ 1,148,710.		and use o	f facilities \$ 2,	232,552.	
Section of the property of t				(2) Prior year	adjustments		
Section of the property of t	and	d use of facilities \$ 2,232,552.		reported o	on line 20,		
year grants . \$ (4) Other (specify): STNT 9 \$ 5.86,295				Form 990	<mark>\$</mark>		
Inite 20, Form 990 \$		·		(3) Losses re	ported on		
STMT 9 \$ \$86,295. Add amounts on lines (1) through (4)		t +		line 20, F	orm 990 \$		
Add amounts on lines (1) through (4) b 3,967,557. C Line a minus line b	• •			(4) Other (spe	ecify).		
Add amounts on lines (1) through (4) b 3,967,557. C Line a minus line b	si	TMT 9 \$ 586,295.					
c Line a minus line b			7,557.	STMT	LO \$	653,475.	
c Line a minus line b		,, ,,		Add amou			2,886,027
d Amounts included on line 12, Form 990 but not on line a: (1) Investment expenses not included on line 6b, Form 990 \$ (2) Other (specify): S Add amounts on lines (1) and (2) Form 990 but not on line a: (1) Investment expenses not included on line 6b, Form 990 \$ (2) Other (specify): S Add amounts on lines (1) and (2) Form 990 but not on line a: (1) Investment expenses not included on line 6b, Form 990 \$ Add amounts on lines (1) and (2) Form 990 but not on line a: (1) Investment expenses not included on line 6b, Form 990 \$ Add amounts on lines (1) and (2) Form 990 but not on line a: (2) Other (specify): S Add amounts on lines (1) and (2) Form 990 but not on line a: (3) Investment expenses not included on line 6b, Form 990 \$ Add amounts on lines (1) and (2) Form 990 but not on line a: (1) Investment expenses not included on line 6b, Form 990 \$ Add amounts on lines (1) and (2) Form 990 but not on line a: (1) Investment expenses not included on line 6b, Form 990 \$ Add amounts on lines (1) and (2) Form 990 but not on line a: (1) Investment expenses not included on line 6b, Form 990 \$ Add amounts on lines (1) and (2) Form 990 but not on line a: (1) Investment expenses not included on line 6b, Form 990 \$ Add amounts on lines (1) and (2) Form 990 but not on lines (1) and (2) Form 990 but not on lines (1) and (2) Form 990 but not on lines (1) and (2) Form 990 but not on lines (1) and (2) Form 990 but not on lines (1) and (2) Form 990 but not on lines (1) and (2) Form 990 but not on lines (1) and (2) Form 990 but not on lines (1) and (2) Form 990 but not on lines (1) and (2) Form 990 but not on lines (1) and (2) Form 990 but not on lines (1) and (2) Form 990 but not on lines (1) and (2) Form 990 but not on lines (1) and (2) Form 990 but not on lines (1) and (2) Form 990 but not on lines (1) and (2) Form 990 but not on lines (1) and (2) Form 990 but	c Lir	ne a minus line b c 59.75	4,027.	1			
Form 990 but not on line a: (1) Investment expenses not included on line 6b, Form 990 \$ (2) Other (specify): \$ Add amounts on lines (1) and (2)				7			
(1) Investment expenses not included on line 6b, Form 990 . \$ (2) Other (specify): Composition State St		t ∓		1			
not included on line 6b, Form 990 \$ (2) Other (specify): Add amounts on lines (1) and (2)		! ₹		(1) Investmen	nt expenses		
6b, Form 990 \$ Color (specify):	• •	· · · · · · · · · · · · · · · · · · ·		1 ' '	· ·		,
(2) Other (specify): Add amounts on lines (1) and (2) Total revenue per line 12, Form 990 (line c plus line d) Total expenses per line 17, Form 99		 		1			
Add amounts on lines (1) and (2) be Total revenue per line 12, Form 990 (line c plus line d) be 59,754,027. (line c plus line d) be 51,116,983 Part V List of Officers, Directors, Trustees, and Key Employees (List each one even if not compensated, see page 26 of the instructions.) (A) Name and address (B) Trite and average (C) (C) Compensation (If not paid, enter devoted to position devoted to position (If not paid, enter devoted to position (If not paid, enter devoted to position devoted to position (If not paid, enter devoted to position (If not paid, enter devoted to position devoted to position (If not paid, enter devoted to position (If not paid, enter devoted to position devoted to position (If not paid, enter devoted to position (If not		· · · · · · · · · · · · · · · · · · ·		1	•		
e Total revenue per line 12, Form 990 (line c plus line d)	(2) Of	tner (specify)		(2) Other (spe	ecny).		
e Total revenue per line 12, Form 990 (line c plus line d)	_						
e Total revenue per line 12, Form 990 (line c plus line d)		dd amaurta an linea (4) and (2)		Add ome	vente on lines (1)	and (2) b d	
(line c plus line d) e 59,754,027 (line c plus line d) e 51,116,983 Part V List of Officers, Directors, Trustees, and Key Employees (List each one even if not compensated, see page 26 of the instructions.) (a) Name and address (B) Title and average hours per week devoted to position (F) not paid, enter sallowences (C) Compensation (D) Contributions to deterrise compensation (E) Expense (E)				7			
Part V List of Officers, Directors, Trustees, and Key Employees (List each one even if not compensated, see page 26 of the instructions.) (A) Name and address (B) Title and average hours per week devoted to position (I) Contributions to employee benefit plans a deferred compensation and other allowances (E) Expense account and other allowances (E) Expense account and other allowances (B) Title and average hours per week devoted to position (If not paid, enter of employee benefit plans a deferred compensation and allowances) (B) Title and average hours per week devoted to position (C) Compensation (In the paid, enter of employee benefit plans a deferred compensation and elevented to position) (B) Title and average hours per week devoted to position (II) Contributions to employee benefit plans a deferred compensation allowances (B) Expense executed to position (B) Title and average hours per week devoted to position (B) Title and average hours per week employee benefit plans a deferred compensation allowances (B) Expense executed to per week employee benefit plans a deferred compensation allowances (B) Title and average hours per week employee benefit plans a deferred compensation allowances (B) Compensation (C) Compensation (D) Contributions to employee benefit plans a deferred compensation allowances (B) Expense executed to pass a deferred compensation and plans a deferred compensation and allowances (B) Expense executed to per week devoted to position (B) Contributions to employee benefit plans a deferred compensation to employee benefit plans a deferred compensation and plans a deferred				1		r i	
(A) Name and address (B) Title and average hours per week devoted to position (B) Title and average hours per week devoted to position (B) Title and average hours per week devoted to position (B) Compensation (If not paid, enter million paid,	Part	V List of Officers, Directors, Trustees, and	Key Er				
hours per week devoted to position SEE STATEMENT 11 & 11A 923,797. 218,639. NON NON To brid any officer, director, trustee, or key employee receive aggregate compensation and all related organizations, of which more than \$10,000 was provided by the related organizations? Yes X No If "Yes," attach schedule - see page 26 of the instructions.		the instructions.)	(0)	Talla and average T	(C) Componentian	(D) Contributions to	(F) (F) (F)
75 Did any officer, director, trustee, or key employee receive aggregate compensation of more than \$100,000 from your organization and all related organizations, of which more than \$10,000 was provided by the related organizations? Yes X No If "Yes," attach schedule - see page 26 of the instructions.		(A) Name and address) h	ours per week	(If not paid, enter	employee benefit plans &	account and other
organization and all related organizations, of which more than \$10,000 was provided by the related organizations? Yes X No If "Yes," attach schedule - see page 26 of the instructions.	SEE ST	TATEMENT 11 & 11A			923,797.	218,639.	NONE
organization and all related organizations, of which more than \$10,000 was provided by the related organizations? Yes X No If "Yes," attach schedule - see page 26 of the instructions.							
organization and all related organizations, of which more than \$10,000 was provided by the related organizations? Yes X No If "Yes," attach schedule - see page 26 of the instructions.							
organization and all related organizations, of which more than \$10,000 was provided by the related organizations? Yes X No If "Yes," attach schedule - see page 26 of the instructions.							
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organization and all related organizations, of which more than \$10,000 was provided by the related organizations? Yes X No If "Yes," attach schedule - see page 26 of the instructions.					.		
organization and all related organizations, of which more than \$10,000 was provided by the related organizations? Yes X No If "Yes," attach schedule - see page 26 of the instructions.							
organization and all related organizations, of which more than \$10,000 was provided by the related organizations? Yes X No If "Yes," attach schedule - see page 26 of the instructions.					<u>. </u>		
organization and all related organizations, of which more than \$10,000 was provided by the related organizations? Yes X No If "Yes," attach schedule - see page 26 of the instructions.							
organization and all related organizations, of which more than \$10,000 was provided by the related organizations? Yes X No If "Yes," attach schedule - see page 26 of the instructions.							
If "Yes," attach schedule - see page 26 of the instructions.						f 1	
			an \$10,00	0 was provided b	y the related organiza	ations?	Yes X No
Form 990 (2002	lf	"Yes," attach schedule - see page 26 of the instructions.					
							Form 990 (2002)

Forn	ກ 99ປື (2002) 13-265 4 926					
		Other Information (See page 27 of the instructions.)		Yes	No	
		e organization engage in any activity not previously reported to the IRS? If "Yes," attach a detailed description of each activity	76		x	
	Were any changes made in the organizing or governing documents but not reported to the IRS?				x	
	If "Yes," attach a conformed copy of the changes					
78 a	B a Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return?					
		s," has it filed a tax return on Form 990-T for this year?	78b		х	
		there a liquidation, dissolution, termination, or substantial contraction during the year? If "Yes," attach a statement	79		x	
		organization related (other than by association with a statewide or nationwide organization) through common				
		pership, governing bodies, trustees, officers, etc., to any other exempt or nonexempt organization?	80a	х	<u></u>	
b	If "Ye	s," enter the name of the organization NRDC ACTION FUND				
		and check whether it is X exempt or nonexempt.				
81a	Enter	direct or indirect political expenditures. See line 81 instructions			1	
		ne organization file Form 1120-POL for this year?	81b	N/	A	
82 a	Did th	ne organization receive donated services or the use of materials, equipment, or facilities at no charge				
		substantially less than fair rental value?	82a	X		
b		s," you may indicate the value of these items here. Do not include this amount				
	as rev	venue in Part I or as an expense in Part II. (See instructions in Part III.)	j			
		ne organization comply with the public inspection requirements for returns and exemption applications?	83a	x	<u> </u>	
b	Did th	ne organization comply with the disclosure requirements relating to quid pro quo contributions?	83b	X	<u> </u>	
		ne organization solicit any contributions or gifts that were not tax deductible?	84a	N/	A	
b	If "Ye	s," did the organization include with every solicitation an express statement that such contributions	د			
	or gift	ts were not tax deductible?	84b	N/	Α	
)(4), (5), or (6) organizations a Were substantially all dues nondeductible by members?	85a	N/	A	
t		ne organization make only in-house lobbying expenditures of \$2,000 or less?	85ь	N/	A	
	If "Ye	es" was answered to either 85a or 85b, do not complete 85c through 85h below unless the organization				
		ved a waiver for proxy tax owed for the pnor year.				
c	Dues	, assessments, and similar amounts from members 85c N/A				
c	l Secti	on 162(e) lobbying and political expenditures				
		egate nondeductible amount of section 6033(e)(1)(A) dues notices				
		ble amount of lobbying and political expenditures (line 85d less 85e)				
		the organization elect to pay the section 6033(e) tax on the amount on line 85f?	85g	N/	<u> </u>	
ŀ		ction 6033(e)(1)(A) dues notices were sent, does the organization agree to add the amount on line 85f to its reasonable				
		nate of dues allocable to nondeductible lobbying and political expenditures for the following tax year?	85h	N/	<u>A</u>	
86		c)(7) orgs Enter. a Initiation fees and capital contributions included on line 12				
ı		s receipts, included on line 12, for public use of club facilities			,	
87		c)(12) orgs Enter: a Gross income from members or shareholders				
ı		s income from other sources (Do not net amounts due or paid to other				
		ces against amounts due or received from them)				
88		by time during the year, did the organization own a 50% or greater interest in a taxable corporation or				
	•	nership, or an entity disregarded as separate from the organization under Regulations sections				
		7701-2 and 301 7701-3? If "Yes," complete Part IX	88		X	
89		c)(3) organizations Enter Amount of tax imposed on the organization during the year under.				
		on 4911 ► NONE ; section 4912 ► NONE , section 4955 ► NONE		•	1	
١		c)(3) and 501(c)(4) orgs. Did the organization engage in any section 4958 excess benefit transaction				
		ng the year or did it become aware of an excess benefit transaction from a prior year? If "Yes," attach		}		
		tement explaining each transaction	896	i	<u> </u>	
•		r. Amount of tax imposed on the organization managers or disqualified persons during the year under				
	secti	ons 4912, 4955, and 4958			NONE	
		r Amount of tax on line 89c, above, reimbursed by the organization			NONE	
		the states with which a copy of this return is filed SEE STATEMENT 11B	100:	10.55	—	
		ber of employees employed in the pay period that includes March 12, 2002 (See instructions)		241		
91		pooks are in care of NRDC, INC. Telephone no 212-72	1-27	,00		
• -		ted at 40 W. 20TH ST., NEW YORK, NY ZIP+4 10011				
92		enter the amount of tax-exempt interest received or accrued during the tax year	• • •	 N/A	~	
	and	enter the amount of tax-exempt interest received of accided during the tax year		N/A		

	Analysis of Income-Produc					E12 E12 as E14	(E)
indicated.	ross amounts unless otherwise	(A) Business	lated business ind (B) Amount	(C) Exclusion		512, 513, or 514 (D) Amount	Related or exempt function
-	n service revenue	code	7	code	+	7.11104111	income
	T AWARDED FEES						2,070,764.
						-	··
e			·				
f Medicar	e/Medicaid payments						
	d contracts from government agencies .						
94 Membe	rship dues and assessments					ļ.,	
95 Interest of	n savings and temporary cash investments •	ļ		14		11,101.	
	ds and interest from securities	,		14		1,373,229.	
	ital income or (loss) from real estate	ı		1.6		100 000	<u></u>
	nanced property			16_		109,980.	
	t-financed property						
	I income or (loss) from personal property				,		
	loss) from sales of assets other than inventory			18	1	-1,812.	.,
•	ome or (loss) from special events.			01		-148,728.	·
	rofit or (loss) from sales of inventory						
,	evenue: a						
ь <u> ST</u>	T 12				47	8,377.	37,685.
c							
d							
e							
	al (add columns (B), (D), and (E))		L			1,822,147	2,108,449.
	add line 104, columns (B), (D), and (05 plus line 1d, Part I, should equal				• • • • •	· · · ▶	3,930,596.
Line No. ▼ 93A	Explain how each activity for which of the organization's exempt purposed ENVIRONMENTAL LITIGA	ses (other th	nan by providing fu	ands for such purpos	es).		
	OUR NATURAL RESOURCE						
103B	INCOME FROM PUBLICAT	ION SAL	ES AND OTH	ER EFFORTS C	ONDUCTE	OT O	
Part IX	EDUCATE THE PUBLIC. Information Regarding Tax	able Subsi	diaries and D	isregarded Enti	ties (See	nage 32 of the	instructions)
Paitix	(A)	able Subsi	(B)	(C)	lies (Oee	(D)	
N	ame, address, and EIN of corporation, partnership, or disregarded entity		Percentage of ownership interest	Nature of activit	es	Total income	(E) End-of-year assets
			%				
			% %				
			%				
Part X	Information Regarding Tra	nsfers As	sociated with	Personal Benef	it Contra	cts (See page 33	of the instructions)
(a) Did the	e organization, during the year, rec	eive any fun	ds, directly or ınd	rectly, to pay premiu	ms on a per	rsonal benefit contrac	
(b) Did th	e organization, during the year	r, pay premi	iums, directly o	r indirectly, on a	personal b	enefit contract?	Yes X No
Note: If "	Yes" to (b), file Form 8870 and F	orm 4720 (see instructions)		 	
	Under penalties of perjury, I dec and belief, it is true, correct, and	lare that I have I complete De	e examined this retur claration of prepare	n, including accompany er (other than officer) is t	ing schedule based on all II	s and statements, and t nformation of which prep	o the best of my knowledge parer has any knowledge
Please Sign	Judith of	1.1	if			5 13	04
Here	Signature of officer	7 1	112	1-1		Date (
11616	Director of	MUNIT	16, & O	<u>erations</u>	····		
	Type or print name and title		' '	Data	10-	note of the same	orare SCN or FITIN /Can Com In a 11
Doi:-	Preparer's	VZ.		Date (1 -	self-		arer's SSN or PTIN (See Gen Inst. V
Paid Proparer'	signature V				7 em	ployed >	2 4000004
Preparer'	Firm's name (or yours		HOUSECOOPE				3-4008324
Use Only	address and 7ID + 4		OF THE AME	•	010	Phone	AC . 471 4000
JSA	NE	W YORK,	NY	10	019	6	46-471-4000 Form 990 (2002)
							1000000 (2002)

SCHEDULE A (Form 990 or 990-EZ)

Organization Exempt Under Section 501(c)(3)

(Except Private Foundation) and Section 501(e), 501(f), 501(k),

501(n), or Section 4947(a)(1) Nonexempt Charitable Trust

Supplementary Information - (See separate instructions.) ▶ MUST be completed by the above organizations and attached to their Form 990 or 990-EZ OMB No 1545-0047

Department of the Treasury Internal Revenue Service Name of the organization

Employer Identification number

NATURAL RESOURCES DEFENSE COUNCIL, INC. 13-2654926 Compensation of the Five Highest Paid Employees Other Than Officers, Directors, and Trustees Part I (See page 1 of the instructions. List each one. If there are none, enter "None.") (b) Title and average (d) Contributions to (a) Name and address of each employee paid more hours per week mployee benefit plans & account and other (c) Compensation than \$50,000 devoted to position deferred compensation allowances DAVID HAWKINS SENIOR ATTORNEY C/O NRDC 40 W. 20TH STREET, NY, NY 10011 35 HOURS 166,044. 27,909 NONE SENIOR SCIENTIST TOM COCHRAN C/O NRDC 35 HOURS 146,508 26,123. 40 W. 20TH STREET, NY, NY 10011 NONE DIR OF PROGRAMS SARAH CHASIS C/O NRDC 40 W. 20TH STREET, NY, NY 10011 **35 HOURS** 146,508. 19,886 NONE DIR OF PROGRAMS GREGORY WETSTONE C/O NRDC 35 HOURS 146,340 22,465. 40 W. 20TH STREET, NY, NY 10011 NONE ALAN METRICK DIR OF COMMUNICATION C/O NRDC 35 HOURS 146,340 23,629 40 W. 20TH STREET, NY, NY 10011 NONE Total number of other employees paid over 116 Compensation of the Five Highest Paid Independent Contractors for Professional Services Part II (See page 2 of the instructions. List each one (whether individuals or firms). If there are none, enter "None.") (a) Name and address of each independent contractor paid more than \$50,000 (b) Type of service (c) Compensation GE TOUR (USA) LLC 236 AVENUE ROAD, TORONTO, ONTARIO M5R 2J4 **EVENT PLANNING** 3,015,982. TG CONSTRUCTION 444 S. FLOWER STR, LOS ANGELES, CA 90071 CONSTRUCTION 1,834,552. UNDERGROUND ADVERTISING **ADVERTISING** PIER 9, SUITE 116, SAN FRANSISCO, CA 94111 892,442. FACTER DIRECT LTD 11500 WEST OLYMPIC BLVD, LA, CA 90064 **FUNDRAISING** 397,959. WHITNEY ASSOCIATES **FUNDRAISING** 812 SW WASHINGTON ST, PORTLAND, OR 97205 361,030. Total number of others receiving over \$50,000 for professional services 37

For Paperwork Reduction Act Notice, see the Instructions for Form 990 and Form 990-EZ.

Schedule A (Form 990 or 990-EZ) 2002

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Organizations that made an election under section 501(h) by filling Form 5768 must complete Part VI-A Other organizations checking "Yes," must complete Part VI-B AND attach a statement giving a detailed description of the lobbying activities 2 During the year, has the organization, either directly or indirectly, engaged in any of the following acts with any substantial contributors, trustees, directors, officers, creators, key employees, or members of their families, or with any taxable organization with which any such person is affiliated as an officer, director, trustee, majority owner, or principal beneficiary? (If the answer to any question is "Yes," attach a detailed statement explaining the transactions) STMT 13 a Sale, exchange, or leasing of property?	Par	Statements About Activities (See page 2 of the instructions.)		Yes	. No			
or incurred in connection with the lobbying activities ▶ \$ 861,524. (Must equal amounts on line 38, Part VI-A, or line i or Part VI-B, or line i or Part VI-B. (Plane i or Part VI-B) (Departations that made an election under section 501(h) by filing Form 5768 must complete Part VI-A. Other organizations checking "Yes," must complete Part VI-B AND attach a statement gring a detailed description of the lobbying activities 2 During the year, has the organization, either directly or indirectly, engaged in any of the following acts with your substantial contributions, trustaces, directors, officers, creators, key employees, or members of their families, or with any taxable organization with which any such person is affiliated as an officer, director, trustee, majority owner, or principal beneficiar?? (If the answer to any question is "Yes," attach a defailed statement explaining the transactions?) a Sale, exchange, or leasing of property? b Lending of meney or other extension of credit? c Furnishing of goods, services, or facilities? d Payment of compensation (or payment or reimbursement of expenses if more than \$1,000)? 2 a Yes Transfer of any part of its income or assects? 3 Does the organization make grants for scholarships, fellowships, student loans, etc.? (See Note below.) 4 Duyou have a section 403(b) annuity plan for your employees? 5 A church, convention of churches, or association determines that individuals or organizations receiving grants or loans from it in furtherance of its charitable programs "qualify" to receive payments First VI Reason for Non-Private Foundation Status (See pages 3 through 5 of the instructions.) The organization is not a private foundation because it is: (Please check only ONE applicable box) 5 A church, convention of churches, or association of churches Section 170(b)(1)(A)(iii) A regardation accordance of the benefit of a college or university owned or operated by a povermental unit. Section 170(b)(1)(A)(ivi) A regardation accordated for the benefit of a college o	1	During the year, has the organization attempted to influence national, state, or local legislation, including any						
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Reason for Non-Private Foundation Status (See pages 3 through 5 of the instructions.) The organization is not a private foundation because it is: (Please check only ONE applicable box) A church, convention of churches, or association of churches Section 170(b)(1)(A)(ii) A school Section 170(b)(1)(A)(ii) (Also complete Part V) A hospital or a cooperative hospital service organization Section 170(b)(1)(A)(iii) A Federal, state, or local government or governmental unit. Section 170(b)(1)(A)(iii) A medical research organization operated in conjunction with a hospital. Section 170(b)(1)(A)(iii) Enter the hospital's name, city, and state 10								
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A church, convention of churches, or association of churches Section 170(b)(1)(A)(i) A school Section 170(b)(1)(A)(ii) (Also complete Part V) A hospital or a cooperative hospital service organization Section 170(b)(1)(A)(iii) A Federal, state, or local government or governmental unit. Section 170(b)(1)(A)(v). A medical research organization operated in conjunction with a hospital. Section 170(b)(1)(A)(iii) Enter the hospital's name, city, and state An organization operated for the benefit of a college or university owned or operated by a governmental unit. Section 170(b)(1)(A)(iv) (Also complete the Support Schedule in Part IV-A.) 11a X An organization that normally receives a substantial part of its support from a governmental unit or from the general public. Section 170(b)(1)(A)(vii) (Also complete the Support Schedule in Part IV-A.) A community trust Section 170(b)(1)(A)(vii). (Also complete the Support Schedule in Part IV-A.) An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its charitable, etc., functions - subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See section 509(a)(2) (Also complete the Support Schedule in Part IV-A.) An organization that is not controlled by any disqualified persons (other than foundation managers) and supports organizations described in (1) lines 5 through 12 above; or (2) section 501(c)(4), (5), or (6), if they meet the test of section 509(a)(2) (See section 509(a)(3)). Provide the following information about the supported organizations (See page 5 of the instructions.)	Par	Reason for Non-Private Foundation Status (See pages 3 through 5 of the instructions.)						
A school Section 170(b)(1)(A)(ii) (Also complete Part V) A hospital or a cooperative hospital service organization Section 170(b)(1)(A)(iii) A Federal, state, or local government or governmental unit. Section 170(b)(1)(A)(v). A medical research organization operated in conjunction with a hospital. Section 170(b)(1)(A)(iii) Enter the hospital's name, city, and state An organization operated for the benefit of a college or university owned or operated by a governmental unit. Section 170(b)(1)(A)(iv) (Also complete the Support Schedule in Part IV-A.) An organization that normally receives a substantial part of its support from a governmental unit or from the general public. Section 170(b)(1)(A)(vi) (Also complete the Support Schedule in Part IV-A.) A community trust Section 170(b)(1)(A)(vi). (Also complete the Support Schedule in Part IV-A.) An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its charitable, etc., functions - subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See section 509(a)(2) (Also complete the Support Schedule in Part IV-A.) An organization that is not controlled by any disqualified persons (other than foundation managers) and supports organizations described in: (1) lines 5 through 12 above; or (2) section 501(c)(4), (5), or (6), if they meet the test of section 509(a)(2) (See section 509(a)(3).) Provide the following information about the supported organizations (See page 5 of the instructions.)	The o	rganization is not a private foundation because it is: (Please check only ONE applicable box)						
A hospital or a cooperative hospital service organization Section 170(b)(1)(A)(iii) A Federal, state, or local government or governmental unit. Section 170(b)(1)(A)(v). A medical research organization operated in conjunction with a hospital. Section 170(b)(1)(A)(iii) Enter the hospital's name, city, and state An organization operated for the benefit of a college or university owned or operated by a governmental unit. Section 170(b)(1)(A)(iv) (Also complete the Support Schedule in Part IV-A.) An organization that normally receives a substantial part of its support from a governmental unit or from the general public. Section 170(b)(1)(A)(vi) (Also complete the Support Schedule in Part IV-A.) A community trust Section 170(b)(1)(A)(vi). (Also complete the Support Schedule in Part IV-A.) An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its charitable, etc., functions - subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See section 509(a)(2) (Also complete the Support Schedule in Part IV-A.) An organization that is not controlled by any disqualified persons (other than foundation managers) and supports organizations described in: (1) lines 5 through 12 above; or (2) section 501(c)(4), (5), or (6), if they meet the test of section 509(a)(2) (See section 509(a)(3).) Provide the following information about the supported organizations (See page 5 of the instructions.)	5	A church, convention of churches, or association of churches Section 170(b)(1)(A)(i)						
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Section 170(b)(1)(A)(vi) (Also complete the Support Schedule in Part IV-A) A community trust Section 170(b)(1)(A)(vi). (Also complete the Support Schedule in Part IV-A) An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its charitable, etc., functions - subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See section 509(a)(2) (Also complete the Support Schedule in Part IV-A) An organization that is not controlled by any disqualified persons (other than foundation managers) and supports organizations described in: (1) lines 5 through 12 above; or (2) section 501(c)(4), (5), or (6), if they meet the test of section 509(a)(2) (See section 509(a)(3).) Provide the following information about the supported organizations (See page 5 of the instructions.) (b) Line number	[
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described in: (1) lines 5 through 12 above; or (2) section 501(c)(4), (5), or (6), if they meet the test of section 509(a)(2) (See section 509(a)(3).) Provide the following information about the supported organizations (See page 5 of the instructions.) (a) Name(s) of supported organization(s)	13		ns					
section 509(a)(3).) Provide the following information about the supported organizations (See page 5 of the instructions.) (a) Name(s) of supported organization(s) (b) Line number	,							
Provide the following information about the supported organizations (See page 5 of the instructions.) (a) Name(s) of supported organization(s) (b) Line number								
(a) Name(s) of supported organization(s)								
(a) Name(s) of supported organization(s)		(b) Line	numb	er				
		(a) Name(s) of supported organization(s) from	above					

Schedule A (Form 990 or 990-EZ) 2002 13-2654926 Page 3 Part IV-A Support Schedule (Complete only if you checked a box on line 10, 11, or 12.) Use cash method of accounting. Note: You may use the worksheet in the instructions for converting from the accrual to the cash method of accounting (c) 1999 (d) 1998 Calendar year (or fiscal year beginning in) (a) 2001 (b) 2000 (e) Total Gifts, grants, and contributions received (Do 46,824,796 50,377,333 34,615,331 32,046,481 163863941. not include unusual grants See line 28.) Gross receipts from admissions, merchandise sold or services performed, or furnishing of facilities in any activity that is related to the 2,375,913. 876,780. 4,810,291. 915,653 641,945 organization's charitable, etc., purpose Gross income from interest, dividends, amounts received from payments on securities loans (section 512(a)(5)), rents, royalties, and unrelated business taxable income (less section 511 taxes) from businesses acquired by the organization after June 30, 1975 1.761.151 2,132,030 1,384,338. 1,249,412. 6,526,931. Net income from unrelated business activities not included in line 18 Tax revenues levied for the organization's benefit and either paid to it or expended on The value of services or facilities furnished to the organization by a governmental unit without charge. Do not include the value of services or facilities generally furnished to the Other income. Attach a schedule Do not STMT 16 include gain or (loss) from sale of capital assets 487,618 <u>279,978</u> 762,536. 391,033 1,921,165. Total of lines 15 through 22 53,704,994,39,138,118. 34,563,706 49,715,510 177122328. 52,789,341 36,762,205 33,686,926 172312037. 49,073,565 537,050L 391,381. 345,637 497,155 Organizations described on lines 10 or 11: 3,446,241. b Prepare a list for your records to show the name of and amount contributed by each person (other than a governmental unit or publicly supported organization) whose total gifts for 1998 through 2001 exceeded the amount shown in line 26a. Do not file this list with your return. Enter the total of all these excess amounts ► 26b 12,204,635. ...,.....**>**| c Total support for section 509(a)(1) test. Enter line 24, column (e) 26c 172312037. d Add: Amounts from column (e) for lines: 18 6,526,931. 19 1,921;165. 26b 12,204,635. ▶ 26d 22 20652731 88.0143 % 27 Organizations described on line 12: a For amounts included in lines 15, 16, and 17 that were received from a "disqualified person," prepare a list for your records to show the name of, and total amounts received in each year from, each "disqualified person." Do not file this list with your return. Enter the sum of such amounts for each year: (2001) (2000) (1999) **NOT APPLICABLE** (1998) b For any amount included in line 17 that was received from each person (other than "disqualified persons"), prepare a list for your records to show the name of, and amount received for each year, that was more than the larger of (1) the amount on line 25 for the year or (2) \$5,000. (Include in the list organizations described in lines 5 through 11, as well as individuals.) Do not file this list with your return. After computing the difference between the amount received and the larger amount described in (1) or (2), enter the sum of these differences (the excess amounts) for each year. (2001) _____(2000) _____(1999) _____(1998) _____ c Add Amounts from column (e) for lines: 15 ______ 16 _____ ______20 ______21 _____.....▶ 27c d Add Line 27a total

description of the nature of the grant Do not file this list with your return. Do not include these grants in line 15.

Schedule A (Form 990 or 990-EZ) 2002

Part V Private School Questionnaire (See page 7 of the instructions.) (To be completed ONLY by schools that checked the box on line 6 in Part IV)

29	Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws,		Yes	No
	other governing instrument, or in a resolution of its governing body?	29		
30	Does the organization include a statement of its racially nondiscriminatory policy toward students in all its			
	brochures, catalogues, and other written communications with the public dealing with student admissions,			
	programs, and scholarships?	30		ļ
31	Has the organization publicized its racially nondiscriminatory policy through newspaper or broadcast media during			ļ
	the period of solicitation for students, or during the registration period if it has no solicitation program, in a way			•
	that makes the policy known to all parts of the general community it serves?	31		
	If "Yes," please describe, if "No," please explain. (If you need more space, attach a separate statement)			
	/			
32	Does the organization maintain the following			
а	Records indicating the racial composition of the student body, faculty, and administrative staff?	32a		<u> </u>
	Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory			
	basis? /	32b	ļ	<u> </u>
C	Copies of all catalogues, brochures, announcements, and other written communications to the public dealing			1
	with student admissions, programs, and scholarships?	32c		<u> </u>
đ	Copies of all material used by the organization or on its behalf to solicit contributions?	32d	ļ	ļ
	If you answered "No" to any of the above, please explain (If you need more space, attach a separate statement.)			
33	Does the organization discriminate by race in any way with respect to.			
33	Dues the organization discriminate by race in any way with respect to.			
а	Students' rights or privileges?	33a	1	
b	Admissions policies?	33b		<u> </u>
				l
C	Employment of faculty or administrative staff?	33c	ļ	
		l		
d	Scholarships or other financial assistance?	33d	 	<u> </u>
_	Educational policies?	,,,		
е	Educational policies?	33e	l l	
•	Use of facilities?	33f		
•	Use of lacinues:	001		i –
g	Athletic programs?	33g		
•				
h	Other extracurricular activities?	33h		
	If you answered "Yes" to any of the above, please explain (If you need more space, attach a separate statement.)			
64 -	Dane the assessmental receive any financial aid as acceptance from a gavernmental accept.	24-		
34a	Does the organization receive any financial aid or assistance from a governmental agency?	34a	 	
b	Has the organization's right to such aid ever been revoked or suspended?	34b		
b	Has the organization's right to such aid ever been revoked or suspended?			1
	in you allottorous 100 to other one of by product explain doing air attached statement			
35	Does the organization certify that it has complied with the applicable requirements of sections 4 01 through 4 05	[1	ĺ
	of Rev. Proc 75-50, 1975-2 C B 587, covering racial nondiscrimination? If "No," attach an explanation	35	<u> </u>	

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Schedule A (Form 990 or 990-EZ) 2002

		penditures by Elect pleted ONLY by an e				ions.)		
Che		organization belongs						
Che	· · ⊢ .	u checked "a" and "lim	• .	s apply				
<u> </u>	Li	mits on Lobbying	Expenditures		Affiliati	(a) ed group tals	D	(b) To be completed for ALL electing organizations
36	Total lobbying expendite				6			215,692
37	Total lobbying expendit			• • • –	7			645,832
38	Total lobbying expendit				8			861,524
39	Other exempt purpose				9			50,255,459
40	Total exempt purpose	expenditures (add lines	38 and 39)	4	0			51,116,983
41	Lobbying nontaxable ar							
	If the amount on line 4	0 is - The lob	bying nontaxable amo	ount is -				,
	Not over \$500,000	20% of th	e amount on line 40					
	Over \$500,000 but not over \$							
	Over \$1,000,000 but not ove				1			1,000,000
	Over \$1,500,000 but not ove							
	Over \$17,000,000	\$1,000,0	00	ノ	_ .	,		
42	Grassroots nontaxable				2			250,000
43	Subtract line 42 from lin				3			
44	Subtract/line 41 from li	ne 38. Enter -U- it line	41 is more than line 30	3 4	4			· · · · · · · · · · · · · · · · · · ·
	Caution: If there is an a		12 or line 11 vev must	flo Form 4720				,
	(Some organization	ons that made a section	Averaging Period L in 501(h) election do r ns for lines 45 through	ot have to compl	ete all of the t		ımns	below.
			Lobbying Expendite	res During 4-Y	ear Averagiı	ng Per	iod	
C	alendar year (or fiscal	(a)	(b)	(c)		(d)		(e)
<u>y</u>	ear beginning in) 🕨	2002	2001	2000_	1	999		Total
	Lobbying nontaxable							
45	amount	1,000,000.	1,000,000.	1,000,00	0. 1,0	00,00	00.	4,000,000
	Lobbying ceiling amount							
46	(150% of line 45(e))							6,000,000
					_			
<u>47</u>	Total lobbying expenditures	861,524.	963,579.	664,52	7. 3	360,2	46.	2,849,876
	Grassroots nontaxable	050 000	050 000	050.00		250,0		1 000 000
48	amount	250,000.	250,000.	250,00	0.	230,0	٠٠.	1,000,000
40	Grassroots ceiling amount (150% of line 48(e))							1,500,000
43	Grassroots lobbying					*******		1,500,000
50	expenditures	215,692.	220,440.	86,98	2.	26,8	44.	549,958
		ctivity by Nonelectir				APPL		
		ng only by organizat	ions that did not con	plete Part VI-A)	(See page	11 of t	he in	structions.)
Dur	ing the year, did the organi	zation attempt to influence	ce national, state or local	legislation, including	any	Yes	No	Amount
atte	mpt to influence public opi	nion on a legislative matt	er or referendum, through	the use of:		163	110	Amount
	Volunteers						х	
b	Paid staff or managem						х	
C	Media advertisements						X	175
d	Mailings to members, I						х	
е	Publications, or publish						X	
f	Grants to other organiz						X	
g	Direct contact with legi						X	· · · · · · · · · · · · · · · · · · ·
h	Rallies, demonstration						X	
ı	Total lobbying expendi							
JSA	If "Yes" to any of the a	pove, also attach a sta	itement giving a detail	eu description of t	ne loppying at		ulo A /	(Form 990 or 990-F7) 2002

2E1240 1 000

, , Schedule A (For:	m 990 or 990-EZ) 2002		13-2654926		Page 6
Part VII	Information Regarding	Transfers To and Transactions an See page 12 of the instructions.)	d Relationships With Noncharitable		. <u></u>
			owing with any other organization describe	d in sec	tion
, ,	•		n 527, relating to political organizations?		
a Transfers	from the reporting organiza	ation to a noncharitable exempt organiz	[c=====		No
(i) Cash					X
(ii) Othe	r assets		<u>a</u> ı	ii)	X
b Other tran					
		vith a noncharitable exempt organization		<u> </u>	X
		ncharitable exempt organization			X_
		or other assets			X
					<u>_x</u> _
		mbership or fundraising solicitations	ı	<u>vi) </u>	<u> </u>
		ng lists, other assets, or paid employee		<u>: </u>	X
			(b) should always show the fair market value of t	ne	
			on received less than fair market value in any		
transaction	or sharing arrangement, show	w in column (d) the value of the goods, other	assets, or services received		
(a) Line no	(b) Amount involved	(c) Name of noncharitable exempt organization	(d) Description of transfers, transactions, and sharing	arrangem	ents
51B(IV)	17,265.	NRDC ACTION FUND	ARMS LENGTH REIMBURSEMENT		
SIB(IV)	17,203.	MIGG MOTION TOND	ARRANGEMENT		
				<u></u> .	
	·				
*****		•		P	-
describe		ctly affiliated with, or related to, one or code (other than section 501(c)(3)) or edule		Yes [] No
	(a)	(b) Type of organization	(c) Description of relationship		
	me of organization				
NRDC ACTI	ON FUND	501(C) (4)	AFFILIATED THROUGH COMMON		
			DIRECTORS	-	
			· · · · · · · · · · · · · · · · · · ·		-
			 		
					-
					
		1			

JSA 2E1250 1 000

NATURAL RESOURCES DEFENSE COUNCIL, INC. For the year ending 6/30/2003

13-2654926

FORM 990, PART I, LINE 8d, Gross Amount from sales of assets other than inventory

TOTAL	(1,812) =======
<i>!</i>	
REALIZED LOSS FROM VENTURE CAPITAL FUNDS	(1,812)
DESCRIPTION	AMOUNT

1,259,554.

FORM	990,	PART	I	-	EXCLUDED	CONTRIBUTIONS

DESCRIPTION AMOUNT
----SPECIAL EVENTS 1,259,554.

TOTAL

STATEMENT 1

FORM 990, PART I - SPECIAL FUNDRAISING EVENTS AND ACTIVITIES.

ROSS VENUE 401,287.	401,287.	
DESCRIPTION	TOTALS 401,287.	

N

STATEMENT

FORM 990, PART I, LINE 9a-9c - Top Three Special Events

	EXCLUDED CONTRIBUTIONS	GROSS REVENUE	DIRECT EXPENSES	NET INCOME
/				
LOS ANGELES GLOBAL WARMING EVENT	491,650	47,600	100,071	(52,471)
NEW YORK ANNUAL DINNER	366,845	76,570	312,735	(236,165)
NEW YORK MOVIE PREMIER EVENT	197,713	30,840	6,645	24,195
OTHER SPECIAL EVENTS	203,346	246,277	130,564	115,713
TOTAL	1,259,554	401,287	550,015	(148,728)

FORM	990,	PART	I	-	OTHER	INCREASES	IN	FUND	BALANCES

DESCRIPTION AMOUNT

UNREALIZED APPRECIATION 1,148,710.

TOTAL 1,148,710.

364,031.

FORM 990, PART I - OTHER DECREASES IN FUND BALANCES

DESCRIPTION AMOUNT

CHANGE IN VALUE OF SPECIAL INTEREST 642,299.

AGREEMENT

ADDITIONAL MINIMUM LIABLITIES

TOTAL 1,006,330.

101AL 1,000,330.

NATURAL RESOURCES DEFENSE COUNCIL, INC. For the year ending 6/30/2003

13-2654926

FORM 990, PART II, LINE 42 - DEPRECIATION EXPENSE

TOTAL	1,026,492 ======
<i>!</i>	***************************************
BUILDING	369,178
COMPUTERS	584,847
FURNITURE & EQUIPMENT	72,467
DESCRIPTION	AMOUNT

FORM 990, PART II - OTHER EXPENSES

		,1		
		PROGRAM	MANAGEMENT	. !
DESCRIPTION	TOTAL	SERVICES	AND GENERAL	FUNDRAISING
	1 1 1	 	 	
DROFESSTONAL, CONSULTING FEES	4,352,844.	ω	304,817.	155,216.
PUBLIC AFFAIRS & ADVERTISING	1,740,291.	1,727,161.	•	3,1
MEMBERSHIP MAINTENANCE	619,918.	564,329.		5,5
LISTS	947,314.	E		4
FINANCIAL SERVICES	281,730.	12,9	Z,	34,202.
INSURANCE	298,595.	25	36,638.	9
TEMPORARY CLERICAL	253,030.	15,	,10	49,321.
DELIVERY EXPENSES	126,697.	.969,69	29,686.	27,315.
RECRUITING EXPENSES	99,338.	55,629.	Θ,	100.
SUBSCRIPTION & LIBRARY	167,785.	153,473.		7,798.
ENVIRONMENTAL COALITION EXPENS	871,554.	832,294.	31,800.	7,460.
PUBLIC AWARENESS CAMPAIGN	3,023,611.	3,023,611.		
COMPUTER EXPENSES	451,630.	414,416.	27,295.	9,919.
OTHER	728,085.	448,072.	92,568.	187,445.
		1 1 1 1 1 1 1 1 1 1	!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!	
TOTALS	13962422.	12448917.	. 865, 268	817,907.

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The Natural Resources Defense Council (NRDC)'s purpose is to safeguard the Earth: its people, its plants and animals, and the natural systems on which all life depends. Our work is divided among seven broad program areas: Water and Coasts, Health and the Environment, Land and Forests, Air and Energy, Urban, International, and Nuclear. Working at the local, regional, national, and international levels, NRDC places special emphasis on public education, with the goal of keeping our more than 550,000 members—as well as the general public—up-to-date on environmental issues and developments. In addition, our legislative team targets all of these areas to keep environmental protection at the forefront of policy making.

Land and Forests

Parks and wild places face an array of threats. NRDC is working preserve these special places safe by pressing for permanent protection for millions of acres of wildlands, promoting better management of publicly owned lands, developing plans for protecting national parks, and reducing both damaging forestry practices and the consumption of wood.

In fiscal year 2003, NRDC's Land and Forests Program:

- Defended the landmark roadless rule in court from attacks by logging interests.
- Blocked drilling in the Arctic National Wildlife Refuge by rallying members and activists to send tens of thousands of messages to senators considering a pro-drilling legislation.
- Scored a major legal victory for Utah's Redrock Wilderness by successfully challenging the administration's plan to expedite harmful oil and gas exploration in the region without a complete environmental review.
- Sued the administration for fast-tracking a number of drilling operations in the Yellowstone/Greater Rockies region, and activated NRDC's members to send almost 100,000 messages in defense of irreplaceable wildlands.
- Challenged in court the hasty and incomplete environmental review of an energy project in the Powder River region of Wyoming and Montana; the project would be the largest oil and gas development program ever approved on federal lands.
- Went to court to oppose the administration's efforts to renounce its authority to identify future wilderness areas.
- Launched a wild bears project to keep the grizzly bear on the Endangered Species List, and started by focusing on protecting two critical habitat areas: the Cabinet-Yaak region in Montana and the wilderness corridor between Yellowstone and Alberta's Castle-Bighorn.
- Contributed to a congressionally authorized study by the National Academy of Sciences that confirmed that past drilling in Alaska's North Slope had caused substantial environmental and cultural damage.

Air and Energy

No environmental task is more critical than keeping the air clean, a project NRDC tackles in myriad ways. We focus special attention on the two biggest sources of air pollution: electric power plants and motor vehicles. We also recently launched our Climate Center, drawing on

NRDC's decades of leadership in atmospheric issues to tackle the challenges presented by global warming.

In fiscal year 2003, NRDC's Air and Energy Program:

- Analyzed the potential impacts of the "Clear Skies" initiative and demonstrated to many on Capitol Hill and in the media that the initiative would usher in weaker enforcement and dirtier air.
- Filed lawsuits to challenge attempts to weaken the "new source review" regulations that require power plants and factories to install modern pollution controls when they upgrade equipment.
- Launched a media campaign that landed new source review—a seemingly technical but hugely important issue—on front pages across the country.
- Released television ads that drew national media attention to our country's dangerous addiction to oil and to American automakers' refusal to make more fuel-efficient cars.
- Persuaded the Coca-Cola and Pepsico companies to purchase soda machines that use up to 50 percent less energy than prior models; once all machines meet new efficiency guidelines, our nation could save enough energy to power the refrigerators in more than 10 million homes.
- Worked with the EPA to tighten its Energy Star guidelines to reflect the significant efficiency gains achieved by the popular flat-panel LCD monitors; as a result, the agency estimates that by 2010, the nation will save more than \$14 billion in electricity bills.
- Publicized broad scientific agreement that the problem of global warming is real and urgent, and exposed the "Clear Skies" initiative for ignoring global warming pollution from power plants.
- Prepared a lawsuit against the EPA for renouncing its authority to regulate CO₂.
- Helped design and launch the Maine-to-Maryland carbon cap initiative, the first regional effort to drive down global warming pollution.
- Raised awareness about global warming across the country by enlisting the Rolling Stones to perform a free concert.
- Formed a partnership with the National Ski Areas Association, a collaboration that educated a new audience about global warming and brought a cadre of resort owners to Capitol Hill to lobby for a bill to control global warming emissions.

Water and Coasts

Our oceans, coasts, lakes, streams, and wetlands all face multiple threats to their integrity. NRDC works on many fronts to protect, preserve, and restore our waters, and to safeguard the habitats and species they harbor.

In fiscal year 2003, NRDC's Water and Coasts Program:

• Launched an oceans initiative to restore ocean life and ecosystems through viable, commonsense solutions.

- Helped persuade officials to ban bottom trawling—the marine equivalent of strip-mining—in large areas off the Pacific coast.
- Won a resounding victory for whales and other marine life when a federal court rejected the U.S. Navy's plan to deploy its dangerous new "Low Frequency Active" sonar system across most of the world's oceans.
- Won a court case preventing the EPA from allowing cities to write their own permits for stormwater pollution. Now the government may only issue permits that meet Clean Water Act standards and incorporate public scrutiny.
- Played a lead role in the passage of Proposition 50, a statewide bond measure setting aside \$3.4 billion to protect California's water resources.
- Blocked a massive dam project on the Araguaia River in the heart of the Brazilian Amazon by mobilizing NRDC BioGems Defenders to send 21,000 email messages to aluminum giant Alcoa and by persuading the Brazilian government to oppose the dam.

Health and the Environment

Thousands of chemicals continue to pour into our environment—many of them known to cause serious harm to people and ecosystems. NRDC helps the public understand these threats; works for safeguards for children, who are particularly vulnerable; and presses for stronger, more protective laws.

In fiscal year 2003, NRDC's Health and the Environment Program:

- Won a groundbreaking victory when the EPA unveiled a proposal to cut pollution from nonroad diesel-powered vehicles, including tractors, bulldozers, and other farming and construction equipment.
- Helped ban a dangerous family of pesticides—including the most widely used pesticide in American homes—from being sold in the United States.
- Worked with local governments in California to create a certification program for healthier pest-control services.
- Released a report called *What's On Tap?* that graded drinking water quality in 19 cities, as well as their efforts to protect drinking water sources and inform the public about potential health hazards.
- Helped the EPA defend the arsenic standard for drinking water when the state of Nebraska tried to challenge it.
- Blocked a Department of Transportation effort to open the United States border to commercial trucks based in Mexico without studying the resulting environmental harm.
- Helped enact a new regulation that prohibits California school buses from idling their engines on or near school property, a common but unhealthy practice.
- Played a lead role in persuading the state of California to pass its own law requiring much cleaner fuel for nonroad diesel-powered vehicles, putting this measure in place years ahead of the EPA schedule for the rest of the nation.

International

Environmental problems do not recognize national borders. NRDC's efforts, too, cross these borders, embracing threatened ecosystems in many areas around the globe.

In fiscal year 2003, NRDC's International Program:

- Used trade negotiations between the United States and Chile to help protect the Olivillo Coastal Forest—South America's only remaining intact coastal evergreen rainforest—from a highway construction project that would have opened the forest to clearcutting.
- Helped protect Peru's mahogany forests from illegal logging by persuading the U.S. government to support protections against the illegal mahogany trade during international negotiations.
- Won a lawsuit halting the release of illegal shipments of mahogany being held in U.S. ports, thus deflating the trade in illicit rainforest harvest.
- Participated in the United Nations summit in Johannesburg on sustainable development and helped governments make practical plans for removing lead from gasoline and improving drinking water.
- Named the Castle-Bighorn—a critical wilderness corridor for bears, wolves, and cougars— as a BioGem, galvanizing citizen activists to pressure corporate leaders and local officials to protect the area from energy and timber companies.
- Issued America's Gas Tank: The High Cost of Canada's Oil and Gas Export Strategy, a comprehensive report on the impact of oil and gas drilling on Canada's wilderness, wildlife, and public health.

Nuclear

Since NRDC was founded, we have worked to rid the Earth of the threats posed by nuclear weapons, in the process establishing crucial precedents in applying environmental laws to U.S. nuclear and national security programs.

In fiscal year 2003, NRDC's Nuclear Program:

- Won a federal lawsuit against the Energy Department after proving that the government has been illegally cutting corners on cleaning up high-level radioactive waste at three major storage sites across the country.
- Used satellite imagery in the lead-up to the United States-Iraqi war to take a clear-eyed look at the potential consequences of using biological, chemical, or nuclear weapons.
- Used satellite photos to illustrate mercury pollution from power plants as it works its way toward rivers and drinking water sources.

Urban

The urban environment is a major focus of NRDC, and our goal is to make cities better, healthier places to live. For decades, we have tackled issues ranging from garbage disposal to air and water pollution to the loss of open space. Our efforts in New York, Washington, D.C., Los Angeles, and San Francisco have helped make these and other cities cleaner, greener, and more livable.

In fiscal year 2003, NRDC's Urban Program:

- Helped New York City restore its recycling program—just one year after the city had suspended metal and glass recycling because of a severe budget crisis—by proving that recycling is, in fact, cost-effective.
- Spurred new private-sector interest in the recycling program, leading one company to pay
 New York City \$5.10 per ton for its metal and plastic recyclables—as a result, the city
 will generate revenue from recycling these materials for the first time in its history.
- Forced the port of Los Angeles—one of Southern California's biggest polluters—to use cleaner alternative-fuel yard trucks instead of dirty diesel vehicles, allow ships to plug into electric power at the dock, and set aside \$50 million to fund additional improvements in air quality and to create parks and open space for the community.
- Helped win the long battle to preserve the New Jersey Meadowlands from a mall developer who wanted to pave much of the Meadowlands in what would have been the largest regional fill of a wetland since the passage of the Clean Water Act.
- Released From Cape May to Montauk: A Coastal Protection Report Card, a report grading the pollution control and sprawl management approaches of more than 175 New York and New Jersey coastal communities.
- Reached a favorable settlement in a lawsuit brought to force the city and state of New York to provide federally mandated diagnosis and treatment services for homeless children with asthma.

Legislative

NRDC's legislative team works to protect and expand our country's bedrock environmental laws. It ensures that existing laws are followed and presses for new protections to meet the many threats that continue to plague our air, water, land, and health.

In fiscal year 2003, NRDC's Legislative Program:

- Helped write a measure calling on the federal government to save 1 million barrels of oil per day; the bill sailed through the Senate 99 to 1.
- Gained support for two Senate bills that would tackle global warming by capping carbon emissions.
- Blocked the Department of Defense from gaining legislative support to exempt the Pentagon from the Clean Air Act and other public health laws.

NATURAL RESOURCES DEFENSE COUNCIL, INC. For the year ending 6/30/2003

Form 990, PART III, Statement of Program Service Accomplishments

• Succeeded in gaining support in the Senate for removing a provision for oil drilling in the Arctic National Wildlife Refuge from the energy bill.

Communications and Public Education

NRDC works hard to harness the power of our growing membership—and all concerned citizens—in the fight to protect the environment and public health. Educating and empowering the public are vital parts of our mission, and toward those ends, we have made increasing use of a powerful tool: the Internet.

In the fiscal year 2003, we:

- Provided the NRDC website as a way for activists to reach government and business leaders on global warming, diesel pollution, nuclear waste storage, energy policy, and marine mammal protection.
- Increased our list of Internet activists to more than 400,000, up from 5,000 when we started e-activism in 2001.
- Organized NRDC members to sign more than 250,000 petitions asking the president to pursue a clean energy future and to enforce our environmental laws.
- Called on BioGems Defenders to help fend off energy development in the Arctic National Wildlife Refuge and Utah's Redrock country.
- Galvanized activists in California to help win a ban on destructive longline fishing and to rally support for a \$3.4 billion water bond.
- Opened our advocacy center to block the attack on our landmark environmental laws by coordinating some of NRDC's best tools: NRDC's expert staff, 1 million members and activists, media outreach, and a network of influential people who help NRDC push for pro-environment action.
- Released a series of locally based television ads that illustrated what would happen to well known community lakes and rivers if the rollbacks of the Clean Water Act went forward
- Generated support among state-based agencies and grassroots groups to take a stand against the rollbacks of the Clean Water Act; as a result, of the 42 states that submitted comments on the proposed weakening of the Clean Water Act, 39 opposed it.

Natural Resources Defense Council, Inc.
Part III Statement of Program Services Accomplishents-06/30/03

13-2654926

	Description .	FY 2003 Program Services Expenses
а	Environment Program	
	Water	4,885,504
	Air	3,944,950
	Global/Nuclear	3,184,172
	Cities	3,254,215
	Climate	6,772,723
	Health	1,559,636
	Land	6,827,570
	Legislative Advocacy	2,186,008
а	subtotal Environment Program	32 614 777

FORM 990, PART IV - INVESTMENTS - SECURITIES

		BEGINNING	ENDING
DESCRIPTION		BOOK VALUE	BOOK VALUE
INVESTMENTS QUASI/PRMT	ENDOW		
-CHASE VISTA MONEY MAR		11,998,456.	10,618,559.
BOND MUTUAL FUNDS		11,065,392.	5,532,465.
EQUITY MUTUAL FUNDS		20,818,030.	24,250,825.
LIMITED PARTNERSHIPS		125,000.	115,002.
REIT MUTUAL FUNDS			1,493,787.
TIFF INVESTMENTS		7,000,000.	9,467,040.
CHARITABLE GIFT ANNUIT	IES		
MONEY MARKET FUNDS		342,770.	590,614.
US GOVERNMENT & AGENCY	DEBT	5,081,197.	5,023,777.
CORPORATE & OTHER DEBT	OBLGTS	1,572,938.	2,858,962.
COMMON STOCK		3,047,752.	3,307,837.
!	TOTALS	61,051,535.	63,258,868.

NATURAL RESOURCES DEFENSE COUNCIL, INC. For the year ending 6/30/2003

13-2654926

FORM 990, PART IV, LINE 57a, 57b AND 57c

DESCRIPTION	COST	ACCUMULATED DEPRECIATION	NET
OFFICE BUILDINGS & IMPROVEMENTS	14,961,652	4,233,850	10,727,802
FURNITURE & EQUIPMENT	1,713,512	1,612,324	101,188
COMPUTER SOFTWARE	1,838,963	1,379,261	459,702
LEASEHOLD IMPROVEMENTS	408,280	237,240	171,040
CONSTRUCTION IN PROGRESS	4,092,605		4,092,605
TOTAL	23,015,012	7,462,675	15,552,337

)

FORM 990, PART IV - OTHER ASSETS

DESCRIPTION	BEGINNING BOOK VALUE	ENDING BOOK VALUE
INTEREST IN SPLIT-INTEREST AGREEMENTS	2,537,013.	2,693,789.
TOTALS	2,537,013.	2,693,789.

FORM 990, PART IV, LINE 64b - MORTGAGES AND OTHER NOTES PAYABLE

DESCRIPTION	AMOUNT
MORTGAGE, LOAN - NEW YORK CITY	3,143,797
MORTGAGE LOAN - SANTA MONICA, CA	2,216,141
<i>!</i>	***************************************
TOTAL	5,359,938 =======

Mortgage Loans Payable

NRDC has a mortgage loan which bears interest at 8.91%, has an outstanding balance of \$3,143,797 at June 30, 2003 and is collateralized by the office condominium in New York City. The loan is due in monthly payments, including interest, of \$35,758 through May 12, 2005 with a final balloon payment of \$2,833,668 in 2005. NRDC must maintain a debt service coverage ratio, as defined, of 1.25 to 1.00. NRDC was in compliance with this covenant as of June 30, 2003.

NRDC has another mortgage loan which bears interest at 8.29%, has an outstanding balance of \$2,216,141 at June 30, 2003 and is collateralized by the building in Santa Monica, California. The loan is due in monthly payments, including interest, of \$25,200 through January 1, 2015.

FORM 990, PART IV - OTHER LIABILITIES

	BEGINNING	ENDING
DESCRIPTION	BOOK VALUE	BOOK VALUE
SPLIT INTEREST AGREEMENTS		
-CHARITABLE GIFT ANNUITIES	5,966,064.	7,192,739.
-POOLED INCOME FUNDS	1,105,306.	982,673.
TOTALS	7,071,370.	8,175,412.

FORM 990, PART IV-A - OTHER REVENUE ON BOOKS BUT NOT ON RETURN

DESCRIPTION	AMOUNT
NRDC ACTION FUND REVENUE* NRDC SPECIAL EVENTS EXPENSES	36,280. 550,015.
TOTAL	586,295.

^{*} The NRDC Action Fund, a related organization of the Natural Resources Defense Council ("NRDC"), is consolidated for audited financial statement purposes with NRDC, but files a separate Form 990.

FORM 990, PART IV-B - OTHER EXPENSES ON BOOKS BUT NOT ON RETURN

DESCRIPTION	AMOUNT
NRDC ACTION FUND EXPENSES* NRDC SPECIAL EVENTS EXPENSES	103,460. 550,015.
TOTAL	653,475.

^{*} The NRDC Action Fund, a related organization of the Natural Resources Defense Council ("NRDC"), is consolidated for audited financial statement purposes with NRDC, but files a separate Form 990.

FORM 990, PART V - LIST OF OFFICERS, DIRECTORS, AND TRUSTEES

NAME AND ADDRESS	TITLE AND TIME DEVOTED TO POSITION	COMPENSATION	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS	EXPENSE ACCT AND OTHER ALLOWANCES
JOHN H. ADAMS C/O NATURAL RESOURCES DEFENSE COUNC 40 W. 20TH STREET NEW YORK, NY 10011	PRESIDENT 35 HOURS	285,624.	105,299.	NONE
FRANCES BEINECKE C/O NATURAL RESOURCES DEFENSE COUNC 40 W. 20TH STREET NEW YORK, NY 10011	EXECUTIVE DIRECTOR 35 HOURS	186,755.	33,358.	NONE
PATRICIA SULLIVAN C/O NATURAL RESOURCES DEFENSE COUNC 40 W. 20TH STREET NEW YORK, NY 10011	DEPUTY DIRECTOR 35 HOURS	142,178.	24,339.	NONE
JUDY KEEFER C/O NATURAL RESOURCES DEFENSE COUNC 40 W. 20TH STREET NEW YORK, NY 10011	FINANCE DIRECTOR 35 HOURS	146,340.	29,555.	NONE
JACK MURRAY C/O NATURAL RESOURCES DEFENCE COUNC 40 W. 20TH STREET NEW YORK, N.Y. 10011	DEVELOPMENT DIRECTOR 35 HOURS	162,900.	26,088.	NONE
SEE ATTACHED LIST OF NON COMPENSATED BOARD OF TRUSTEES		NONE	NONE	NONE
	GRAND TOTALS	923,797.	218,639.	NONE

11

NRDC BOARD OF TRUSTEES 2003

Adam Albright, Vice Chair C/O NRDC 40 West 20th Street New York, NY 10011

Richard E. Ayres C/O NRDC 40 West 20th Street New York, NY 10011

Patricia Bauman, Vice Chair C/O NRDC 40 West 20th Street New York, NY 10011

Henry R. Breck, Treasurer C/O NRDC 40 West 20th Street New York, NY 10011

Laurie David C/O NRDC 40 West 20th Street New York, NY 10011

Sharon Saul Davis C/O NRDC 40 West 20th Street New York, NY 10011

Adrian W. DeWind C/O NRDC 40 West 20th Street New York, NY 10011

Sylvia Earle C/O NRDC 40 West 20th Street New York, NY 10011

John E. Echohawk C/O NRDC 40 West 20th Street New York, NY 10011 Robert Epstein C/O NRDC 40 West 20th Street New York, NY 10011

Michael C. Finnegan C/O NRDC 40 West 20th Street New York, NY 10011

Robert J. Fisher C/O NRDC 40 West 20th Street New York, NY 10011

Michel Gelobter C/O NRDC 40 West 20th Street New York, NY 10011

David Hahn-Baker C/O NRDC 40 West 20th Street New York, NY 10011

Jill Tate Higgins C/O NRDC 40 West 20th Street New York, NY 10011

Alan F. Horn, Vice Chair C/O NRDC 40 West 20th Street New York, NY 10011

Charles E. Koob C/O NRDC 40 West 20th Street New York, NY 10011

Philip B. Korsant C/O NRDC 40 West 20th Street New York, NY 10011

NRDC BOARD OF TRUSTEES 2003

Ruben Kraiem C/O NRDC 40 West 20th Street New York, NY 10011

Jonathan Z. Larsen C/O NRDC 40 West 20th Street New York, NY 10011

Nicole Lederer C/O NRDC 40 West 20th Street New York, NY 10011

Maya Lin C/O NRDC 40 West 20th Street New York, NY 10011

Shelly Malkin C/O NRDC 40 West 20th Street New York, NY 10011

Josephine A. Merck C/O NRDC 40 West 20th Street New York, NY 10011

Peter Morton C/O NRDC 40 West 20th Street New York, NY 10011

Daniel Pauly C/O NRDC 40 West 20th Street New York, NY 10011

Frederica Perera C/O NRDC 40 West 20th Street New York, NY 10011

Robert Redford C/O NRDC 40 West 20th Street New York, NY 10011

Nathaniel Pryor Reed C/O NRDC 40 West 20th Street New York, NY 10011

Cruz Reynoso C/O NRDC 40 West 20th Street New York, NY 10011

William B. Richardson C/O NRDC 40 West 20th Street New York, NY 10011

Larry Rockefeller C/O NRDC 40 West 20th Street New York, NY 10011

Jonathan F. P. Rose C/O NRDC 40 West 20th Street New York, NY 10011

Thomas Roush C/O NRDC 40 West 20th Street New York, NY 10011

Christine H. Russell C/O NRDC 40 West 20th Street New York, NY 10011

Frederick A.O. Schwarz, Jr., Chair C/O NRDC
40 West 20th Street
New York, NY 10011

David Sive C/O NRDC 40 West 20th Street New York, NY 10011

NRDC BOARD OF TRUSTEES 2003

James Gustave Speth C/O NRDC 40 West 20th Street New York, NY 10011

James Taylor C/O NRDC 40 West 20th Street New York, NY 10011

Frederick A. Terry, Jr. C/O NRDC 40 West 20th Street New York, NY 10011

Daniel R. Tishman C/O NRDC 40 West 20th Street New York, NY 10011

Thomas A. Troyer C/O NRDC 40 West 20th Street New York, NY 10011

George M. Woodwell, Vice Chair C/O NRDC 40 West 20th Street New York, NY 10011

NOTE: The Trustees are not compensated.

NATURAL RESOURCES DEFENSE COUNCIL, INC. 40 WEST 20TH STREET NEW YORK, NY 10011 EIN: 13-2654926 Year Ending June 30, 2003

Form 990, Part VI, #90a:

States NRDC is currently authorized to solicit in: (Governmental Authorities)

Arkansas, Arizona, California, Colorado, Connecticut, Florida, Georgia, Hawaii, Illinois, Indiana, Kentucky, Louisiana, Maine, Maryland, Massachusetts, Michigan, Minnesota, Missouri, Mississippi, New Hampshire, New Jersey, New Mexico, New York, North Carolina, North Dakota, Oklahoma, Ohio, Oregon, Pennsylvania, Rhode Island, South Carolina, Tennessee, Texas, Utah, Vermont, Virginia, Washington, Washington D.C., West Virginia, Wisconsin

13-2654926

REVENUE
OTHER
1
VII
PART
, 066
FORM

RELATED OR EXEMPT FUNCTION INCOME	21,366. 14,284. 2,035.	37,685.
AMOUNT	323,092.	478,377.
EXCLUSION CODE	13 15	! #
AMOUNT		
BUSINESS CODE		
DESCRIPTION	BOOK INCOME HONORARIA MAILING LIST RNTL ROYALTY INCOME OTHER	TOTALS

12

STATEMENT

SCHEDULE A, PART III - EXPLANATION FOR LINE 2A

NRDC PURCHASED A PAINTING FOR THE AMOUNT OF \$4,600 FROM JOSEPHINE MERCK, A BOARD MEMBER OF NRDC. THE TRANSACTION WAS AN ARMS LENGTH TRANSACTION.

!

SCHEDULE A, PART III - EXPLANATION FOR LINE 2C

THE NRDC FINANCE COMMITTEE ON BEHALF OF THE NRDC BOARD REVIEWED AND APPROVED THE SELECTION OF TISHMAN CONSTRUCTION CORPORATION OF CALIFORNIA, A RELATED ENTITY OF TISHMAN CONSTRUCTION, TO ACT AS PROJECT MANAGER FOR THE RENOVATION OF THE LOS ANGELES OFFICES OF THE NRDC.

DAN TISHMAN, A MEMBER OF NRDC BOARD OF TRUSTEES, IS A PRINCIPAL IN TISHMAN CONSTRUCTION. THE PROJECT WITH TISHMAN CONSTRUCTION OF CALIFORNIA IS AN ARMS LENGTH TRANSACTION.

NRDC PAID TISHMAN CONSTRUCTION CORPORATION OF CALIFORNIA \$130,465 DURING FISCAL YEAR ENDING 30TH JUNE 2003.

SCHEDULE A, PART III - EXPLANATION FOR LINE 2D

SEE FORM 990, PART V

SCHEDULE A, PART IV-A - OTHER INCOME

,

TOTAL	1 1 1 1 1	644,080. 468,143.	124,199.	645,731.		1,921,165.
1998	 	103,138. 107,185.	21,222.	159,488.		391,033.
1999	 	74,900. 360,958.	45,860.	280,818.		762,536.
2000	 	219,343.	43,369.	17,266.		279,978.
2001	!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!	246,699.	13,748.	188,159.	39,012.	487,618.
DESCRIPTION		MAILING LIST RENTAL SPECIAL EVENTS	PAMPHLETS, HONORORIA	OTHER	BOOK INCOME	TOTALS

16

Form 8868 (12-20	00)	Page 2
	ing for an Additional (not automatic) 3-Month Extension, complete only	
	omplete Part II if you have already been granted an automatic 3-month e	
	ing for an Automatic 3-Month Extension, complete only Part I (on page 1	
Part III	Additional (not automatic) 3-Month Extension of Time — Must Figure 1 0	to the service of a trade of the service of the ser
Type or print	Name of Exempt Organization NATURAL RESOURCES DEFENSE COUNCIL, INC.	Employer identification number 13-2654926
File by the extended due date for	Number, street, and room or suite no. If a PO box, see instructions. 40 WEST 20TH STREET	For IRS use only
filing the return See instructions.	City, town or post office, state, and ZIP code. For a foreign address, see instructions NEW YORK, N.Y. 10011	
Check type (X Form 990 Form 990		m 1041-A
STOP: Do no	t complete Part II if you were not already granted an automatic 3-month	extension on a previously filed Form 8868.
• If the organ	ization does not have an office or place of business in the United States, che	eck this box
for the whole EINs of all m	a Group Return, enter the organization's four digit Group Exemption Number group, check this box ▶ . If it is for part of the group, check this box ▶ . embers the extension is for.	and attach a list with the names and
	et an additional 3-month extension of time untilMAY 15	, 20 <u>0 4</u> .
		2 and ending <u>JUNE 30</u> , 20 <u>03</u> .
6 If this to		inal return Change in accounting period
	detail why you need the extension <u>ADDITIONAL INFORMATION</u> FILE A COMPLETE AND ACCURATE TAX RETURN.	15 NEEDED IN ORDER
10	THE A COMPLETE AND ACCORDED TAX NOTOKN.	
8a If this a	pplication is for Form 990-BL, 990-PF, 990-T, 4720, or 6069, enter the tentat	tive tax, less any
	ndable credits. See instructions	
	pplication is for Form 990-PF, 990-T, 4720, or 6069, enter any refundable cre	
	ments made. Include any prior year overpayment allowed as a credit and an	y amount paid
previou	sly with Form 8868	r if required, deposit
	e Due. Subtract line ob from line oa. Include your payment with this form, or D coupon or, if required, by using EFTPS (Electronic Federal Tax Payment S	
	, the state of the	\$
	Signature and Verification	
	of perjury, I declare that I have examined this form, including accompanying schedules and statemental that I am authorized to prepare this form	ents, and to the best of my knowledge and belief, it is true,
0	Title A Cattle	Date ► 01/13/2004
Signature	Notice to Applicant — To Be Completed by	
10/a hav	e approved this application. Please attach this form to the organization's return.	the into
We hay organiz	e approved this application. Please attach this form to the diganizations return: e not approved this application. However, we have granted a 10-day grace period from the attoris in the first and the first and the first attorishment of the first attach the first to the organization's return	e later of the date shown below or the due date of the extension of time for elections otherwise required to be
	e not approved this application After considering the reasons stated in item 7, we cannot gr	ant your request for an extension of time to file. We are
not grai	tima 10- Aang No Aper 1914	
☐ We car	not consider this application because it was filed after the due date of the return for which	an extension was requested.
Other _	OCDEN HT	
	OGDEN, OT	
	By	· FUB3 Mill
Director		Date
Alternate N	lailing Address — Enter the address if you want the copy of this application	for an additional 3-month extension (1997)
returned to	an address different than the one entered above.	
	Name	355770
	PRICEWATERHOUSECOOPERS, LLP, ATTN: LAURA P	AKELLO
Type or	Number and street (include suite, room, or apt. no.) Or a P.O. box number	
print	1301 AVENUE OF THE AMERICAS, 5TH FLOOR City or town, province or state, and country (including postal or ZIP code)	
	NEW YORK, N.Y. 10019	