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WELCOME TO THE 2013 ANNUAL REPORT FROM NPR

2013 WAS A YEAR OF BUILDING FOR THE FUTURE – embracing change and innovation in our newsroom, connecting with the audiences of today, and preparing to meet the audiences of tomorrow. It was a time of transformation in public radio.

Our leadership team continued to reimagine the role of the organization in meeting the constantly changing needs of our Member Stations and the NPR audience. We reaffirmed our dedication to reaching listeners where they are and offering them high quality content on every platform. To do so, this year we have been focused on fundamental questions about how NPR can meet the evolving needs of our stations — and the ever-changing needs of the audience — today and in the critical next three to five years.

Our transformation was evident throughout the organization and is at the heart of our newest asset: our new headquarters. NPR moved into its new headquarters at 1111 North Capitol Street in the spring of 2013. Staff have shared that we finally have a workplace that is equal to our aspirations. It is a facility that offers us the space to think and breathe, and achieve.

Our new, more collaborative and modern workspace also allows us the opportunity to open our doors to the public in ways that we haven’t been able to do in the past. More than 4,000 people signed up for our building tours this year, and, for the first time, we were able to host community events in Studio 1, our multifunctional studio/theatre, and welcome the community around us into NPR.

From our earliest days at 1111 North Capitol Street, it has been the home of substantive — and collaborative — journalism. The Morning Edition staff began their work at 1111 the same day the search for the Boston Marathon bombers took place. From interviewing eye witnesses and terrorism experts to working with member stations WBUR and WGBH to bring listeners coverage of the bombings, the survivors, and a city in mourning, NPR presented listeners with comprehensive coverage on the air and online.

The collaboration during coverage of the Boston bombings is just one sign of the new spirit of partnership between NPR and Member Stations. This year we announced the launch of a newly reimagined Here & Now produced in collaboration with WBUR. This new program is bringing a powerful news presence to mid-days, along with the combined weight of the NPR newsroom.

Inside our newsroom, the remarkable work continued. This year an NPR News/Center for Public Integrity investigation studied the 179 grain bin deaths since 1984 and found that federal regulators routinely slash major fines and void the most serious violations even when egregious and willful behavior by employers results in “drownings” in grain storage bins.

The story got the attention of Congress, the Occupational Safety and Health Administration, and the Justice Department, which all looked into persistent and preventable deaths in grain storage bins and how to address weak enforcement by federal agencies.

In 2013, we followed the stories that had impact – including series documenting swift changes happening here and abroad.

Our series, “The Changing Lives of Women” focused on the 1 billion women entering the formal workforce in the coming decade – and how that will affect homes, workplaces, and our world.

Our international coverage continued to gain well deserved acclaim. Our reporting on the ongoing conflict in Syria earned NPR a prestigious George Foster Peabody Award for “finding ways to get deep into Syria” to deliver.
“detailed reportage, often from dangerous locations” within the ongoing conflict. International correspondents Kelly McEvers, based in Beirut, and Deborah Amos, a roving correspondent who’s spent three decades covering the region, led NPR’s reports during frequent trips into Syria and from along the border in Turkey and Lebanon. From interviews with Assad regime officials to the discovery of an unexpected unity among Christian and Muslim rebels, NPR captured the pace and gravity of the growing uprising and gave voice to the conflict for millions of listeners.

Around the world, NPR was there to capture the sounds, stories, and context surrounding major international news events this year. As one example, ahead of the Venezuelan elections, Steve Inskeep hosted Morning Edition from Caracas, where he and NPR’s Jasmine Garsd trekked to explore socio-political developments in the post-Chavez society. From covering the devastation surrounding Typhoon Haiyan and the slow rebuilding in the city of Tacloban — to the international ramifications of the Edward Snowden leaks, NPR was on the story.

In-depth and dynamic may be the best way to describe our coverage of other big news stories of the year: the government shutdown and the launch of the Affordable Care Act. During the government shutdown, our coverage took listeners from Washington, DC, to the Grand Canyon to show how widely the lives of ordinary Americans were affected, while our team of political reporters and analysts kept our audience abreast of the ongoing negotiations and the potential political fallout.

Leading up to the launch of the Affordable Care Act, NPR tackled many of the law’s complex questions with straightforward explanatory journalism and interactive tools. In collaboration with the Kaiser Health Foundation, we created a calculator to help shoppers find out how much Obamacare would cost. Following the launch, NPR News covered the flawed rollout, the stories of people who saw unexpected rises in the cost of their health plans, as well as stories of the uninsured obtaining coverage through the exchanges.

In 2013, we launched “Code Switch” our new multiplatform beat on race, ethnicity, and culture. The team is covering new stories — and continuing stories in new ways — ranging from how different cultures handle personal space to the narratives that emerged around NBA player Jason Collins. Also this year, The Race Card Project with Michele Norris launched on Morning Edition, with Michele diving into people’s experiences, observations, triumphs, laments, theories, or anthems about race or cultural identity — all distilled into one six-word sentence.

During the second annual public radio music month, across the country artists, bands, communities, and listeners recognized the value of their local stations in keeping music alive in America. On the air this year we shared our biggest music event of the year, SXSW, during which NPR Music presented one of the most talked about showcases. The event, featuring seven bands, was video webcast on NPR.org and Member Station websites and broadcast live in Austin on KUT. We also presented an Alt.Latino Latin music showcase at SXSW that included Bajofondo, Molotov, and Latin music pioneers Café Tacvba.

On the digital side, in 2013 we broke major NPR.org traffic records, proving that NPR is where people are turning for breaking news. We’ve launched geo-located homepages on NPR.org, automatically branding visitor experiences with the logos of their local stations. And over the year we began putting pages on NPR.org into responsive design, so that no matter what device you use to access the site, it will adjust and be optimized for the device you are on.

In December we launched one of our most innovative multimedia series, Planet Money’s extraordinary look at how a t-shirt is made. The award-winning team kicked
off Planet Money T-shirt Week, a globe-spanning series that documented the entire production of a t-shirt in sound, images, and words. As the reports progressed, Planet Money unraveled the complicated supply chain to discover both the economic forces and human labor involved in producing a basic t-shirt. Each report from disparate locales brought audiences new revelations, both serious and humorous, about everyday goods often taken for granted. Audiences experienced the journey on Morning Edition and All Things Considered, and also at a stunningly produced, video-rich website.

We ended the year with news of an inspiring investment in our work: $17 million in grants from the John S. and James L. Knight Foundation, Bill & Melinda Gates Foundation, The Wallace Foundation, Ford Foundation, and individual philanthropists. These grants will both deepen and extend NPR’s coverage of key issues, and support work by NPR and six Member Stations to reimagine the public radio experience for digital listening. It’s transformative work that will empower audiences to experience public radio however they want it — delivering news, music, culture, insights, and ideas to tens of millions in words, images, and sounds.

NPR is committed to being relevant and connecting with an increasingly diverse audience; to modeling best practices in partnership with our stations — supporting their successes online, on the air, and behind the scenes; and to building a sustainable business model that will ensure the future of NPR.

Our audience and supporters are essential to all of this and to what we do each day. It’s this community of public radio listeners who allow us to provide the best programming and fulfill our mission.

THANK YOU.
NPR LEADERSHIP TEAM

Gary E. Knell  
President and CEO  
(to 11/30/13)

Paul G. Haaga Jr.  
Interim President and CEO  
(From 09/30/13)

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Chief Marketing Officer

Deborah Cowan  
Chief Financial Officer and Treasurer

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Chief Development Officer

Robert Kempf  
Vice President, NPR Digital Services

Peter Loewenstein  
Vice President, Distribution

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Vice President, Content Strategy and Operations

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Chief of Staff and Vice President, Member Partnership

Loren Mayor  
Senior Vice President, Strategy

Terri Minatra  
General Counsel, Vice President, Secretary

Eric Nuzum  
Vice President, Programming

Jeffrey Perkins  
Vice President, Human Resources and Chief People Officer

Dana Davis Rehm  
Senior Vice President Marketing, Communications and External Relations

Michael Riksen  
Vice President, Policy and Representation

Joyce Slocum  
Chief Administrative Officer and Secretary

Margaret Low Smith  
Senior Vice President, News

Michael Starling  
Vice President and Executive Director, NPR Labs

Kinsey Wilson  
Chief Content Officer

Keith Woods  
Vice President, Diversity in News And Operations
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Carol A. Cartwright (Term Ended November 2012)
Bill Davis (Term Ended in November 2013)
Fabiola Arredondo (Term Began in November 2013)
Chris Boskin (Term Began in November 2013)
Patricia Diaz Dennis
Betsy Gardella
Paul G. Haaga, Jr.
Eduardo A. Hauser (Term Ended in November 2013)
John A. Herrmann, Jr. (Term Ended in November 2013)
Kit Jensen
Gary E. Knell (Term Ended in September 2013)
Roger LaMay
Caryn Mathes
Greg Petrowich
Marita Rivero
Florence M. E. Rogers
Roger Sarow
Kerry Swanson (Term Began in November 2013)
Antoine W. van Agtmael (Term Ended in November 2013)
Connie Walker
Howard Wollner (Term Began in November 2013)
John S. Wotowicz
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Cambridge, MA

Bernee D.L. Strom  
Kirkland, WA
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President & CEO, NPR

Kit Jensen
Chairman, NPR Board of Directors

Betsy Gardella
Chair, Development Committee
FISCAL YEAR

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20th Century Fox Home Entertainment
2U

A
Acorn Media Group
AEG Live
Aetna Foundation
Al Jazeera America
Allegro Media Group
Allstate Corporation
Ally Bank
Alternative Distribution Alliance
Amazon Content Services
American Express Company
American Institute of Architects
American Jewish World Service
America’s Natural Gas Alliance
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Angie’s List
Ann Arbor Area Convention & Visitors Bureau
The Annie E. Casey Foundation
ANTI- Records
Anthem, Inc.
Apple
The Argus Fund
The Arts Center of the Capital Region
ASU Online
athenahealth
Atlanta Symphony
Atlassian
ATO Records
Audible.com
AuthorBuzz
AutoTrader.com

B
Bank of America
Barnes & Noble
Beggars Group
Ben & Jerry’s
Berkley Books
Better World Club
Billboard
Biola University
Blinds.com
Bluebeam Software
Bonobos
Boston Children’s Hospital
Bryant University
Bushbranch
The Bydale Foundation
Byliner

C
Cambridge Savings Bank
Cancer Treatment Centers of America
Capella University
Capitol Records
Carbonite
CarMax
Carnegie Corporation of New York
Carrot Top Records
Certified Financial Planner Board of Standards
Charles Schwab & Co.
Chevrolet
CIGNA Foundation
Cinedigm Entertainment Group
CITGO
Citrix Systems
ClearChoice Dental Implant Centers
Cleveland Clinic
CNN
The Colorado Symphony
Columbia University
Comité Champagne
Concord Music Group
Concrete Marketing
The Conservation Fund
Constant Contact
Cooperative Music
Corporation for Public Broadcasting
Craft in America
Creative Artists Agency
Croshal Entertainment Group
NPR SUPPORTERS

CSX Corporation
CVS

D
Da Capo Press
Delta Air Lines
Dignity Health
Dine Alone Records
Discovery Communications
Domino Recording Company
Domtar Corporation
Doris Duke Charitable Foundation
Doris Duke Foundation for Islamic Art
Downtown Media
The Ducommun and Gross Family Foundation

E
The Economist
EMI Music
Encore.org (formerly Civic Ventures)
Endless Pools
Equal Vision Records
Esurance Insurance Services
ExxonMobil

F
Fifth Generation
Film Collective
Focus Features
Focus World
The Ford Foundation
Ford Motor Company
Fox Searchlight Pictures
Fueled by Ramen
Full Sail University

G
Bill & Melinda Gates Foundation
G.P. Putnam’s Sons
Geffen Records
General Mills
George Lucas Educational Foundation
George Washington University
The J. Paul Getty Trust
Glaxosmithkline
Glimmerglass Festival
Google
William T. Grant Foundation
The George Gund Foundation

H
Hachette Book Group USA
Harlequin
HarperCollins Publishers
Mary W. Harriman Foundation
John A. Hartford Foundation
HBO
The William and Flora Hewlett Foundation
Hilton, Lisa
Historic Deerfield
The Holborn Foundation
Houghton Mifflin Harcourt
House Lights Media
House of Marley USA
HowAboutWe
IBM
IFC
IGLOO Software
Inada
Indomina Releasing
INGrooves Fontana
International Rescue Committee
Italian Embassy
ITVS

J
Jeep
Jim Beam Brands (Maker’s Mark)
John Wiley & Sons
The Joyce Foundation
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NPR SUPPORTERS

Personal Capital
The Pew Charitable Trusts
Ploughshares Fund
Plume
Poetry Foundation
Principal Financial Group
Progressive Casualty
Insurance Company
Public Welfare Foundation, Inc.

R

Random House
Raymond James Financial
Rdio
Red Light Management
Redeye Distribution
Regis University
REI
Reputation.com
Retrofit
Riverhead Books
Road Scholar
Robert Sterling Clark Foundation
RockAuto
Rounder Records

S

Salsa Labs
San Diego Brewers Guild
San Francisco Symphony
The SCAN Foundation
Scholastic
Science & Technology
Directorate (DHS)
Seattle University
Sennheiser Electronic Corporation
ShareFile
Siemens
Simha
Simon & Schuster
Sit4Less
Skoll Foundation
Alfred P. Sloan Foundation
smart
Sony Music Entertainment
Sony Pictures
Sony Pictures Home Entertainment
Soul Doctor
Squarespace
Staples
Sub Pop Records
Subaru of America
Submarine Entertainment
Suburban Noize Records
Sy Syms Foundation

T

T. Rowe Price
Temple University
Texas Mutual Insurance Company
TF Cornerstone
TheHuffingtonPost.com
Thomson Reuters Corporation
TIAA-CREF
Tire Rack
Toyota

U

U.S. Department of Education
Union of Concerned Scientists
Unisys Corporation
UnitedHealthcare
Universal Music Group
Universal Pictures
Universal Pictures Home Entertainment
Universal Uclick
University of Iowa Press
University of Maryland
University of Notre Dame

V

Valvoline
Vanderbilt University Medical Center
NPR SUPPORTERS

Vermont Department of Tourism and Marketing
Vermont Teddy Bear Co.
Virginia Energy Sense

Walgreen Co.
The Wallace Foundation
Wallace Genetic Foundation
Walmart
Walt Disney Studios
Walton Family Foundation
Warner Home Video
Warner Music Group
Water Tower Music
Wealth Counsel
WeatherTech
Weight Watchers International
The Weinstein Company
Wells Fargo Advisors
WFIU
WGBH
The Wildflower Foundation, Inc.
William Morrow & Co.
Wix.com
WTTW

X
Xerox Corporation

Y
Yeproc Records

Z
Zurich North America
## Statement of Financial Position (NPR Parent Company Only)

<table>
<thead>
<tr>
<th>Assets</th>
<th>Liabilities and Net Assets</th>
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<tbody>
<tr>
<td>Current Assets</td>
<td>Current Liabilities</td>
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<tr>
<td>Cash and cash equivalents</td>
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<tr>
<td>Restricted cash and cash equivalents</td>
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<td>Accounts and contributions receivable, net</td>
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<td>Investments</td>
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<td>Property and equipment, net</td>
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<td>Prepaid expenses and other assets</td>
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<td><strong>Total Assets</strong></td>
<td><strong>Total Liabilities</strong></td>
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<td>$393,448,766</td>
<td><strong>233,954,157</strong></td>
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The financial information above is presented for convenience purposes only. While the financial information was extracted from supplementary information in the audited financial statements, the financial information should not be relied on. A copy of the printed financial statements is available upon request.
## STATEMENT OF ACTIVITIES (NPR PARENT COMPANY ONLY)

### Operating Revenues

<table>
<thead>
<tr>
<th>Source of Revenue</th>
<th>Amount</th>
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<tr>
<td>Station dues and fees</td>
<td>$77,466,855</td>
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<td>Corporate sponsorship</td>
<td>$43,991,377</td>
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<td>Grants and contributions</td>
<td>$30,740,895</td>
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<td>Distribution and satellite interconnection</td>
<td>$14,348,595</td>
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<td>Distribution from endowment to support operations</td>
<td>$11,135,076</td>
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<td>Other revenues</td>
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<td><strong>Total operating revenues</strong></td>
<td><strong>$191,738,504</strong></td>
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### Operating Expenses

<table>
<thead>
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<th>Category</th>
<th>Amount</th>
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<td>News and engineering</td>
<td>$85,009,308</td>
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<td>Digital media and services</td>
<td>$17,701,103</td>
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<td>Distribution and satellite interconnection</td>
<td>$16,823,751</td>
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<td>Programming and NPR Music</td>
<td>$20,680,339</td>
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<td>Support and other program services</td>
<td>$55,784,366</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td><strong>$195,998,867</strong></td>
</tr>
<tr>
<td><strong>Change in net assets from operations</strong></td>
<td><strong>(4,260,363)</strong></td>
</tr>
<tr>
<td>Non-operating activities, net</td>
<td><strong>(11,644,096)</strong></td>
</tr>
<tr>
<td><strong>Total change in net assets</strong></td>
<td><strong>(15,904,459)</strong></td>
</tr>
<tr>
<td>Net assets, beginning of the year</td>
<td>$175,399,068</td>
</tr>
<tr>
<td><strong>Net assets, end of the year</strong></td>
<td><strong>$159,494,609</strong></td>
</tr>
</tbody>
</table>

The financial information above is presented for convenience purposes only. While the financial information was extracted from supplementary information in the audited financial statements, the financial information should not be relied on. A copy of the printed financial statements is available upon request.
THANK YOU