



FONDO MEXICANO
PARA LA CONSERVACIÓN
DE LA NATURALEZA, A.C.

FMCN

INSTITUCIÓN PRIVADA



VIEW DIGITAL
EDITION

ANNUAL REPORT

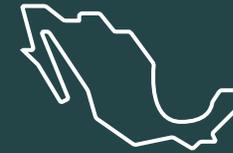
- 2020

INTEGRITY · COOPERATION ·
CREATIVITY · COMMITMENT ·
SUSTAINABILITY · PERMANENCE



Our Mission

To converge with other actors and sectors in delivering strategic technical and financial support to conserve Mexico's natural heritage.



What We Most Value

INTEGRITY • COOPERATION •
CREATIVITY • COMMITMENT •
SUSTAINABILITY • PERMANENCE



In 2020...

PROTECTED
HECTARES

29,268,687

IN
26 YEARS

3,427,701

IN 2020

PEOPLE WHO HAVE ADOPTED
BEST PRACTICES IN
SUSTAINABILITY

7,497

IN 2020

70,012

IN
26 YEARS



3,427,701
hectares

of new protected areas



7,497
people

adopted best practices in
sustainability



97,894
hectares

received support for
their restoration



265,134
hectares

are under sustainable
management



11,168
people

participated in training
programs

FROM OUR DIRECTOR AND OUR CHAIRMAN



Renée González Montagut
General Director



Alberto Saavedra Olavarrieta
Chairman of the Board of Directors and Founding Partner

In 2020, the pandemic caused by COVID-19 taught the world a brutal lesson: everything is interconnected. The transformation of over half of the Earth's surface has resulted in an alarming loss of biodiversity and the onslaught of climate change, phenomena that place our survival at risk. If we want to survive, we must use collective intelligence to identify the opportunities presented by these crises. It is the responsibility of the current generations to act in a united, informed, and decisive way so that coming generations may thrive.

Together with our partners, the **Mexican Fund for the Conservation of Nature**, (FMCN by its acronym in Spanish) reacted immediately to the effects brought about by the pandemic. Throughout the year, shoulder to shoulder, we restructured 17 projects and most of the 125 donations granted in order to respond to the reality currently experienced by protected areas (PAs), as well as communities who are stewards for oceans and forests, indigenous peoples protecting the headwaters of watersheds, producers who lost jobs, and women who were adversely affected, therefore aggravating gender inequality. Our donors responded with trust and understanding. The funds saved by workshops that were not given and field activities that did not take place served to publish five calls for proposals focusing on the emerging challenges. Thanks to support received from donors, partners, and allies, the rhythm of project execution changed, but did not cease.

The shock has made us turn our attention to what is most essential in life: health, family, community, and nature. We lost advisors and friends like Guillermo Osuna and Steve Knaebel, whom we will always remember with deep gratitude. We have followed their example in life by redoubling our efforts in the face of adversity. Within FMCN, we have strengthened internal communication and human resources,

aligning our structure with our strategic goals, sustainable investments, and gender equity. With partners in all sectors outside of our organization, we have concentrated on capitalizing in areas prioritized by international financing. This annual report highlights the milestones and significant progress achieved during a challenging year.

The environmental emergency has triggered innovative financial mechanisms, many of which are rooted in nature, which over more than three billion years has evolved effective and efficient solutions expressing a broad diversity of life forms on our planet. By converging traditional forms of knowledge with spearheading science, aligning public and private investments, and linking producer collaboration with civil associations, we will together unveil nature's secrets toward forging a better future for the people and natural resources of Mexico.



Postscript from the Chairman of the Board of Directors

It has been one year since the institution changed its General Directorate. We are fortunate to have magnificent support from our governance bodies that have enabled a smooth and successful transition of leadership. We are grateful to Renée González Montagut for her commitment and highly successful performance throughout her first year as General Director. FMCN, like any living being, evolves and expands its scope. The challenge we are facing as humankind and the learning we have yet to assimilate as a species regarding our duty to care for the planet are becoming increasingly exciting. With our new General Director, FMCN will rise to the tasks that await us. Despite such difficult circumstances brought about by the pandemic, I congratulate every member of the team for their excellent capacity to respond and coordinate beyond all expectations.



STRATEGIC GOALS



DONATIONS GRANTED 2020



In 2020,
we coordinated
117 projects and
granted
125 donations

THAT ARE KEY TO
ACHIEVING OUR
STRATEGIC GOALS.

STRATEGIC GOALS



The four external objectives of our 2018–2023 Strategic Plan respond to Mexico’s international commitments and priorities.

Projects

CONSERVATION

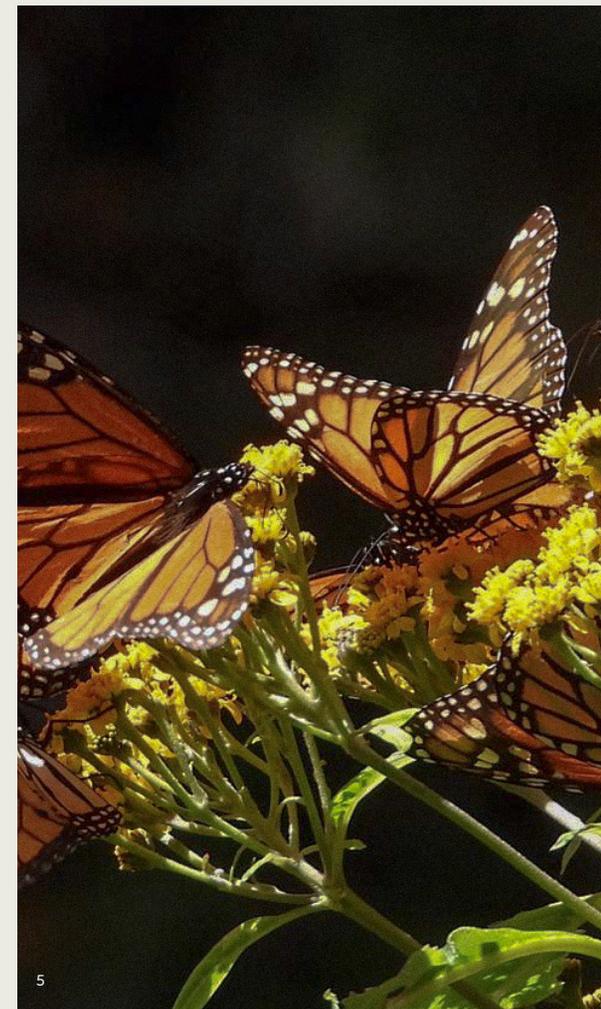
Part of our mission is to ensure the conservation of biological diversity inside and outside PAs. We are devoted to protecting threatened species and working toward the integrity of ecosystems and their ecological processes.

For 20 years, the **Monarch Butterfly Fund** has been supporting communities in the core area of the Monarch Butterfly Biosphere Reserve so they can protect their forests.

Thanks to the Monarch Butterfly Fund, local communities, the National Commission of Protected Areas (CONANP by its acronym in Spanish), the governments of Michoacán and Mexico states, the World Wildlife Fund, and FMCN, 12,367 hectares of forest have been protected. These forests are indispensable for the migration of the Monarch butterfly and the production of environmental services. The Monarch Butterfly Fund and complementary resources provided by the National Forestry Commission (CONAFOR by its acronym in Spanish) benefited 33 farmers through payments for environmental services with a positive impact on the well-being of 9,119 inhabitants of the region.

In order to celebrate its two decades of work, the Monarch Butterfly Fund coordinated the production of a documentary to acknowledge the efforts of those individuals who have made this project possible. The documentary *The Monarch Butterfly Fund: Twenty Years of Synergy for Conservation* will premier in 2021.

In alliance with CONANP, the **Protected Areas Fund** (FANP by its acronym in Spanish) has protected the ecosystems of 25,840,986 hectares throughout Mexico, making possible the conservation of the country's biological wealth and maintaining the ecosystem services on which indigenous populations, as well as both rural and urban communities depend. As of 2020, three new PAs joined FANP's support scheme: Janos Biosphere Reserve (Reserva de la Biósfera Janos), Huatulco National Park (Parque Nacional Huatulco), and Cabo Pulmo National Park (Parque Nacional Cabo Pulmo). A total of 53 PAs received resources from FANP in order to strengthen their operations.



Strategic goal

CONSERVATION

FANP relies on the Protected Areas' Learning Community (Comunidad de Aprendizaje de Áreas Naturales Protegidas/ CAAP by its acronym in Spanish), a network constituted by the people in charge of CONANP's PAs and civil society organizations (CSOs) striving to build its members' capacities by exchanging experiences. From November 4 to 6, 2020, we celebrated CAAP's Fifth Meeting. For the first time ever, this biennial event was held online, bringing together over 150 participants from the 53 PAs receiving support from FANP.

With this meeting, together with training activities conducted throughout the year in all the PAs receiving support, we helped 1,187 people increase their capabilities in improving natural resource management.

Within the administrative and governance framework of FANP, the **Endangered Species Conservation Fund** (FONCER by its acronym in Spanish) is a financial mechanism designed to protect vulnerable species and their habitats. In 2020, we published a call for proposals to defend five priority species: the peninsular pronghorn, the California condor, the Mexican wolf, and the olive ridley and Kemp's ridley sea turtles. In addition, we published a specific call for participation for the golden eagle, the species that forms part of our logo. We will be providing support for conservation activities for these species in 2021.



“

We have experienced a boom in the protection of the yellow-naped parrots because, although we have always taken care of them, now with the cashew trees they have more available food. This also provides employment, so the project has economically benefited the community.

”

DON ROBERTO ARGUETA MENDOZA

Producer of cashew trees on Aztlán communal lands in La Encrucijada Biosphere Reserve, Chiapas state, and FANP beneficiary with the El Triunfo Conservation Fund (Fondo de Conservación El Triunfo, A.C.) as field partner.

The **Calakmul Conservation Fund** has benefited 681 people, who received payments for environmental services and ensured the conservation of 72,000 hectares of rainforest in the Calakmul Biosphere Reserve, a key site for the protection of the jaguar. In addition, the institutions involved in the project signed an agreement for communal lands to receive the payment for environmental services via the Mexican Forestry Fund (Fondo Forestal Mexicano), an instrument that will facilitate the funneling of resources into communities in 2021, while aligning public and private investments.



Strategic goal

CONSERVATION

The **Mesoamerican Reef Conservation** project, financed by the Mesoamerican Reef Fund, strengthens the region’s marine protected areas (MPA). In 2020, it supported two MPAs in training 338 people, improving the infrastructure of both an aquatic mammal rehabilitation center and surveillance booths, as well as monitoring the health of mangroves and water quality. Simultaneously, small-scale donations promoted economic well-being and the quality of life of local populations through restoring coral reefs, the monitoring of fisheries, and activities related to sustainable tourism. A total of 30 villagers adopted best practices in transition towards sustainability.



The **Mountain and Sea** project (Sierra y Mar) donated land vehicles, boat engines, and signage to 14 PAs. These elements serve to facilitate environmental education actions by CONANP personnel in communities, accompany local productive projects, reforest native species, support the operation of fire-fighting brigades, and eradicate invasive species. These interventions contribute to the conservation of 3,427,701 hectares and the well-being of community members that live there. In 2020, this project favored the adoption of sustainable practices by 2,812 people.



The **Monte Mojino** conservation project in Sinaloa state seeks to ensure the conservation of tropical sub-deciduous and deciduous forests via the payment for environmental services to the communal land holders from La Guásima. The project’s partners achieved the sustainable management of 2,223 hectares. Since 2021, the project’s payments have been made through the Mexican Forestry Fund so that economic incentives may reach local communities more easily.



Strategic goal

CONSERVATION

In 2020, the **Gulf of California Fund** decided to grant ten new donations to contribute to the post-pandemic economic recovery of communities in the North Pacific region. The subprojects include environmentally responsible and economically feasible activities, such as fishery management and sustainable tourism aimed at the conservation of marine-coastal ecosystems. Project resources sponsored the community surveillance of 25,361 hectares, training 193 people for better natural resource management, and the adoption of best practices by 167 people.



9

“

FMCN identifies with clarity the relationship between social and environmental issues, a useful perspective that achieves comprehensive results. The organization uses a systemic vision that supports processes, like in the case of this project, which has been enriched by the communities that have joined.

”

HEIDY OROZCO

Director of the Nuiwari Center for Social Development and Sustainability (Centro para el Desarrollo Social y la Sustentabilidad, A.C.), a field partner and beneficiary of the Gulf of California Fund.

The **Private Coastal Lands** project (Tierras Privadas Costeras) supported CSOs in charge of private lands and areas voluntarily destined for conservation (AVDC by its acronym in Spanish), which are areas of significant environmental relevance, by assisting with property and other tax payments. This measure has enabled the implementation of management plans and conservation and restoration activities of ecosystems in strategic sites in Baja California, Southern Baja California, Nayarit, and Sinaloa states, as well as reducing the risk of changes in land use. In 2020, a total of 7,066 hectares were added to the project in San Quintín, Baja California, and Corredor San Cosme, Southern Baja California, reaching a total of 32,181 hectares under sustainable management.



10

The **Marine-Coastal Monitoring** project (Monitoreo Marino-Costero) promotes knowledge about the state of the natural resources of MPAs to form synergies, facilitate decision-making, and conserve Mexican seas. In 2020, we extended our efforts to monitor red mangroves from the Gulf of California to the Yucatán Peninsula. We also financed an aquaculture assessment in Mexico, which will enable us to identify the recommended lines of action to guide this practice towards sustainability. Parallel to this, we started a new marine-coastal monitoring project, Infocéanos-SIMAR, with the purpose of consolidating and updating the Infocéanos platform in order to integrate it into the Marine-Coastal Information and Analysis System (SIMAR by its acronym in Spanish), under the responsibility of the National Commission for the Knowledge and Use of Biodiversity (CONABIO by its acronym in Spanish). This project will focus on the northwest of Mexico and the Yucatán Peninsula.

Strategic goal

CONSERVATION



Through the **Fire and Restoration Management Fund** (FOMAFUR by its acronym in Spanish), we have financed and strengthened fire protection actions, comprehensive fire management, and the restoration of affected areas that are top priority for biodiversity in Mexico. In 2020, we trained 500 people and financed the restoration of 565 hectares, where women’s participation was noteworthy.



The **Biodiversity Monitoring** project has continued to operate for ten years thanks to the ongoing coordination between three federal institutions (CONABIO, CONANP, and CONAFOR) and FMCN. Verifiable data identify biodiversity’s state of health in order to take preventive measures to protect flora and fauna. In 2020, the project developed a *Manual for Monitoring Soil Health in Forest Zones*, an addition to the existing collection of five manuals for community monitoring of biodiversity (Biocomuni).

The **Coastal Watershed Conservation in the Context of Climate Change** project (C6 by its abbreviation in Spanish) strengthens 10 PAs through financing operational activities, contributing to the development of action plans for a comprehensive management of six watersheds, promoting the conservation of biodiversity, and reducing vulnerability in the face of climate change.

Based on cooperation between government, SCOs, regional funds, and academic institutions, the project exceeded its goals and has been renowned as having best practices by the Global Environment Facility (GEF) and the World Bank. Using the lessons learned, in 2020 we continued designing innovative initiatives: CONECTA and RÍOS.

“

FMCN’s participation has taken an approach that is more humane, regional, and bottom to top: its point of departure is to design projects based on identifying the needs of people and communities.

”

ANTONIO GUTIÉRREZ NÚÑEZ
 Coordinator in Biocenosis, a field partner and beneficiary of the Biodiversity Monitoring project in the Monarch Butterfly Biosphere Reserve.



Projects

SUSTAINABLE MANAGEMENT

FMCN promotes the long-term use of natural resources in order to meet the needs of current and future generations. In alliance with our partners, we work to decrease forest fragmentation and degradation, promote regenerative agricultural and animal husbandry practices, improve water management in watersheds, and support sustainable fisheries.

In 2020, the initiatives that form part of the **Watersheds and Cities** project linked the themes of health and conservation, resulting in local actions: creating family vegetable gardens, the implementation of rainwater harvesting systems, and the use of energy-saving stoves, the success of which is due to women's participation in rural areas, where they influence conservation, water resources management, and the family economy. With these actions, 2,923 people adopted sustainable practices; the training of 8,884 people was financed; the scheme for the payment of environmental services had 62 more participants than in 2019; and 33,208 hectares were placed under sustainable management.

In 2020, the **GANARE** project generated useful knowledge so that cattle-raising communities in Mexico could adopt regenerative practices that promote the sector's economic profitability and strengthen long-term ecosystem conservation. This project enabled the development of methodologies for monitoring biodiversity and soils in cattle-raising areas in order to identify their state of health, compare the profitability of conventional production systems with sustainable production, and analyze supply chains to identify the links that can be influenced in order to reach sustainability.

The **Kanan Kay Alliance** (Alianza Kanan Kay/AKK) is an intersectoral initiative for sustainable fisheries management and marine conservation in the Yucatán Peninsula (the Mayan word *kanan kay* means 'fish guardian'). In 2020, we organized virtual forums to expand fishery-related business opportunities in order to benefit coastal communities. AKK, of which FMCN forms part, attained 26 partners in 2020, including the six most important fisheries cooperatives in the region. One of its specific objectives is to increase the commercial fish population by 30% through protecting fish replenishment zones.



“
It is gratifying to know that the families that have taken care of the forest for a long time are being backed and supported; that they are being heard and that they are not alone in their struggle against deforestation, erosion, and climate change.
 ”

HUMBERTO CHÁVEZ

A technician in agroecological systems in the River Pixquiac Watershed, Veracruz, and beneficiary of the Watersheds and Cities project together with Sendas, A.C. as field partner.



Projects

CAPACITY BUILDING

Nature conservation is only possible through the consolidation of professional competences and personal leaderships, as well as institutional competitiveness and capacities for sustainable development. Following this logic and with support from prominent partners, we promoted the strengthening of regional funds, on-the-ground organizations, forestry businesses, community networks, and conservation leaders.

We have accompanied the creation of **regional funds** that operate and supervise FMCN's projects in specific areas in Mexico. This has made it possible to provide direct attention to developing local skills, follow up on donations in the field, reduce supervision costs, work hand in hand with local stakeholders who know the territory, grow the potential to align and draw local investment, and consider the cultural and ecosystem characteristics pertaining to each region. An example of these funds is Sustainable South East (Sureste Sostenible), an organization founded at the end of 2020, which will focus on laying the groundwork to operate in accordance with best practice standards so that in the medium term, it may operate FMCN-managed projects in the Yucatán Peninsula.

In 2020, the **Mesoamerican Reef Leadership Program (MAR-L)** celebrated its tenth anniversary. MAR-L has developed young talent in the four countries pertaining to the Mesoamerican Reef System (MAR)—Mexico, Guatemala, Belize, and Honduras, preparing leaders to promote conservation and the sustainable use of marine-coastal resources.

To date, MAR-L has trained 128 leaders and incubated more than 65 conservation projects. These achievements translate into actions that have benefited more than two million people who depend on a healthy reef system.

In 2020, MAR-L published a call for participation for projects addressing nutrient pollution in marine ecosystems and contributing to recovery from the impact of COVID-19. Of the proposals received, 25 leaders will form part of generation 2021. They will receive virtual training during the year, building their virtual capacities throughout the year with an eye toward strengthening both their leadership and project design skills.

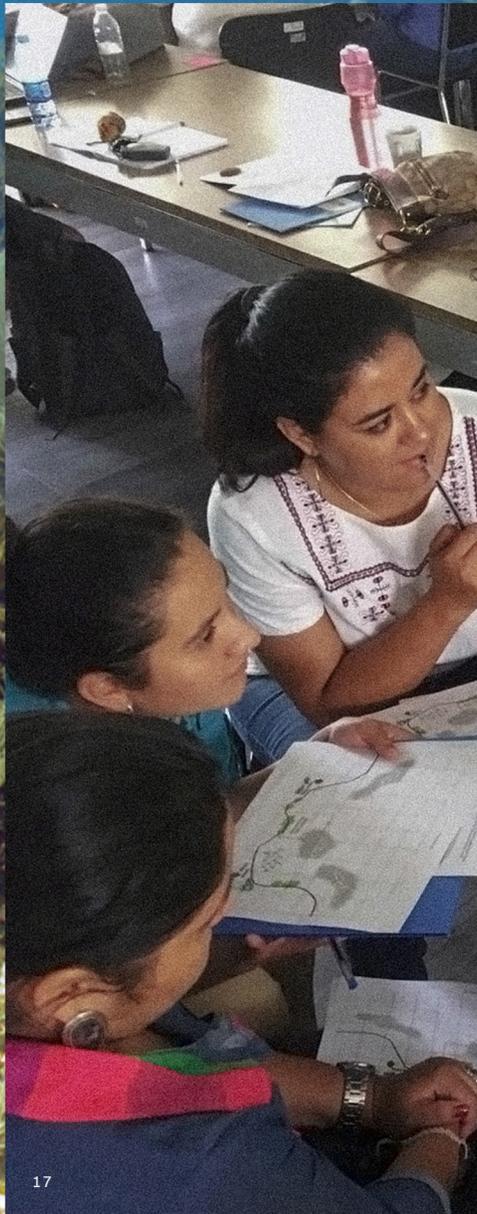


18

“
Joining the program was like becoming part of a large family. I always felt accompanied. It has been very gratifying to belong to the team and feel part of the change that is taking place in the region's conservation.
 ”

PILAR BLANCO

A marine biologist focused on monitoring sharks and stingrays, as well as one of the leaders of MAR-L's 2019 generation.



17

16

Projects

ENVIRONMENTAL RESPONSIBILITY

In response to environmental degradation and climate change, businesses, financial institutions, and CSOs are facing new risks. It is therefore of prime importance to encourage voluntary compensation schemes in development projects. FMCN will foster a mechanism to promote social and environmental well-being by supporting companies that comply with international socioenvironmental standards, using the concept of circular economy and the regenerative business model as a point of departure.

In 2020, we set forth a structure to create an organization called **Cirqlar** as a result of a prior feasibility analysis and business plan that pointed to the need to guide development projects regarding social and environmental international standards.



19



20

FACING THE FUTURE



FMCN



SUSTAINABLE FINANCING FOR NEW
PROTECTED AREAS
FINANP

As a follow-up to the Mountain and Sea project and within the framework of FANP, the German KfW Development Bank will provide assets to **support the operation of PAs** administered by CONANP: the Mexican Caribbean Biosphere Reserve, the Revillagigedo National Park, and the Pacific Islands of the Baja California Peninsula Biosphere Reserve.

In 2021, we are
launching *important initiatives*
prepared in 2020.

PRIVATE LAND
CONSERVATION

In 2020, Cuenca de los Ojos, A.C. and FMCN worked to ensure that the legacy of four decades of **restoration** by the Board member Valer Clark remained protected in perpetuity through support from the Wyss Foundation. Conservation work was conducted not only on these private lands, but also on El Uno Ranch, owned by FMCN in Chihuahua state.

CONECTA

In alliance with the National Institute of Ecology and Climate Change (INECC by its acronym in Spanish), this project will promote the **connectivity of cattle-raising and agroforestry landscapes** in watersheds in the states of Chiapas, Chihuahua, Jalisco, and Veracruz. The CONECTA project will be carried out from 2021 to 2026 and will be financed mainly by the GEF via the World Bank.



We are moved by *innovation*.

RÍOS

Through **river restoration** and ecosystem connectivity, this project will focus on increasing the adaptive capacity of watersheds vulnerable to climate change in Jalisco and Veracruz States. It will be implemented from 2021 to 2026 and will be the first project in Mexico financed by the Green Climate Fund (GCF).

CIRQLAR

This new organization will support businesses and financial institutions so that they comply with **international socioenvironmental standards** (such as the Equator Principles and the International Finance Corporation Performance Standards). By reducing the risks involved in development projects as intended, compliance with these standards translates into supporting company sustainability. Consequently, their impact will not only be neutral, but will be positive within their social and environmental context.

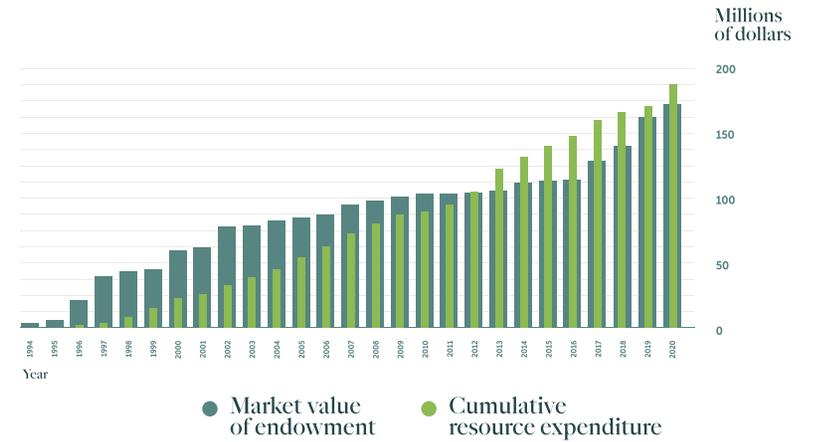




FINANCES



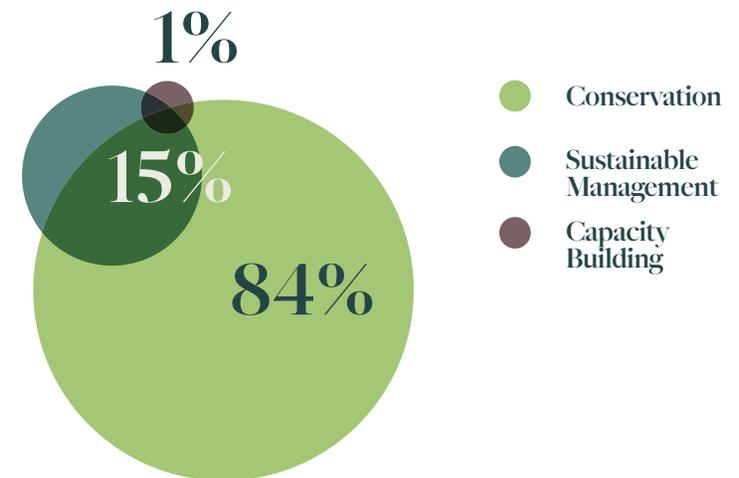
ENDOWMENT VS. RESOURCE EXPENDITURE



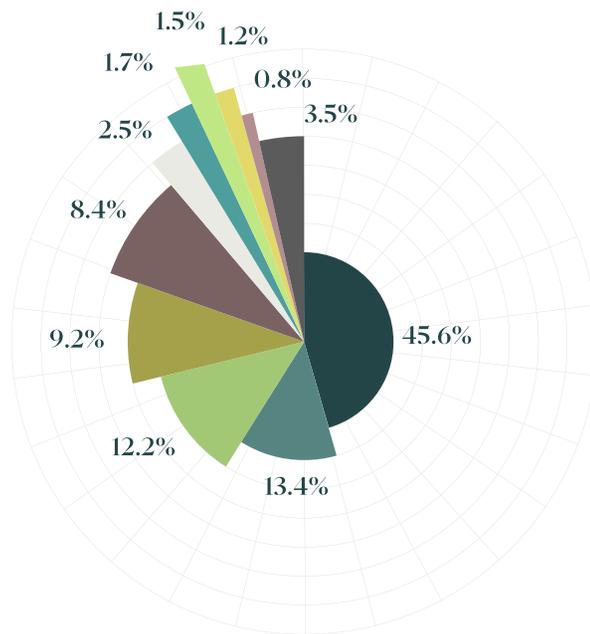
Finances

In early 2020, the COVID-19 pandemic also had an impact on financial markets, which experienced a crash similar to the 2008 crisis. Since May 2020, there were signs of economic recovery due to measures implemented by governments worldwide. In FMCN, actions and supervision by the Investment Committee made it possible to close the year with positive yields. In addition, as of 2020, the environmental, social, and governance ratings in accordance with the MSCI ESG Rating parameters have become the selection criteria for 100% of the instruments that constitute the FMCN portfolio.

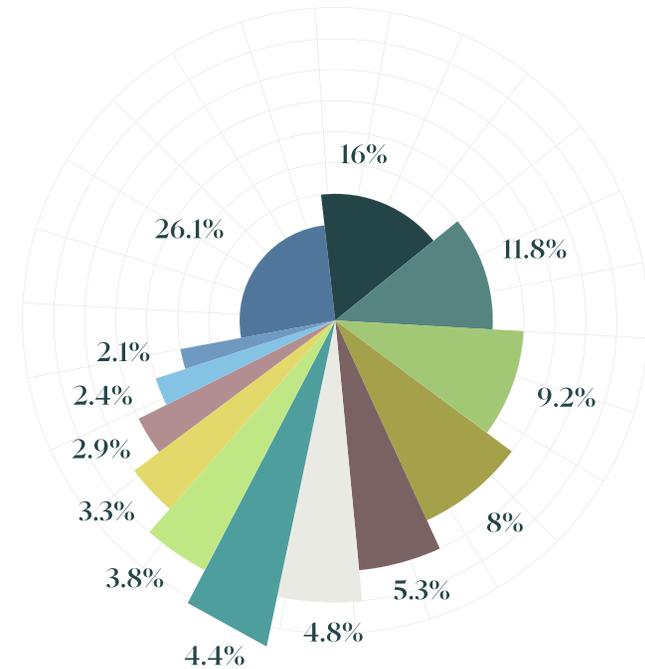
INVESTMENT PER STRATEGIC GOAL ²⁰²⁰



VALUE OF HISTORICAL ENDOWMENT CONTRIBUTIONS TO FMCN PER DONOR UP TO 2020



HISTORICAL NON-ENDOWMENT CONTRIBUTIONS TO FMCN PER DONOR 1994 - 2020



STATEMENTS OF FINANCIAL POSITION

(In Mexican pesos)

For fiscal years ending on December 31, 2020 and 2019

ASSETS	2020	2019
CURRENT ASSETS		
Cash and cash equivalents	7,462,144	12,336,455
Other receivables	690,465	695,056
Total current assets	8,152,609	13,031,511
FIXED		
Restricted cash and investments in securities	3,513,713,650	3,087,617,585
Property, furniture and equipment -Net-	3,606,248	4,274,215
Restricted land Rancho "El Uno"	34,084,560	34,084,560
Restricted biological assets	-	-
Total fixed assets	3,551,404,458	3,125,976,360
OTHER NON-CURRENT ASSETS		
Security deposits	176,185	156,455
Total other non-current assets	176,185	156,455
TOTAL ASSETS	3,559,733,252	3,139,164,326
LIABILITIES	2020	2019
SHORT-TERM		
Creditors	243,401	97,187
Taxes and accrued expenses	1,673,526	1,556,220
Taxes on earnings	30,184	73,644
Total short-term liabilities	1,947,111	1,727,051
LONG-TERM		
Deferred income	9,243,278	10,187,378
Employee benefits at retirement	6,012,274	2,096,912
Total long-term liabilities	15,255,552	12,284,290
TOTAL LIABILITIES	17,202,663	14,011,341
PATRIMONY	2020	2019
RESTRICTED		
Permanently restricted	2,281,796,614	2,286,985,462
Increase (Decrease) in restricted patrimony	9,731,029	5,188,848
Total restricted	2,291,527,643	2,281,796,614
UNRESTRICTED		
Prior year unappropriated income	843,356,371	634,342,097
Patrimonial increase for the year	407,646,575	209,014,274
Total unrestricted	1,251,002,946	843,356,371
TOTAL PATRIMONY	3,542,530,589	3,125,152,985
TOTAL LIABILITIES AND PATRIMONY	3,559,733,252	3,139,164,326

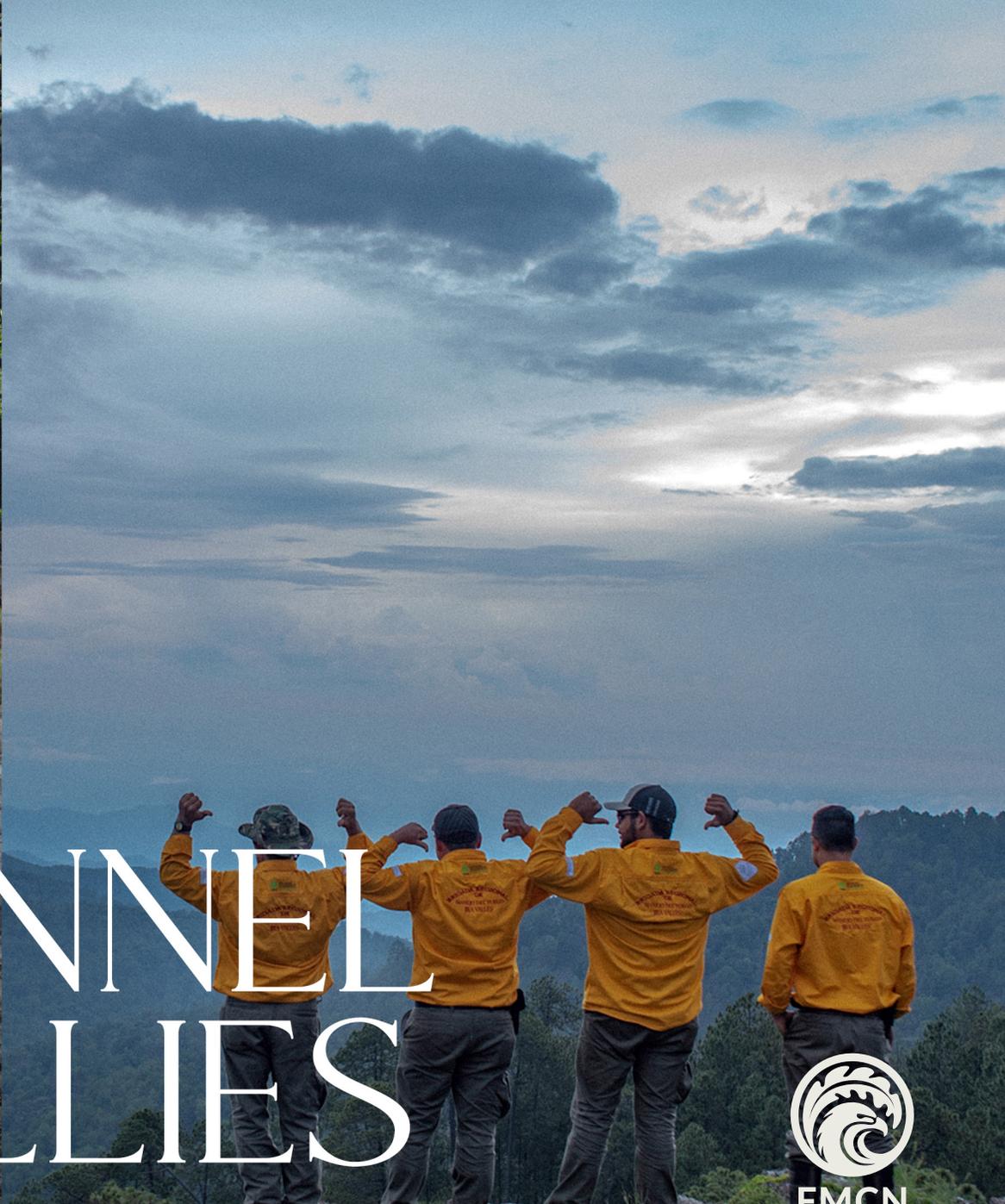
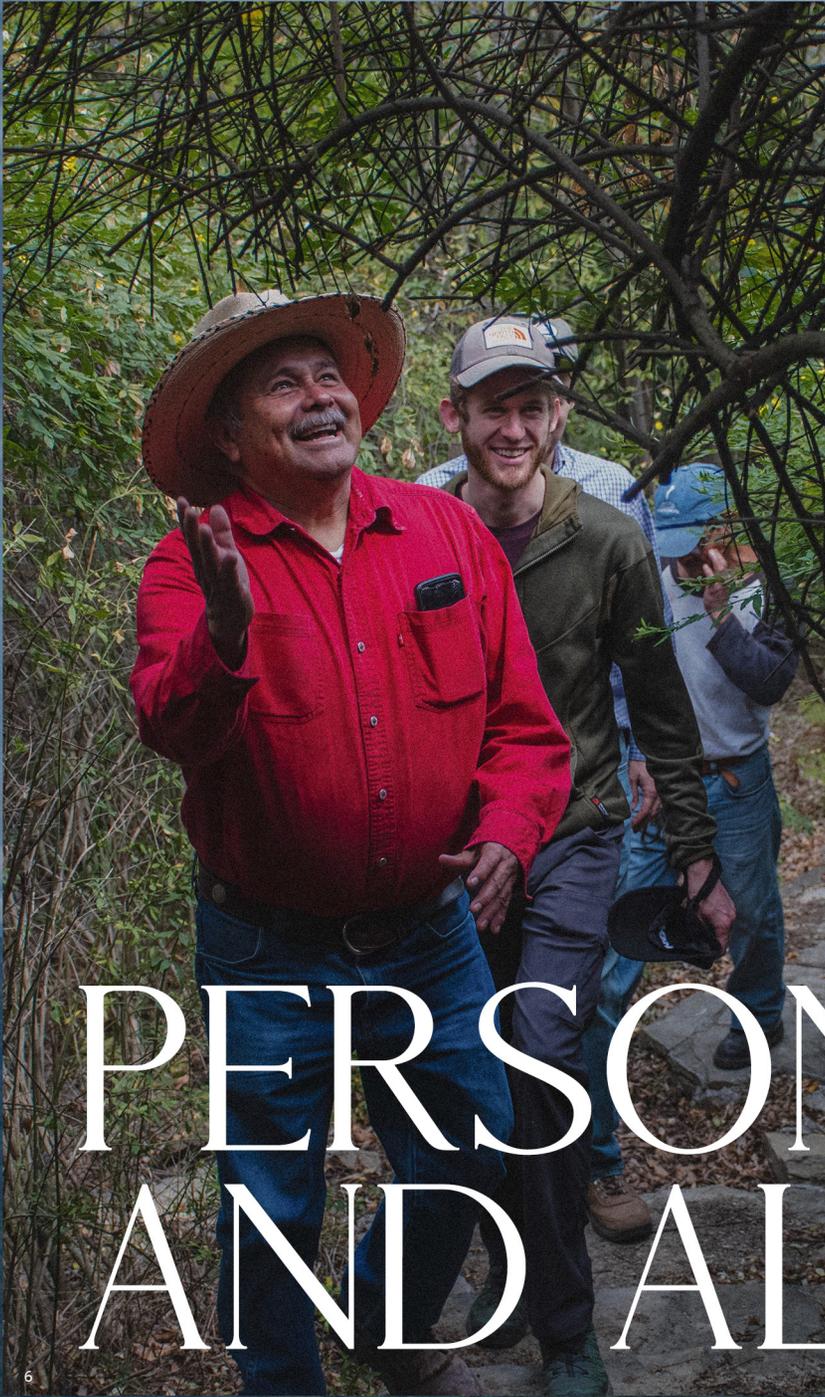
FMCN ANNUAL REPORT 2020

STATEMENTS OF ACTIVITIES

(In Mexican pesos)

For fiscal years ending on December 31, 2020 and 2019

CHANGES IN UNRESTRICTED PATRIMONY	UNRESTRICTED PATRIMONY 2020	RESTRICTED PATRIMONY 2020	TOTAL 2020	2019
UNRESTRICTED INCOME:				
Return of investments in securities – Net	204,283,163	-	204,283,163	130,296,424
Donations received	32,013,935	-	32,013,935	57,088,266
Service income	1,208,649	-	1,208,649	1,117,076
Other income	3,310,324	-	3,310,324	552,965
	240,816,071	-	240,816,071	189,054,731
UNRESTRICTED DISBURSEMENTS:				
Direct project expenses, allocable to:				
Protected Areas Conservation Program	43,800,200	-	43,800,200	37,660,096
Forests and Watersheds Conservation Program	22,516,356	-	22,516,356	19,491,339
Seas and Coasts Conservation Program	8,700,223	-	8,700,223	18,237,019
Cross-Cutting, Special, and In-Development Projects	23,377,993	-	23,377,993	24,627,702
	98,394,772	-	98,394,772	100,016,156
OPERATING EXPENSES ALLOCABLE TO:				
Protected Areas Conservation Program	13,554,868	-	13,554,868	13,566,379
Forests and Watersheds Conservation Program	7,978,483	-	7,978,483	21,994,226
Seas and Coasts Conservation Program	3,989,541	-	3,989,541	4,564,348
Cross-Cutting, Special, and In-Development Projects	2,903,212	-	2,903,212	9,270,869
Development and Communications expenses	5,638,818	-	5,638,818	8,900,076
Indirect operating costs	34,420,507	-	34,420,507	16,659,737
Depreciation of property, furniture and equipment	600,661	-	600,661	604,751
	69,086,090	-	69,086,090	75,560,386
ADMINISTRATIVE EXPENSES ALLOCABLE TO:				
Indirect expenses	6,134,840	-	6,134,840	7,154,489
	75,220,930	-	75,220,930	82,714,875
Other expenses and disbursements	3,967,585	-	3,967,585	409,800
Bank fees	65,237	-	65,237	5,437
	4,032,822	-	4,032,822	415,237
UNRESTRICTED COMPREHENSIVE GAIN OR LOSS ON FINANCING:				
Unrealized gain (loss) on holding financial instruments	290,613,926	-	290,613,926	343,964,746
Realized loss on holding financial instruments	(2,264,731)	-	(2,264,731)	(62,302,086)
Foreign exchange gain (loss) – Net	56,160,017	-	56,160,017	(78,483,205)
	344,509,212	-	344,509,212	203,179,455
NET CHANGE IN PATRIMONY BEFORE INCOME TAX	407,676,759	-	407,676,759	209,087,918
Income tax	30,184	-	30,184	73,644
Net change in unrestricted patrimony	407,646,575	-	407,646,575	209,014,274
CHANGES IN RESTRICTED PATRIMONY:				
Restricted endowment contributions received in the year	-	9,731,029	9,731,029	147,919
Fixed asset retirement due to change in policies	-	-	-	(5,336,767)
Total change in patrimony	407,646,575	9,731,029	417,377,604	203,825,426
PATRIMONY AT BEGINNING OF YEAR	843,356,371	2,281,796,614	3,125,152,985	2,921,327,559
PATRIMONY AT END OF YEAR	1,251,002,946	2,291,527,643	3,542,530,589	3,125,152,985

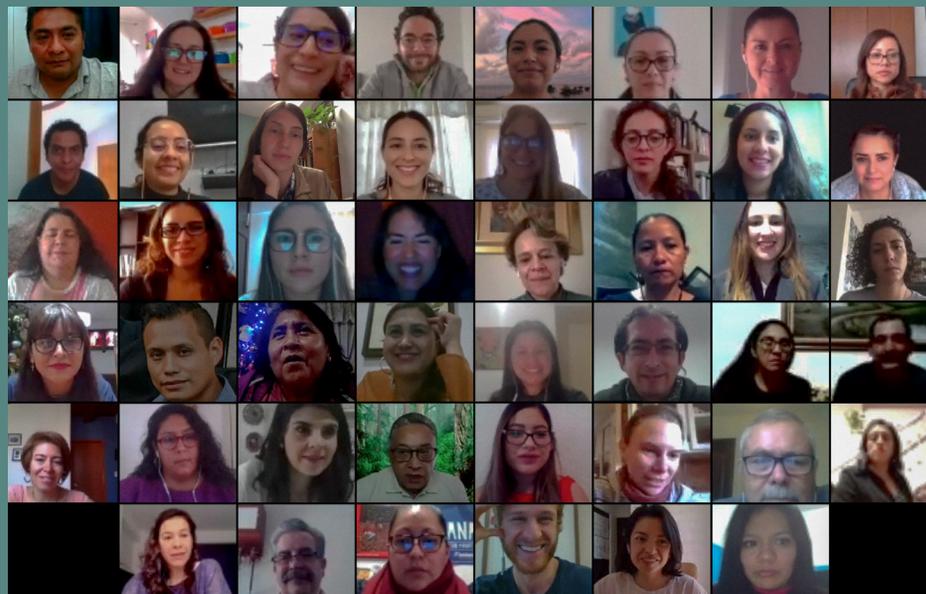


PERSONNEL AND ALLIES



FMCN

OUR WORK is possible thanks to an extraordinary **COMMUNITY** committed to the conservation of Mexico's natural heritage.



In 2020, we strengthened internally as an organization. The Assembly, the Board of Directors, and the Committees worked towards ensuring **gender equity**. With the guidance of the Board of Directors, a consulting firm assisted our staff in identifying their talents so that each person could naturally perform the tasks for which they are best suited and team up with colleagues having complementary strengths. An exercise was also conducted in order to align work responsibilities with a fair compensation structure.

As a result of the COVID-19 pandemic, **we adapted** to a digital world. We thus provided our operational team with the necessary tools for its performance and increased internal communication. We also fostered expert psychosocial accompaniment for our personnel. This made it possible to face the challenges of the so-called new normality by organizing virtual meet-up events, recreational activities, and the recognition of team talents.

THE TEAM

Renée González, General Director

Mariana Aguirre
 María Eugenia Arreola
 Karla Ayuso
 Erika Badillo
 Ana Laura Barillas
 Migdalia Campos
 Paulina Cerna
 Francisco Chávez
 Paula Chávez
 Enrique Cisneros
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 Berenice Díaz
 Francisco Ehrenberg
 Nancy Espinal
 Juan Manuel Frausto
 Héctor Gamba
 José Luis García †
 Rogelio García
 Santa Hernández
 Yadira Irineo
 Cintia Landa
 Rossana Landa

Amantina Lavelle
 Yarit León
 Denice Lugo
 Betsabé Luna
 Ana Berta Méndez
 Mireya Méndez
 Flora Moir
 Ana Rosa Montiel
 Sarah Morales
 Carlos Moreno
 Bridett Nieblas
 Graciela Reyes
 Dulce Ricardi
 Minerva Rosette
 Verónica Salas
 Citlalli Sánchez
 Daniela Seligson
 Laura Torres
 Karina Ugarte
 Araceli Vargas
 Dominga Vázquez
 Selina Villegas

At
 FMCN,
 we are...



“

FMCN cares for its people. I am grateful for how easy it has been to go through these pandemic times. I have really seen that those of us who work here are trustworthy and committed.

”

ROSSANA LANDA
 Coordinator of Strategic Projects and Alliances.

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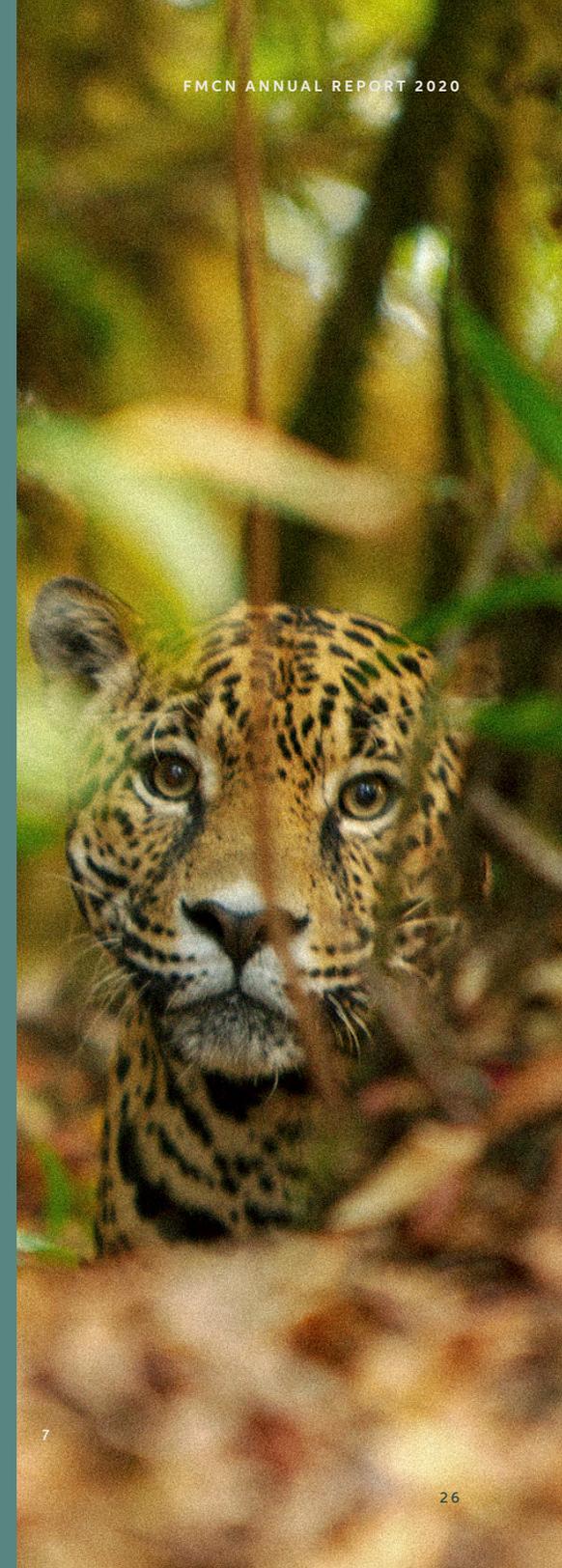
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 World Wildlife Fund

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ANNUAL REPORT 2020

