

New England Aquarium
2006 Annual Report



Letter to our Supporters

Dear Friends,

The New England Aquarium has some major accomplishments to report for 2006. We are particularly excited about earning accreditation from the Association of Zoos and Aquariums, after a year-long application and inspection process. The review committee praised our terrific staff, our ability to make good use of limited resources, and our ongoing commitment to marine conservation.

Visitors enjoyed some new experiences in 2006. In May, we welcomed three fur seals, a new species for the Aquarium. We installed fun, hands-on activities throughout the exhibits and made webcams and podcasts available on our website. In November, we launched the program *Walk Like a Penguin*, resulting in an upsurge in attendance. We ended 2006 with a healthy operating surplus that allowed us to make a substantial bond payment and continue modernizing the building—both behind the scenes and along the visitor path.

Meanwhile, the Aquarium continued to lead marine conservation efforts around the globe. In March, the nation of Kiribati announced the world's third largest Marine Protected Area for its Phoenix Islands. The Aquarium spearheaded this initiative, exploring the region, forming key partnerships, and helping plan the area's long-term conservation. Closer to home, Aquarium Senior Scientist Dr. Moira Brown received the International Fund for Animal Welfare's Lifetime Achievement Award for her instrumental work in protecting the North Atlantic right whale.

While we look back at a very successful year, we also have reason to be excited about the future. Throughout 2006, staff and governance worked to develop a strategic action plan to



steer the Aquarium through 2011. The plan identifies key program priorities and presents the action steps, financial resources and infrastructure required to achieve institutional goals. We kick off 2007 with this new plan as a guide.

All of the Aquarium's 2006 accomplishments were possible because of our extremely talented staff, our dedicated volunteers who provided more than 75,000 hours of service, our enthusiastic board and our generous members and supporters, for whom we are tremendously grateful.

BUD RIS
President & CEO

R. WILLIAM BURGESS JR.
Chair, Board of Trustees





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Annual Report 2006: Editor, **Andrea Soll Benoit**. Graphic Designer, **Eun Jung Ree**. Printer, **Reynolds DeWalt Printing, Inc.** **Photo credits:** **Inside cover – Kindra Clineff. Page 1 – seastar, Mary Jane Adams. Page 2 – seaturtle, Courtesy of the IMAX Corporation. Page 3 – octopus, Courtesy of the IMAX Corporation. Page 8 – nudibranch, Mary Jane Adams. Page 9 – lagoon, David Obura, seastar, Mary Jane Adams, Greg Stone, Mary Jane Adams, map, Kerry Lagueux.**

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Deep Sea 3D Opens in the Simons IMAX Theatre

Now in its fifth year of operation, the Simons IMAX Theatre continues to entertain and educate hundreds of thousands of moviegoers each year. In addition to showing major Hollywood movies like *Happy Feet*, the theatre features animals too large, small, dangerous or endangered to be shown inside the Aquarium itself. Audiences are clearly responding—in April, the theatre welcomed its 2 millionth guest.

Deep Sea 3D, which opened March 3 and continues to wow audiences, was one of many standout films this year. Directed by world-renowned underwater filmmakers Howard and Michele Hall, the film highlights both the beauty and dangers of the deep. In one scene, 6-foot-long squid flash like lightning during a nighttime frenzy. In another, a sea turtle receives “spa treatments” when fish eat the algae from its shell.



New Fishes Swimming in the Aquarium

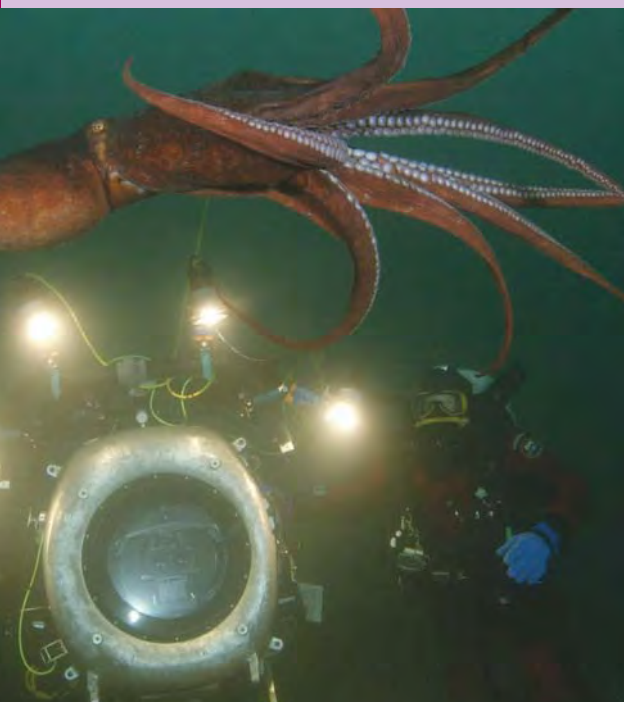
A dragon fish began patrolling the Ancient Fishes exhibit for the first time this past spring, and a school of African pompanos, three trumpet fish, a chain moray and a new porcupine fish joined the Giant Ocean Tank community. African pompanos sport long, silvery streamers that trail from their fins, adding a touch of elegance to the Giant Ocean Tank. The three new trumpet fish are extremely curious, and often follow the divers around the exhibit. The chain moray is a reclusive eel with yellow-gold chain-like markings, and is the first of its kind at the Aquarium. Spike, the newest and smallest porcupine fish, joined longtime residents Puffy and Fugu. These new fishes join the more than 44,000 other Aquarium residents.



New Shark in Town

In November of 2006, juvenile sand tiger shark Galilee joined the other two sand tiger sharks, Judith and Papoose, and the nurse shark Bimini in the Giant Ocean Tank. Named after a fishing village in Point Judith, RI, where she was found, Galilee has been delighting visitors and acting as an ambassador for all shark species, which need our help.





INSTILL A SENSE OF
wonder ABOUT THE
 WATERS OF THE WORLD AND
 THE LIFE WITHIN THEM. SHOW
 MARINE ANIMALS IN INTERESTING
 HABITATS TO CREATE A SENSE
 OF CURIOSITY.



Fur Seals Arrive

The Aquarium welcomed some sleek new residents this past May when female northern fur seals Ursula, Cordova and Chainsaw arrived on loan from the Mystic Aquarium in Connecticut. The seals represent a brand new species for the institution, and are already participating in visitor programs Trainer for an Afternoon and Come Play with the Seals. Northern fur seals have an important conservation story to tell regarding the commercial fishing of their primary food sources and entanglement in fishing gear.



Penguin Chicks Born

The Aquarium's penguin population swelled to 65 birds during the fall of 2006 after five African penguin chicks and one rockhopper penguin chick hatched. The rockhopper chick, Falkland, hatched on May 24 from an egg donated by the Detroit Zoo. The Aquarium's penguin biologists were thrilled when tests revealed Falkland is a female. The Aquarium's only other female rockhopper penguin—Chile—is well past her breeding days, and Falkland may help revitalize the Aquarium's geriatric rockhopper population. All of these penguins are now swimming in the Aquarium's penguin exhibit. Since 1968, the Aquarium has successfully hatched and raised 60 African, rockhopper and little blue penguin chicks.

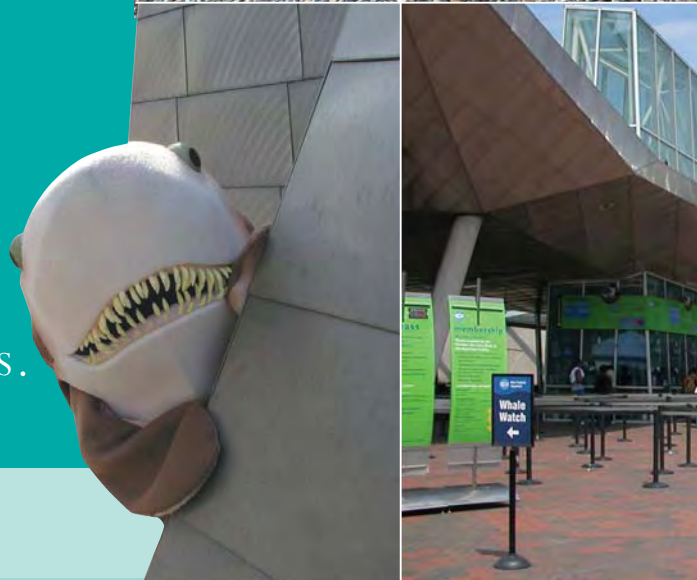


Harbor Discoveries Camp 2006 a Huge Success

Each year, the Aquarium offers summer camp programs for kids entering grades 4 through 9 on a variety of themes, from exploring tide-pools to observing marine mammal training sessions to spending a week at sea aboard a schooner. Mayor Thomas Menino officially kicked off the 2006 camping season by speaking to the campers on July 18. The Mayor's office distributed scholarships (made possible through generous gifts and grants) to half of the approximately 300 campers. The Harbor Discoveries program was also highlighted in the Aquarium's first annual Corporate Conservation Night, and several campers joined in the festivities to share their experiences.



INSPIRE *Discovery*
OF THE WORLD OF WATER TO
TURN VISITORS INTO EXPLORERS,
UNLEASH PREVIOUSLY UNKNOWN
PASSIONS, AND CREATE THE NEXT
GENERATION OF OCEAN STEWARDS.



Aquarium Lecture Series

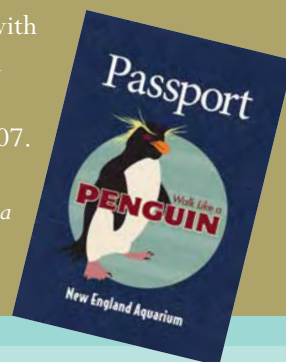
The Aquarium Lecture Series—which featured dozens of speakers and is sponsored by the Lowell Institute—had a standout year in 2006. Award-winning journalist David Helvarg spoke about conservation and his new book, *50 Ways to Save the Ocean*. Writer and former director of the Baltimore Aquarium William Sargent discussed the rich past, embattled present and uncertain future of a post-Katrina New Orleans. Aquarium scientist Scott Dowd told the story of how a tiny Amazonian fish means so much to the pet industry and people of Brazil during a special open house. And several other Aquarium staff members also gave lectures, including Vice President of Global Marine Programs Greg Stone, Senior Rescue and Rehabilitation Biologist Connie Merigo and Head Veterinarian Dr. Scott Weber.



Walk Like a Penguin Continues Penguin Craze

From marketing campaigns to the silver screen, penguins were everywhere in 2006, and the Aquarium gave visitors the opportunity to learn even more about them with the *Walk Like a Penguin* theme program. Featuring special interactive components such as the Penguin Periscope and the Hear a Penguin Station, live presentations in the penguin exhibit, a guided Penguin Path throughout the Aquarium, penguin podcast episodes, a 10-foot penguin ice sculpture and of course, a world-class penguin exhibit with three species of penguins, this program truly engaged visitors and has been extended to run through Labor Day 2007.

Proud Sponsor: Sappi Fine Paper North America



Stars of the Sea Brings a Taste of Celebrity

This theme program—which ran from April through August—featured some of the Aquarium’s most popular animals, including the sand tiger shark, green sea turtle, giant Pacific octopus, barracuda and more. All of these animals also starred in the IMAX film *Deep Sea 3D*. Visitors received a special Autograph Book and followed a guided path to eight Star Stops, where they could see the animals, stamp their Autograph Book, and read an exclusive animal interview to learn about the animals’ homes, favorite foods, best friends and biggest fears about the ocean. The program also introduced an “Animal Interview Special” podcast.

Proud Sponsor: Sovereign Bank



Mercury Exhibit Reveals Dangers and Solutions

The Aquarium installed a new permanent exhibit on mercury in the spring of 2006. Through clear illustrations and straightforward interactives and explanation, this exhibit sheds light on the dangers of mercury pollution and gives visitors tangible ways they can help and keep themselves safe.



Teen Program a Major Success

The New England Aquarium's Teen Program employed 71 teen interns from a cross-section of Boston, Cambridge and Revere neighborhoods during the summer of 2006. These teens worked in ten different Aquarium departments, including Visitor Education, Fishes and Community Outreach. The Aquarium partners with the Boston Youth Fund and the Mayor's Summer Youth Employment Program of Cambridge to pay the teens for their time.



Animal Rescues of 2006

The Aquarium's Rescue and Rehabilitation (R&R) and Animal Health departments had another busy year in 2006. Seven multiple dolphin strandings took place in January alone, surpassing the previous 10-year record of four incidents in an entire winter. Thanks to the team's experience and dedication, 18 stranded dolphins were safely returned to the ocean. Seven dolphins that stranded over two days in July were also all safely released off Provincetown. Information retrieved from satellite tags attached to several of the released dolphins is used to ensure rescue methods are effective, and hopefully to discover what contributes to strandings.

In August, R&R staff members helped organize the largest seaturtle release ever in the Northeast, when 14 critically endangered rescued turtles were returned to the Atlantic.

Rescued grey seal pup Mona represented another success for both R&R and the Animal Health Department. Despite suffering from a bevy of medical problems when admitted in April, including a conjunctivitis infection that led to the loss of her right eye, Mona passed two live fish hunting tests with flying colors and was released into the wild on August 1.



Harbor and Islands Cruises

The Aquarium began offering cruises of Boston Harbor and the Harbor Islands. Narrated by National Park Service rangers, the cruises bring participants to all of the breathtaking sights of Boston Harbor via a brand new high-speed catamaran. Cruisers see the *USS Constitution*, historic lighthouses, the Boston waterfront and city skyline and more.



Aquarium Educators Teach in Canada

Among an impressive year of bringing educational programming to schools and communities throughout New England, some Aquarium educators also went the extra mile—to New Brunswick, Canada. They set up stations about whale anatomy, intelligence, conservation and more for several hundred students at St. John the Baptist-King Edward School, and wowed the students with Calvin, a 42-foot-long inflatable right whale model. The Whale Day program is sponsored by such companies as the Fairmont Copley Plaza Hotel and Irving Oil.



BE A *gateway*
FOR VISITORS AND PROGRAM
PARTICIPANTS TO ENTER THE
NATURAL WORLD OF WATER.
REACH BEYOND THE AQUARIUM'S
WALLS TO PLAY A CRITICAL ROLE
IN PROTECTING THE AQUATIC
WORLD.

Whale Watch Season Best In Years

The Aquarium Whale Watch experienced one of its best seasons on record in 2006, with passengers regularly sighting more than 20 whales in a single trip. This was due in large part to the return of high numbers of humpback whales to feeding grounds in the Stellwagen Bank National Marine Sanctuary. The return of the humpbacks is directly tied to a spike in the population of their favorite food—sand lance. Both sand lance and humpbacks are expected to return in force next season.

Research Projects Continue

New England Aquarium scientists continue to ask challenging questions about ocean health and conservation. Ongoing research projects in 2006 considered such varied issues as best practices in aquaculture, bycatch reduction, lobster shell disease and the sustainable harvest of wild cardinal tetras in Brazil's Rio Negro River. The Aquarium has also begun to study the potential ecological impacts associated with the proposed Northeast Gateway and Neptune LNG deepwater ports 10 miles off the coast of Massachusetts.

Collecting and Conserving in the Bahamas

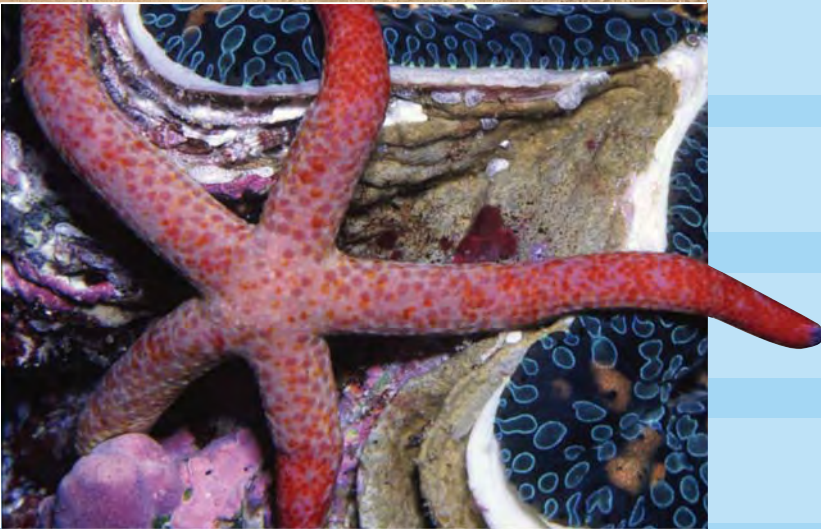
Aquarium divers collect many of the fishes in the Giant Ocean Tank during their annual trip to the Bahamas. During 2006, they also collaborated with others to help protect the Bahamas' reefs. They taught other divers to identify Caribbean fishes and completed population surveys for the Reef Environmental Education Foundation. New England Aquarium also partnered with other aquariums and Blackbeard Cruises to install mooring buoys near popular diving spots. The buoys allow ships to hold position without dropping heavy anchors on the live reef.

BE A FORCE FOR *lasting*
change IN THE WORLD
OF WATER. DEVELOP NEW
SOLUTIONS TO PROTECT THE
OCEANS AND BALANCE HUMAN
IMPACTS ON THEM.

Celebrating Seafood

This was an exciting year for the Aquarium's Sustainable Fisheries Initiative. As the seafood industry has begun to embrace sustainable practices, ChoiceCatch is broadening its reach within the seafood buying industry to help buyers worldwide source environmentally responsible seafood. At the Aquarium, Celebrate Seafood launched an ocean-friendly seafood menu for catered events, and highlighted smart seafood choices—including Pacific halibut, farmed littleneck clams and tilapia—in the Harbor View Café.





Paradise Protected

The Aquarium was central to one of the most important conservation stories worldwide this year: the creation of the Phoenix Islands Protected Area (PIPA). With eight coral atolls and two submerged reef systems, the nearly uninhabited PIPA is the third-largest marine protected area in the world at 184,700 square kilometers—twice the size of Portugal. Some of the most pristine and primal ocean lies within its borders.

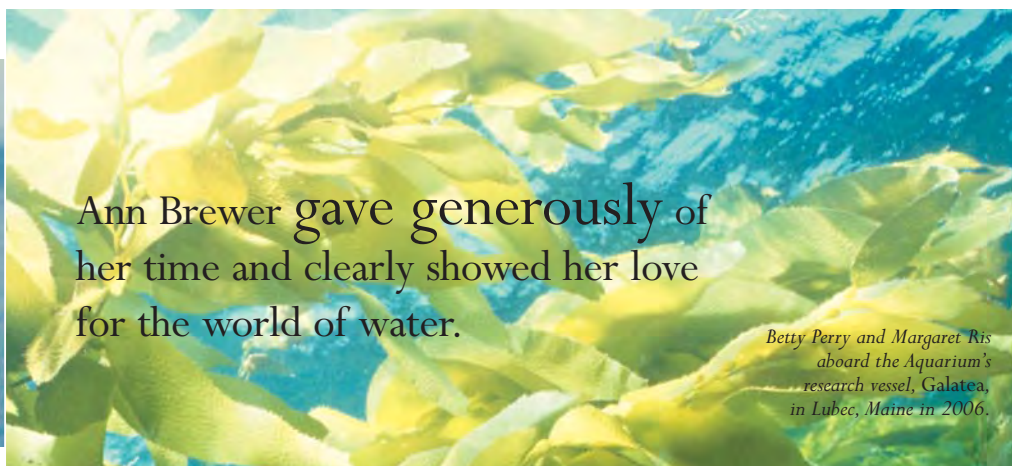
The Aquarium and the Republic of Kiribati, the Pacific Islands nation of which the Phoenix Islands are a part, developed the project with Conservation International and other donors and partners. Aquarium Vice President for Global Marine Programs Greg Stone was at the center of negotiations, acting not only as a scientist and conservationist, but also as a diplomat and fundraiser. His hard work and remarkable success were recognized by news outlets the world over, including *National Geographic Adventure Magazine*, which named him one of their “Heroes of 2006.”



Right Whale Research Takes Interesting Turn

The secret to saving North Atlantic right whales may be hiding in an unusual place—their poop. With the help of some specially trained dogs, right whale researchers have collected more than 300 samples since 2003. Laboratory tests performed on whale poop can reveal stress levels, parasites, illness and whether the whale had been exposed to biotoxins associated with red tides. Researchers also run laboratory tests to determine whether a whale is sexually mature and if females are pregnant or nursing.

In Fond Memory



Ann Brewer gave generously of her time and clearly showed her love for the world of water.

Betty Perry and Margaret Ris aboard the Aquarium's research vessel, Galatea, in Lubec, Maine in 2006.

PETER BENCHLEY

1941-2006

Peter Benchley was a longtime friend of the New England Aquarium and a collaborator on numerous conservation projects. After the blockbuster film based on his novel *Jaws* was released, Benchley became an unofficial spokesperson for sharks. He worked with his friend, Aquarium Vice President of Global Marine Programs Greg Stone, to create the World of Water film series. These 15 to 20-minute conservation films reach an estimated 33 million viewers a year. Benchley also spoke publicly and worked with conservation groups to restrict longline fishing and stop shark finning. He supported the creation of Marine Protected Areas, and he encouraged those interested in helping sharks to join local conservation groups and write to their representatives. "Peter always exuded grace and wit," recalls Aquarium spokesperson Tony LaCasse. "He attended the Aquarium's 2005 gala to receive the David B. Stone Award. He literally stole the show with a humorous speech that was filled with verve, insight and passion. He will be greatly missed."

"The more I learned, the more I came to see that we had to begin paying attention to the ocean." —Benchley

ANN WICKES BREWER

1922-2006

Ann Brewer of Manchester-by-the-Sea, MA, was an Aquarium Trustee from 1969 to 2002 and was a member of the Magellan Society from 2002. A well-versed sailor and racer known along the Atlantic coast, winning multiple sailing trophies, she passed along her passion for the sea to generations of young people, taking voyages aboard sailing classroom ships. Ann was one of the first women to be accepted as a member of the New York Yacht Club in the early 1980s. Independent, with a taste for adventure, she learned how to sail as a young girl at her family's summer home in Newport, RI, sailing into her eighties and sailing solo on her 32-foot ketch, *Jacques Coeur*, into her seventies. During her lifetime, she served as a Trustee of the Sea Education Association and as a board member of the National Marine Life Center and Trustees of Reservations. She contributed her time and clearly showed her enthusiasm for the world of water and her confidence in the Aquarium as a place to showcase that world. As a longstanding board member since the Aquarium's founding and a loyal supporter, she will be missed enormously.

ELIZABETH BURROUGH PERRY

1928-2006

A lover of all things oceanic, Betty Perry of Marblehead, MA, sailed her 35-foot sloop *Redstart* almost every day from Eastern Yacht Club, went swimming and scuba diving, and volunteered in many capacities at the Aquarium from its opening in 1969. Known to rescue stranded seals near her home, she was the first woman to ever dive in the Aquarium's Giant Ocean Tank and early on volunteered hours of curatorial and fundraising work. As a young sailor, she raced and later cruised near the Elizabeth Islands off Cape Cod and along the coast of Maine. "She had just an insatiable love for the natural world. She grabbed as much of life as she could. She always knew what phase the moon was in, whether the tide was going in or the tide was going out," her daughter, Priscilla Danforth, said. As a Charter and Navigator Society member of the Aquarium, Betty was a Trustee from 1979 to 2002 and served as a member of the Magellan Society from 2002. Within the last year, she had joined the Aquarium on a trip to the Right Whale Research Station in Lubec, Maine. As a member of the Aquarium's



Global Marine Programs Committee, “She was very committed to the ocean and the animals that live in the ocean,” said Greg Stone, Vice President of Global Marine Programs. “She had a wonderful presence, a great sense of humor, and she was keenly interested in following ocean conservation issues. Her death is a terrible loss for us all.”

Betty Perry had just an insatiable love for the natural world.

JOHN LARKIN THOMPSON 1931–2006

A former New England Aquarium Chairman of the Board and President, John Thompson of Scituate, MA, formerly of Cohasset, MA, held numerous leadership positions and served with his wife, Adrienne, as a tireless advocate and philanthropist at the Aquarium for more than 30 years. Professionally as the

John Thompson held numerous leadership positions and served as a tireless advocate and philanthropist at the Aquarium for more than 30 years.



*John and Adrienne Thompson
enjoying an Aquarium gala event.*

Stetson Whitcher remarked once he had a particular affection for the Aquarium.

STETSON WHITCHER 1919–2006

New England Aquarium Charter and Navigator Society member, Stetson Whitcher of Boston, originally from New Bedford, MA, had a lifelong quest for knowledge and appreciation for educational and cultural institutions. An alumnus of Dartmouth College '40 and the Amos Tuck School of Business '41, he spent his professional career as a banker in Boston. When he retired in the 1980s, he stayed involved at his alma mater and pursued his interest in education, establishing scholarships at the secondary, college and graduate levels. He also pursued his interest in the arts, supporting such venerable institutions as the Boston Symphony Orchestra and the Museum of Fine Arts, Boston as well as Dartmouth College's Friends of Figure Skating and the Boston Ballet. He remarked once that he had a particular affection for the Aquarium because, “The staff know me and hand me my nametag instead of me having to find it for myself.” Supporting Aquarium teen interns during his lifetime, Stetson generously remembered the Aquarium's teen intern program in his estate plans through a donor advised fund at the Boston Foundation, with the Aquarium being one of the beneficiaries.

Annual Support From Individuals

The New England Aquarium gratefully acknowledges the generous donors who supported us through philanthropic gifts. The following individuals provided unrestricted support in 2006.

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Support for the Aquarium

Each year, gifts and grants from individuals, foundations, corporations and government sources support the New England Aquarium's living exhibits, education programs, research projects and conservation initiatives. During 2006, individual donors contributed more than \$1.7 million in operating support—a 37% increase from 2005. In large part, this growth is attributed to a generous challenge grant from Edward and Pamela Taft, which inspired donors to increase their gifts and give earlier in the year.

Trustees and Overseers in particular responded, increasing their overall giving by 20%.

Corporate Partners contributed just under \$1.1 million in 2006, up 11% from 2005. Corporate investment supported Aquarium operations as well as a variety of programs, from Harbor Discoveries Camp to our Right Whale Research Program. Corporate Members also helped support the Aquarium's mission while

enjoying free admission for their employees and a variety of other benefits. Foundation and government grants exceeded \$3.5 million and supported general operations; capital improvements; and a range of education, research and conservation programs.

Corporate Conservation Night

In 2006, the Aquarium launched Corporate Conservation Night to recognize and celebrate its research, conservation and education programs. This first year, the Aquarium selected **Harbor Discoveries Camp** as the focus of the celebration and recipient of corporate support. These week-long marine science camps operate in partnership with the Mayor and City of Boston. In 2006, corporations invested almost \$200,000 and provided scholarships for 110 children.

Membership

More than 20,000 households held Aquarium memberships in 2006, raising nearly \$2 million. Member benefits include free express admission; discounts on special programs, parking and purchases; a monthly e-newsletter (*Sea-Mail*) and quarterly magazine (*Aqualog*); and invitations to members-only events.

The Sea Glass Gala

On Saturday, October 28, the New England Aquarium hosted *The Sea Glass Gala*. Co-chaired by Overseer **Barbara Burgess and Katie Fagan**, the gala raised more than \$220,000 through ticket sales, donations, the Aquarium's first-ever online auction, and a live auction the night of the event. Thank you to the entire gala committee, the 275 attendees, the hundreds of online bidders and our in-kind donors.

Hybrid Car Raffle

Thanks to the generosity of the New England Lincoln Mercury Dealers, the Aquarium made one visitor very happy. During the summer of 2006, **Collette Snoonien** purchased the lucky ticket to win a 2007 Mercury Mariner Hybrid SUV. Collette arrived in December with her family to pick up the beautiful, environmentally friendly vehicle.



Annual Support From Individuals *continued...*

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Winslow Memorial Fund (1977)

For tropical exhibit live specimen acquisitions.

John H. Cummingham Jr. Fund (1982)

To recognize staff members for exemplary commitment and extraordinary service to the New England Aquarium.

Harold E. Edgerton Fund (1982)

For aquatic research at the New England Aquarium and making known the findings.

New England Aquarium Education Trust at The Boston Foundation (1983)

Comprised of four funds named in honor of New England Aquarium leaders: Robert G. Stone Fund (1971), Paul F. Hellmuth Fund (1984), Helen B. Spaulding Fund (1985), William S. Brewster Fund (1986)

David B. Arnold Jr. Fund (1984)

To promote public awareness and understanding of the New England Aquarium's aquatic research activities.

Animal Care Fund (1985)

To provide funds for the ongoing care of the Aquarium's living creatures.

Weston Howland Fund for Admissions (1988)

Made possible by a grant from Joseph F. and Clara Ford. To provide admissions for needy groups and children who would not otherwise be able to visit.

The John H. Prescott Fund for Marine Conservation Research (1998)

To fund scientific research dedicated to marine biological conservation, in honor of John Prescott's contributions to the health of our oceans.

Edmund C. Toomey Endowed Education Fund (2005)

To provide meaningful and engaging programs for people of all ages to learn about the world of water.

Akiko Shiraki Dynner Fund for Ocean Exploration and Conservation (2005)

To support ocean exploration, research and conservation activities.

The Buttrick Fund for Volunteer Programs (2006)

To support the Aquarium's volunteer programs and to encourage other departments to collaborate with the Aquarium's active corps of volunteers who donate thousands of hours of time to the institution each year.

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Year-End Financial Summary

New England Aquarium had an absolutely terrific year in 2006—operationally and financially. Although our overall attendance was down slightly from the prior year and only near our average of the past four years, we were very satisfied with the outcome given local transportation and construction challenges. Overall attendance totaled 1.3 million visitors compared to our record year of 1.56 million in 2002, the first year of the new Simons IMAX Theatre. Although theatre attendance declined in 2006 due principally to product availability, we were quite pleased that nearly 60% of IMAX's 400,000 ticket sales were purchased in combination with an Aquarium admission.

Operating revenue and support of \$33.9 million in 2006 was 2% more than 2005, driven by increases in admission, membership and fundraising. Overall operating expenses of \$31.9 million actually decreased 2% in 2006 despite increased interest and administrative costs. As a result, cash flow was very strong throughout 2006—and more than sufficient to fund all operations, pay for important capital expenditures and continue to reduce liabilities. Also, for the first time in five years, the Aquarium was able to substantially reduce the principal on its outstanding bonds.

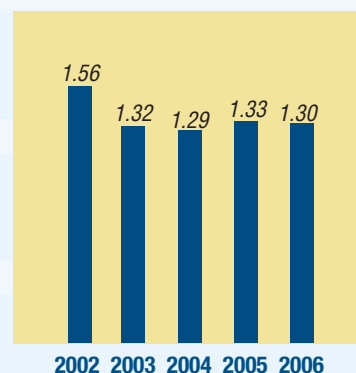
Our excellent financial performance in 2006 coupled with our achievements over the last several years has resulted in a much stronger balance sheet. Total liabilities were at \$31.0 million at year-end 2006 compared to \$41.8 million at year-end 2002. The ratio of net assets (equity) to total liabilities improved again to 114% in 2006, compared to 79% in 2002.

Our staff and Board of Trustees and Overseers are proud of our performance in 2006 and look forward to even better years in 2007 and beyond.

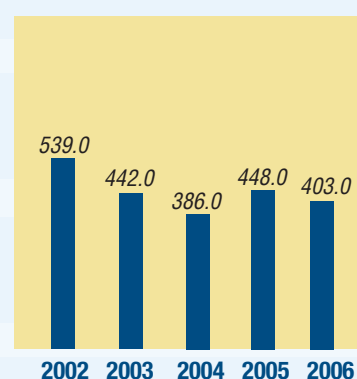
WALTER J. FLAHERTY

*Executive Vice President
Chief Operating Officer & Treasurer*

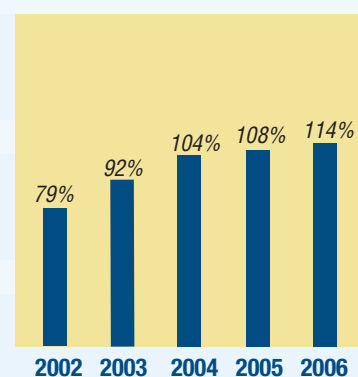
Total Aquarium Attendance (millions)



IMAX Theatre Attendance (thousands)



Net Assets/Total Liabilities



Total Liabilities (millions)



New England Aquarium Corporation

Financial Results (in thousands of dollars)

Operating Revenue & Support	FY 2006	FY 2005	CHANGE \$	CHANGE %
Admissions – Individuals & Groups	\$14,511.9	\$12,820.5	\$1,691.4	13%
Retail Sales – Food, Gift Shop & Events	9,644.6	9,387.3	257.3	3
Memberships – Individual & Corporate	2,403.7	2,211.5	192.2	9
Gifts & Pledges	2,316.0	1,744.5	571.5	33
Grants & Contracts	3,511.4	5,505.7	(1,994.3)	-36
Other	1,492.9	1,418.6	74.3	5
Total Operating Revenue & Support	\$33,880.5	\$33,088.1	\$792.4	2%
Operating Costs & Expenses				
Research, Conservation & Education	\$4,853.5	\$4,882.4	\$(28.9)	-1%
Exhibit Development & Maintenance	4,415.9	5,495.2	(1,079.3)	-20
Plant Operations	4,828.1	5,155.5	(327.4)	-6
Cost of Retail Sales	8,164.5	7,862.1	302.4	4
General Administration & Supporting Services	7,486.6	6,966.9	519.7	7
Fundraising	898.9	982.1	(83.2)	-8
Interest	1,209.5	1,119.9	89.6	8
Total Operating Costs & Expenses	\$31,857.0	\$32,464.1	\$(607.1)	-2%
Operating Surplus*	\$2,023.5	\$624.0	\$1,399.5	224%

* Operating surplus, as defined by management, excludes depreciation and amortization charges and non-recurring transactions. Audited financial statements, with an unqualified opinion by Tofias, PC, are available on request.

Changes in Net Assets	FY 2006	FY 2005	CHANGE \$	CHANGE %
Operating Surplus	\$2,023.5	\$624.0	\$1,399.5	224%
Non-Operating Revenues (Bequests & Capital Funding)	905.7	1,074.8	(169.1)	-16
Realized & Unrealized Gains (Losses), Net	(326.1)	168.3	(494.4)	-294
Gain on Sale of Assets	0.0	243.2	(243.2)	NA
Depreciation & Amortization Expense	(3,067.8)	(2,724.4)	(343.4)	13
Write-off of Existing Fixed Assets	0.0	(1,268.8)	1,268.8	NA
Loss on Valuation of Rate Swap Agreement	(11.7)	0.0	(11.7)	NA
Net Non-cash Pension Related Changes	164.8	(129.2)	294.0	-228
Increase (decrease) in unrestricted net assets	\$(311.6)	\$(2,012.1)	\$1,700.5	-85%
Increase (decrease) in restricted net assets	\$656.9	\$619.3	\$37.6	6%
Increase (decrease) in net assets	\$345.3	\$(1,392.8)	\$1,738.1	-125%
Net Assets - beginning of year	\$35,052.5	\$36,445.3	\$(1,392.8)	-4%
Net Assets - end of year	\$35,397.8	\$35,052.5	\$345.3	1%

Aquarium Staff Listing *As of December 31, 2006.*

Animal Health—CRAIG BROOKS, ENVIRONMENTAL QUALITY SPECIALIST. KATHRYN CHARRON, ENVIRONMENTAL QUALITY SPECIALIST. ROBERT COOPER, SENIOR BIOLOGIST. DEANA EDMUNDS, MANAGER, ANIMAL HEALTH LAB. PILAR GIBSON, BIOLOGIST II. SUSAN GOODRIDGE, MANAGER, ENVIRONMENTAL QUALITY LAB. ABBEY GROBE, SUPERVISOR, ANIMAL MEDICAL CENTER. CHARLES INNIS, ASSOCIATE VETERINARIAN. SCOTT WEBER, HEAD VETERINARIAN. **Animal Husbandry**—BARBARA BAILEY, OFFICE SUPERVISOR. CAROLYN BAKER, CURATORIAL ASSOCIATE. JOHN DAYTON, GENERAL CURATOR. **Communications**—WILLIAM BENNETT, WEBMASTER. ANDREA BENOIT, MANAGING EDITOR. TONY LACASSE, MEDIA RELATIONS DIRECTOR. MAX LIEBERMAN, MEDIA RELATIONS COORDINATOR. CRISTINA SANTISTEVAN, WRITER. **Conservation**—LYDIA BERGEN, SUSTAINABLE FISHERIES INITIATIVE MANAGER. CYNTHIA BROWNING, RESEARCH ASSISTANT II. MICHELLE CHO, CONSERVATION ASSOCIATE. PETER COOPER, CONSERVATION ASSOCIATE. JEFF HERZOG, SENIOR PRODUCTION COORDINATOR. BRENNIA KRAUS, RESEARCH ASSISTANT. 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KEVIN BLINKOFF, ADMINISTRATIVE ASSISTANT. JUSTIN BOEPPLE, SENIOR EDUCATOR. LISBETH BORNHOFF, SENIOR EDUCATOR. IONA BRIGHTMAN-HUNNEDY, PROGRAM EDUCATOR. ASHLENE BROWN, TEEN INTERN. ASHLEY BROWN, TEEN INTERN. KELLIE BURCH, PROGRAM EDUCATOR. SARAH CAPOZZOLI, PROGRAM EDUCATOR. NATHALIE CARDONA, TEEN INTERN. NICK CARLISLE, VISITOR PROGRAMS SPECIALIST. DAVID CASIANO, TEEN INTERN. VICKIE CATALDO, LOWELL PROGRAM COORDINATOR. ROSE CHAFFEE, PROGRAM EDUCATOR. BRONWYN COOKE, VISITOR PROGRAMS SPECIALIST. SHEILAH CURTIS, PROGRAM EDUCATOR. ROSE DELORME, TEEN INTERN. MARIA ELENA DERRIEN, CAMP PROGRAMS COORDINATOR. CHARLENE DESANGES, TEEN INTERN. HEATHER DESCHENES, CAMP PROGRAMS SUPERVISOR. ANDREA DESJARDINS, PROGRAM EDUCATOR. SIMONE DEVITO, PROGRAM EDUCATOR. PAMELA DIBONA, MANAGER, COSEE NEW ENGLAND. SUNNYE DREYFUS, PROGRAM EDUCATOR. JULIANNE DYER WOOD, PROGRAM EDUCATOR. DEBORAH EAMES, PROGRAM EDUCATOR. LESLIE ENGELDRUM, SUPERVISOR, VISITOR EDUCATION. BRIAN FORDE JR., TEEN INTERN. HOLLY FRANK, PROGRAM EDUCATOR. STEFANIE GAZDA, SUPERVISOR, OUTREACH & OVERNIGHTS. DARLENE GOMEZ, TEEN INTERN. SASKIA GUERRIER, TEEN INTERN. DAMON HALL-JONES, CAMP INSTRUCTOR. BENJAMIN HAMMER, PROGRAM EDUCATOR. JULIA HAMMER, PROGRAM EDUCATOR. MICHAEL HAMPSON, PROGRAM EDUCATOR. DARCEL HUNT, PROGRAM EDUCATOR. MICHAEL HUNTE, TEEN INTERN. LINDA HURT, PROGRAM EDUCATOR. LUCY INDGE, CAMP INSTRUCTOR. DARLENY JAVIER, ENVIRONMENTAL LEADERSHIP COORDINATOR. TIM JOHNSON, PROGRAM EDUCATOR. JACOB KASPER, PROGRAM EDUCATOR. MELISSA KING, PROGRAM EDUCATOR. JESSICA LAVASH, SENIOR EDUCATOR. SUE LAYTON, PROGRAM EDUCATOR. SI PAN LEONG, TEEN INTERN. CAROLYN LEVI, PRINCIPLE INVESTIGATOR. REBECCA LEVI, PROGRAM EDUCATOR. RHIANNON LEWIS, PROGRAM EDUCATOR. GERSON LOUIS, TEEN INTERN. SODA MAO, TEEN INTERN. MANUEL MARTINEZ, TEEN INTERN. JESSICA MAXFIELD, ADMINISTRATIVE ASSISTANT. ERICA MOISE, TEEN INTERN. MEGAN MOORE, PROGRAM EDUCATOR. ANNA MYERS, PROGRAM EDUCATOR. HIEN-THU NGUYEN, TEEN INTERN. JAYSHREE OBEROI, SUPERVISOR, TEACHER RESOURCE CENTER. TERRANCE O'MALLEY, PROGRAM EDUCATOR. SUSAN PADAWER, SENIOR EDUCATOR. ELISABETH PAIGE, TEEN INTERN. ERIN PELLETIER, PROGRAM EDUCATOR. KATHLEEN PRITCHARD, PROGRAM EDUCATOR. CHRISTIAN RAY, TEEN INTERN. JEFFREY ROBINSON, PROGRAM EDUCATOR. JESSICA RODRIGUEZ, TEEN INTERN. JONATHAN RODRIGUEZ, TEEN INTERN. JOEL RUBIN, SENIOR EDUCATOR. MATTHEW RUGGIERO, TEEN INTERN. NICHOLAS RUGGIERO, TEEN INTERN. STEPHEN SAMPSON, TEEN INTERN. CORY SAVEREID, TEEN PROGRAM ADVISOR. SYLVIA SCHARF, PROGRAM EDUCATOR. SARA SCHWANDT, PROGRAM EDUCATOR. NICOLE SCOLA, TEACHER RESOURCE ASSISTANT. JENNA SIGMAN, SUPERVISOR, TEEN PROGRAMS. JOANNA SOLINS, PROGRAM EDUCATOR. JESSICA SOULE, TEACHER RESOURCE ASSISTANT. KIMBERLY STARBUCK, CAMP INSTRUCTOR. REBEKAH STENDAHL, SUPERVISOR, FAMILY PROGRAMS. REGINALD SURPRIS, TEEN INTERN. RODNEY SURPRIS, TEEN INTERN. JOHN SZPAK, CAMP INSTRUCTOR. TYLER TOOHEY, TEEN INTERN. QUONTAY TURNER, TEEN INTERN. JULIO VARGAS, SUPERVISOR, COMMUNITY PROGRAMS. KEVIN WELCH, PROGRAM EDUCATOR. JO WERBA, TEEN INTERN. ELIZABETH WHITLINGER, PROGRAM EDUCATOR. KI WILLIAMS, TEEN INTERN. CATHERINE WOOD, OFFICE SUPERVISOR. SARAH WOOD, PROGRAM EDUCATOR. **Events**—LYNN HUGHES, SALES ACCOUNT EXECUTIVE. ROSSELLA ROMAGNOLI, EVENT SALES DIRECTOR. **Executive**—HEATHER CUNNINGHAM, EXECUTIVE ASSISTANT. BUD RIS, PRESIDENT & CEO. **Facilities**—DAVID COMERFORD, PAINTER. FRANCIS CORVINO, ELECTRICIAN. JOSEPH FENECK, MSO. CHRISTOPHER FERNALD, FACILITIES DIRECTOR. DAVID GEDUTIS, MSO. THOMAS HAGUE, MSO. JOHN HURLEY, PROPERTIES SUPERVISOR. JOHN STEPHEN KEANEY, MAINTENANCE MECHANIC. EDWARD KEEFE, ELECTRICIAN. ROBERT KELLY, MSO. BRYE MCNEIL, MAINTENANCE MECHANIC. ALLEN MUNN, LEAD MAINTENANCE MECHANIC. JOHN JOSEPH REARDON, SENIOR WATCH ENGINEER. JOSEPH SHEA, CARPENTER. DONNA SMITH, MSO. STEVEN SMITH, MAINTENANCE MANAGER. RICHARD STANTON, MAINTENANCE MECHANIC. **Finance**—SUSAN BUTLER, SENIOR CASHROOM CLERK. 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SHERRIE FLOYD, SENIOR AQUARIST. PETER GAWNE, SENIOR AQUARIST. JOHN HANZL, ASSISTANT AQUARIST. BRANDY HARDIMAN, ASSISTANT AQUARIST. JUSTIN HARRISON, ASSISTANT AQUARIST. CATHERINE HONE, SENIOR AQUARIST. BRIANNE HOWE, AQUARIST II. KATHARINE HUDEC, ASSISTANT AQUARIST. CAITLIN HUME, AQUARIST II. JODIE JACKSON, AQUARIST II. MIKE KELLEHER, ASSISTANT CURATOR. MAUREEN KONEVAL, AQUARIST II. JERRY LARAMAY, ASSISTANT AQUARIST. DANIEL LAUGHLIN, ASSISTANT CURATOR. PAUL LEONARD, AQUARIST II. ALLEN LUINIS, ASSISTANT AQUARIST. ASHLEY MARQUIS, ASSISTANT AQUARIST. JOSEPH MASI, SENIOR AQUARIST. KRISTINE MAY, AQUARIST I. WILLIAM MURPHY, AQUARIST II. BRIAN NELSON, SENIOR AQUARIST. DAVID NIEMASZYK, AQUARIST I. LAUREN ROCK, ASSISTANT AQUARIST. SAM RUTHERFORD, ASSISTANT AQUARIST. STEPHEN SPINA, ASSISTANT CURATOR. SARAH TAYLOR, AQUARIST II. CINDY TORRES, ASSISTANT AQUARIST. HEATHER URQUHART, SENIOR AQUARIST. TIM VAN WEY, ASSISTANT AQUARIST. DAVID WEDGE, AQUARIST I. VANESSA WHITE, ASSISTANT AQUARIST. MICHAEL WHYTE, ASSISTANT AQUARIST. JENNY WU, CURATORIAL ASSOCIATE. **Gift Shop**—CHRISTOPHER ANDERSON, SALES ASSOCIATE-LEAD. KATE ARTZ, SALES ASSOCIATE. CORAL ASH, SALES ASSOCIATE. THERESA BAKER, SALES ASSOCIATE. ALISON BALDWIN, SALES ASSOCIATE-LEAD. NEIL BENTON, SALES ASSOCIATE. JESSICA BERTHIAUME, SALES ASSOCIATE. ASHLEY BOYLE, SALES ASSOCIATE-LEAD. KIRSTEN BREWER, SALES ASSOCIATE. LAUREN BRUASKI, SALES ASSOCIATE. MATTHEW BULLOCK, SALES ASSOCIATE. HEATHER CENTEIO, SALES ASSOCIATE. COURTNEY CLEMONS, SALES ASSOCIATE. WARLEY COELHO, SALES ASSOCIATE-LEAD. ALEX CORMACK, SALES ASSOCIATE GINA COTRONE, MANAGER. KELSEY DORAN, SALES ASSOCIATE. SERBAN DRAGOMIR, SALES ASSOCIATE. KINDRA FERRINBOUGH, SALES ASSOCIATE. ALLISON FIGUEROA, SALES ASSOCIATE. STUART FIGUEROA, SALES ASSOCIATE-LEAD. LEANN FLANNERY, SALES ASSOCIATE. KATHRYN FORTUNATO, SALES ASSOCIATE. JOHN HAMM, SALES ASSOCIATE. IAN HEFFERNAN, SALES ASSOCIATE. VANESSA HENRIQUEZ, SALES ASSOCIATE. LORI HOBSON, SALES ASSOCIATE. SONYA JAMES, SALES ASSOCIATE. SETH JOHNSON, SALES ASSOCIATE. KAREN KAMPRATH, SALES ASSOCIATE. LUIS KINCADE, LEAD

WAREHOUSE ASSOCIATE. MARLENA MASSARO, SALES ASSOCIATE. JEAN MATHURIN, SALES ASSOCIATE. RUSSELL MCGEE, SALES ASSOCIATE. GREGORY MORGOVSKY, SALES ASSOCIATE. LAURA MURPHY, SALES ASSOCIATE. THOMAS O'BRIEN, WAREHOUSE SUPERVISOR. JOSE PARADA, SALES ASSOCIATE. AN THAI PHAM, SALES ASSOCIATE. GARDIE PIERRE, SALES ASSOCIATE. ALLISON PYBURN, SALES ASSOCIATE. TIMOTHY QUINN, ASSISTANT STORE MANAGER. MARK RILING JR., SALES ASSOCIATE. STACEY RODRIGUEZ, SALES ASSOCIATE. MAURA ROGERS, RETAIL OPERATIONS DIRECTOR. DAVID ROLLINS, SALES ASSOCIATE. KATHERINE ROSOFF, SALES ASSOCIATE-LEAD. SHAWN SAO, SALES ASSOCIATE. ELISSE SLIWINSKI, SALES ASSOCIATE. KEYON SMITH, SALES ASSOCIATE-LEAD. LAUREN STEPHENSON, SALES ASSOCIATE. JENNIFER TAYLOR, GIFT SHOP MANAGER. SHANNON TURNER, SALES ASSOCIATE. DYLAN USCHER, SALES ASSOCIATE. MARY WHITNEY, SALES ASSOCIATE. DAVID WHITTEMORE, SALES ASSOCIATE. AMY WONG, SALES ASSOCIATE-LEAD. JENNIFER YEE, SALES ASSOCIATE. KAITLIN ZUBY, SALES ASSOCIATE. **Group Sales & Reservations**—DEBRA BORGWARDT, DIRECTOR. KIMBERLY BRAID, VISTA ADMINISTRATOR. SCOTT BRAID, RESERVATIONS AGENT. AUDREY COCHRAN, RECEPTIONIST. ELENI GEORGAKOPOULOS, RESERVATIONS AGENT. BRIDGETTE HUNT, RESERVATIONS AGENT. DANIEL MANCHON, RESERVATIONS AGENT. GABRIEL MANCHON, RESERVATIONS SUPERVISOR. DIPALI PATEL, RESERVATIONS AGENT. ALEXANDRA PICKELHAUPT, RESERVATIONS AGENT. MARY PYMM, RESERVATIONS AGENT. DANIELLE SLAPAK, GROUP SALES COORDINATOR. CLARIBEL VENTURA, RESERVATIONS AGENT. **Human Resources**—DANIELLE FISHER, HUMAN RESOURCES ASSOCIATE. AMY LA HAIT, HUMAN RESOURCES MANAGER. ANN PERRY, HUMAN RESOURCES DIRECTOR. **IMAX Theatre**—ANDREA BECK, SUPERVISOR. LINDSEY BOSS, THEATRE HOST. FIDELMA BOWE, THEATRE HOST. EMILY CENTEIO, LEAD HOST. LINDA CHAN, THEATRE HOST. ANTONIO DARDEN, THEATRE HOST. LAUREN DUKE, SUPERVISOR. BETH DYMEK, THEATRE HOST. RICHARD FELTON, SUPERVISOR. MARLENI GOMEZ, THEATRE HOST. FARAH JOSEPH, THEATRE HOST. MARIYA KOTLYACHKOVA, THEATRE HOST. NATALIA KULAKOVA, THEATRE HOST. DAVID LUCAS, SUPERVISOR. CORNELL MARSHBURN JR., LEAD HOST. LAMAR MCCLINTON, SUPERVISOR. RYAN MCHALE, SUPERVISOR. KIMBERLY MOSBY, SUPERVISOR. DELGIS NUNEZ, THEATRE HOST. DENNIS PEREZ, THEATRE HOST. JULIE PIMENTEL, THEATRE HOST. ESTEBAN POLONSKY, THEATRE HOST. BONITA QUICK, THEATRE HOST. JULIETTE RORIE, THEATRE HOST. GERARDO ROSARIO, THEATRE HOST. ANGELICA SANTANA, SUPERVISOR. APRIL SANTOS, LEAD HOST. SELENA SMITH, THEATRE HOST. JOSH STEINBERG, SUPERVISOR. JUSTIN TANG, THEATRE HOST. JARED WATSON, SUPERVISOR. ROBERT WILCOX, LEAD CASHIER. DESIRA WILLIAMS, THEATRE HOST. ADAM WILLIS, SUPERVISOR. **Information Technology**—KENNETH ECKLAND, INFORMATION SYSTEMS MANAGER. SERGE FREDERIQUE, SENIOR SUPPORT ANALYST. JASON MOREAU, TECHNICAL SUPPORT SPECIALIST. ANDREW PETTIT, IT SUPPORT ASSOCIATE. STEPHEN SMITH, DESKTOP SUPPORT MANAGER. BARBARA WALLER, INFORMATION TECHNOLOGY DIRECTOR. **Marine Mammals**—BELINDA BRACKETT, MAMMAL TRAINER II. PAUL BRADLEY, SENIOR MAMMAL TRAINER. ROCHELLE BRISCOE, MAMMAL TRAINER II. CHERYL CLARK, SENIOR MAMMAL TRAINER. ERIN CLARK, MAMMAL TRAINER II. DANIEL HEPTING, MAMMAL TRAINER II. STACEY HOTH, MAMMAL TRAINER II. JENNIFER MONTAGUE, ASSISTANT CURATOR. PATRICIA SCHILLING, MAMMAL TRAINER II. KATHY STREETER, CURATOR. JOHN TRAVERSI, MAMMAL TRAINER II. **Planning & Design**—PATRICIA BERNSTONE, OFFICE SUPERVISOR. PETER BRADY, EXHIBIT PRODUCTION MANAGER. JAMES DUFFEY, DIRECTOR. WILLIAM ENRIGHT, PROJECT MANAGER. PETER JOHNSON, DIRECTOR. CATHERINE LeBLANC, SENIOR GRAPHIC DESIGNER. JONATHAN PLACE, SENIOR GRAPHIC DESIGNER. PATRICK POWELL, DESIGN ASSOCIATE. EUN JUNG REE, SENIOR GRAPHIC DESIGNER. YEUK YING SZE, ASSISTANT DESIGNER. KATHRIN WILLIAMS, ASSISTANT PROJECT MANAGER. **Programs & Exhibits**—WILLIAM SPITZER, VICE PRESIDENT. **Rescue & Rehabilitation**—SARAH BEAN, ANIMAL CARE TECHNICIAN II. 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