

YEAR IN REVIEW
2017

Engagement Education Conservation



New England
Aquarium

Protecting the blue planet

Dear Friends,

At the New England Aquarium, our mission is our promise.

It serves as the foundation of every exhibit we plan, every educational lesson we teach, and every research and conservation effort we undertake. When we combine the strengths of the Aquarium, we seek to actively engage others in our mission to be effective advocates for vital and vibrant oceans.

We know this passion is resonating with the public. In 2017, Aquarium attendance was the highest in 15 years. Perhaps more important, 79 percent of Aquarium visitors said they were “very likely” to help the oceans after a visit to Central Wharf. Those numbers aren’t the result of happenstance.

Our mission is the foundation of the Aquarium as a cultural institution, educational resource, and global research and conservation institute. In everything we do, we seek to educate the public as we engage them—with the ultimate goal of inspiring them to become ocean advocates.

Science of Sharks is a perfect example. Launched in April 2017, this multimedia exhibit captivates visitors with interactive ways to explore shark diversity and threats to the species. A highlight of the exhibit is the research conducted by scientists at the Anderson Cabot Center for Ocean Life at the New England Aquarium. In 2018, we aim to shine a similar spotlight on the northern fur seal.

This past year also saw the installation of an exhibit showcasing the Aquarium’s commitment to climate change education. Space in the Blue Planet Action Center was dedicated to the National Network for Ocean and Climate Change Interpretation (NNOCCI). This exhibit, made possible through a generous donation by EnerNOC and its founder, Aquarium Trustee Tim Healy, showcases some of the ways we can effectively discuss climate change science.

Further evidence of the Aquarium’s global conservation reach is the 2017 expansion of the Anderson Cabot Center for Ocean Life. Its Marine Conservation Action Fund provides microgrants to emerging conservation leaders heading early-stage projects in developing countries. By sharing the resources of the Anderson Cabot Center for Ocean Life, we are building a pipeline of future conservation leaders.

It has truly been an honor serving as Interim President and CEO of the New England Aquarium. Although I’ve long served as Chair of the Board of Trustees, as Interim I now have an even deeper appreciation for the many people involved in protecting the blue planet and the rich work they do.

Looking forward, I’m thrilled to welcome Vikki Spruill as the Aquarium’s next President and CEO. Vikki brings a wealth of leadership to this position, having served as President and CEO of the Council on Foundations since 2012 and before that in the same role at the Ocean Conservancy. Thank you to my fellow Board members for their tireless efforts in selecting someone with her unique qualifications and extraordinary experience.

I can’t think of anyone better to lead the Aquarium into a new era.

There were many more accomplishments here at the Aquarium in 2017. None would have been possible without the support of our generous donors, loyal members, Boards of Trustees and Overseers, a devoted staff, and 1.4 million visitors.

Thank you for all you do.



Donna K. Hazard
Donna K. Hazard
Chair of the Board of Trustees

We are delighted to announce that Vikki Spruill, current leader of the Council on Foundations and former head of Ocean Conservancy, has been appointed as the New England Aquarium’s President and CEO. Vikki brings a wealth of national leadership experience both in philanthropy and marine conservation.

Throughout her career, Vikki has worked to elevate the significance of philanthropy and make it more effective. Since 2012, she has served as President and CEO of the Council on Foundations, the principal leadership organization for foundations and grant-making institutions of all sizes and types in the United States.



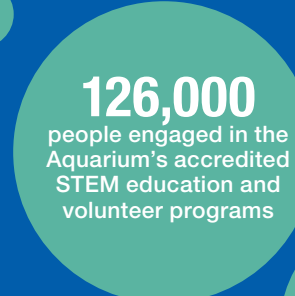
Prior to leading the Council on Foundations, she served as President and CEO of Ocean Conservancy, one of the nation’s foremost advocacy organizations dedicated to the oceans.

Her work to make complex ocean issues relevant to the public led to expanded participation in international coastal cleanup efforts and in the Coastsweep program here in Massachusetts.

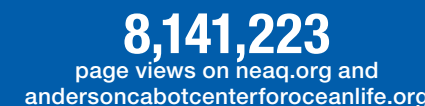
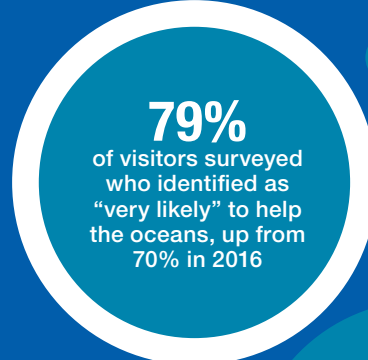
Vikki’s extraordinary experience and leadership in both marine conservation and philanthropy make her uniquely qualified to lead the Aquarium.

NUMBERS AT A GLANCE

Education



Engagement



Conservation

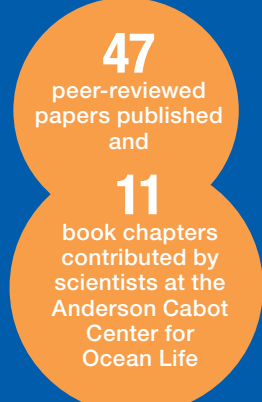


TABLE OF CONTENTS

1 Numbers at a Glance 2 Year in Review 6 Supporting New England Aquarium 15 Board Leadership 16 Year-End Financial Summary

Our mission is our promise

Every effort we undertake here on Central Wharf—and beyond through our community engagement and education programs, our vast social media network, and the work of our scientists and researchers—is informed by our global advocacy for vital and vibrant oceans. By leveraging the strengths of the Aquarium, we seek to actively engage others in our mission.

As a nonprofit organization and the only Boston-based cultural institution with a mission focused primarily on the environment, our goal is to inspire the next generation of ocean protectors. We also hope to inspire *this* generation to act *now*. But it's not enough to have a goal, we must have an effective strategy to achieve it.

And we know our strategy is working because 79 percent of Aquarium visitors surveyed in 2017 said they were "very likely" to help the oceans.

How are we achieving this goal? With your support, we are leveraging the strengths of the Aquarium: our **convening power** as a trusted cultural institution, the extensive resources of our **education department**, and the cutting-edge **science** of the Anderson Cabot Center for Ocean Life.



CONVENING POWER OF A TRUSTED CULTURAL INSTITUTION

Visitor satisfaction is and always will be a top goal at the Aquarium—it's how we connect the public with the oceans. By constantly striving to enhance the visitor experience, we put the blue planet at the forefront of the public's consciousness. Each new exhibit is an opportunity to engage visitors while educating and galvanizing them to care more deeply about our marine environment.

In 2016, inspired by research conducted by aquarists and Anderson Cabot Center for Ocean Life scientists, we began planning a new exhibit meant to engender empathy for sharks. A challenge, given their undeserved reputation. The starting point for creating empathy was a simple but powerful fact: of the approximately 500 species of sharks, 80 percent are 4 feet long or less. The result was the innovative exhibit *Science of Sharks*, which debuted in April 2017.

Science of Sharks is a cohesive exhibit that highlights the Aquarium's mission to engage, educate, and inspire conservation.

Once visitors descend the West Wing staircase, they are immersed in shark images taken by Board member, National Geographic photographer, and Aquarium Explorer in Residence Brian Skerry that splash across three massive screens. In its coverage of the opening, *The Boston Globe* wrote, "Skerry's footage amps up the exhibit's awe factor in simulating what it's like to swim with sharks."

Integrated into all of this are videos of researchers at the Anderson Cabot Center for Ocean Life sharing their cutting-edge scientific research. The actual tools they use in the field are featured alongside videos explaining how they use technology, such as Fitbits® or E-ZPass® for sharks, as well as tools as simple and effective as targets and thermometers.

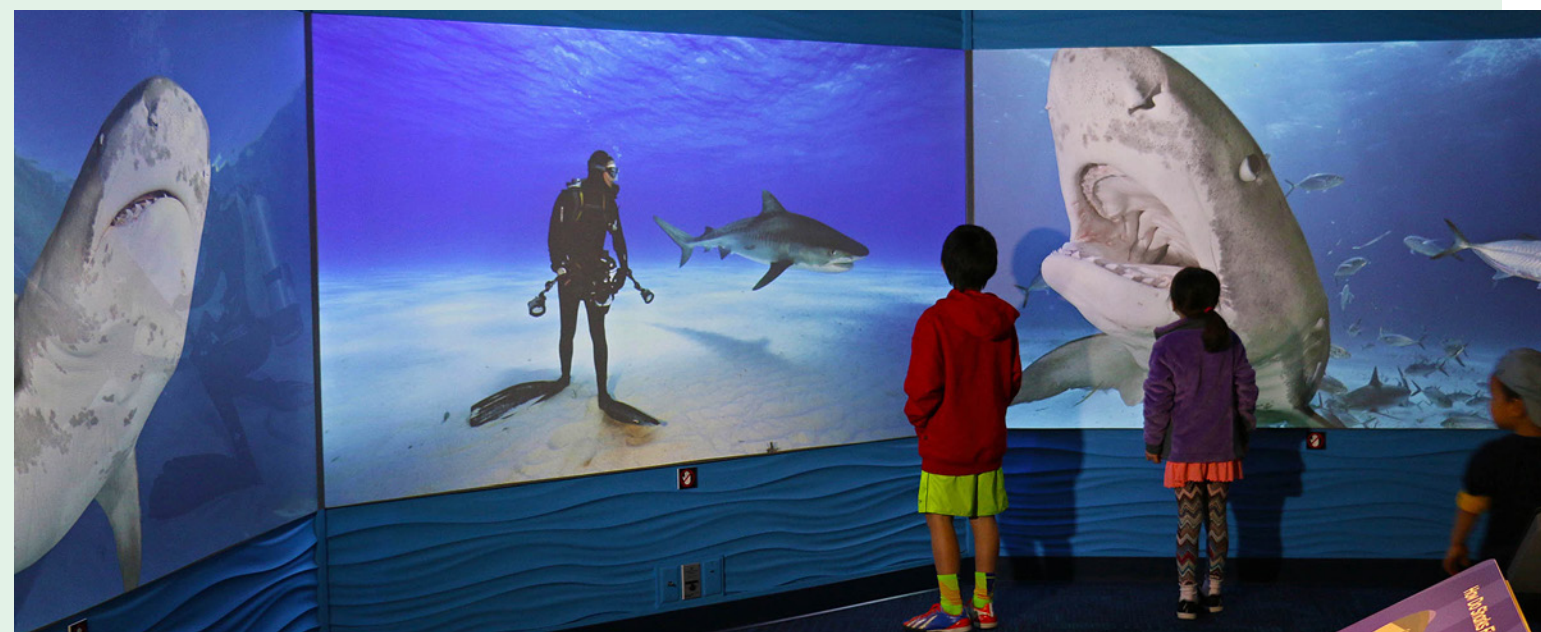
In 2018, we are using a similar model to feature the challenges facing the northern fur seal and threats to its ecosystem.

A reimagining of the New Balance Foundation Marine Mammal Center

exhibit space highlights the fun and fascinating life of fur seals, while sharing the plight of this beloved mammal. The goal is to use these charismatic animals to draw visitors to Central Wharf, while also highlighting seal biology, behavior, and the research being conducted at the Anderson Cabot Center for Ocean Life.

As visitors are being delighted by the playful antics of the fur seals in their open-air exhibit on Boston Harbor, they can watch a live presentation by marine mammal trainers, and learn more about this marine mammal and what people can do to help our blue planet.

With your support, we will honor our commitment to marine animal conservation and inspire others to commit to conservation too.



Education

EFFECTIVE ENGAGEMENT ON CLIMATE CHANGE

What started as an idea to change the public conversation about climate change has grown into a national program that spans 170 institutions in 38 states—and is growing.

Co-founded by the Aquarium in 2009, the National Network for Ocean and Climate Change Interpretation



(NNOCCI) uses the convening power of aquariums, zoos, and nature centers to engage their audiences in one of the most important global issues of our time. The program equips science educators at these institutions with the skills necessary to effectively engage visitors in constructive conversations about climate change.

In a June 2017 profile highlighting the program's inception and some of the successes of NNOCCI, *Education Week* wrote, "The New England Aquarium in Boston has founded a national network to try to make this tough subject easier to teach and to ensure that more members of the public, including students on class visits, get a complete picture of the climate-change problem and what can be done to solve it."

With the generous support of Aquarium Trustee Tim Healy and the company he founded, EnerNOC, the Aquarium was able to further highlight NNOCCI and our commitment to climate change education by dedicating exhibit space in the Blue Planet Action Center.

By combining the Aquarium's convening power to engage the public with the resources of its education department, we are fulfilling our mission to be catalysts for global change through public engagement.

CLIMATEENS

Recognizing that the future is now, the Aquarium founded a youth-oriented internship program in 2013 to encourage the next generation of ocean protectors.

ClimaTeens selects applicants from among the promising participants in other Aquarium education programs, such as Marine Biologist



in Training, who have demonstrated outstanding leadership and commitment to the oceans. Generously supported by the Cabot Corporation, ClimaTeens focuses on teaching interns the fundamentals of climate change science and strategic communication strategies that can initiate effective conversations within their communities.

The Aquarium's goal for the ClimaTeens program is for the 40 or so participants to gain a greater understanding of the four Cs—civics, communication, connection, and change—and use those lessons learned to be engaged citizens and ocean ambassadors. ClimaTeens is already generating success in the region through partnerships with Greenovate Boston, GreenRoots, and Zumix.

In 2018, ClimaTeens is exploring options to expand its reach, in much the same way as NNOCCI, by building a model for other aquariums, zoos, and nature centers. With the support of individual and foundation supporters, we envision a national network of programs supporting conservation-minded teen leaders. Building that vision is one way the Aquarium is working toward our mission of effective advocacy for vital and vibrant oceans.

Conservation



TRANSFORMING SCIENCE INTO ACTION

Fifteen years. That's how long the Right Whale Team at the Anderson Cabot Center for Ocean Life, led by senior scientist Rosalind Rolland, D.V.M., dedicated to collect and analyze hundreds of fecal samples from right whales. One goal of these years of research was to measure glucocorticoid hormones to determine the stress levels of living whales. The project allowed the team to gather a baseline of hormone levels in healthy whales and compare that to whales experiencing chronic stress, such as fishing gear entanglement and ship strikes.

What they discovered garnered coverage among international media, including *The New York Times*, *The Washington Post*, and *CBC News*. Rolland's findings, published in the journal *Endangered Species Research*, showed that whales suffering from fishing gear entanglement had "sky-high hormone levels."

We know sound science can have a profound influence on the well-being of marine life. Since 1997, New England Aquarium scientists and their Canadian colleagues have worked with government agencies, marine industries, and environmental stakeholders to influence the development, implementation, and monitoring of measures designed to reduce the number of ship strikes on right whales. Measures including shipping lane changes, identifying areas to be avoided, and speed restrictions are now in place throughout the right whale's range in the U.S. and Canada. In Canada's Bay of Fundy, these measures reduced the risk of right whales suffering a strike in shipping lanes by about 90 percent.

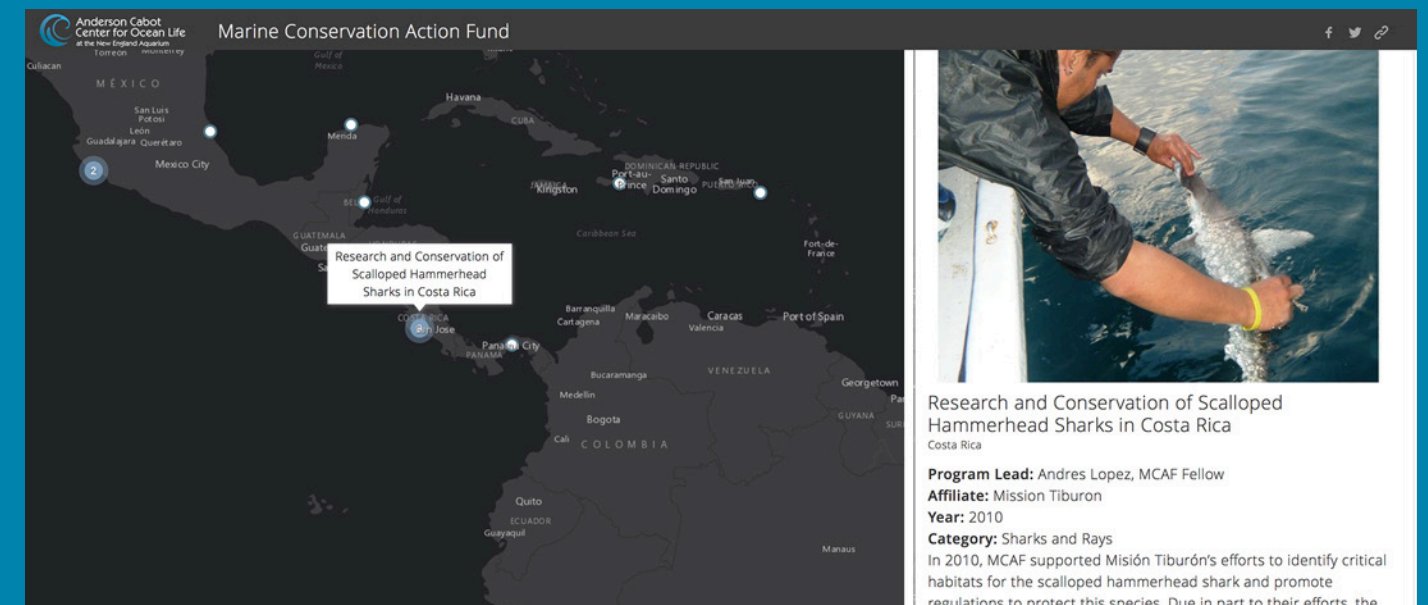
BUILDING A PIPELINE OF CONSERVATION LEADERS

At the Anderson Cabot Center for Ocean Life, we are cultivating the next generation of ocean advocates and scientists by convening a global network of conservation leaders. In addition to the education programs we provide to young people on Central Wharf and in our local communities, we seek out those across the globe who are already addressing the most challenging issues facing the oceans.

The Marine Conservation Action Fund (MCAF) not only provides microgrants to emerging conservation leaders heading early-stage projects in developing countries, it also works one-on-one with them to nurture their projects. Each year, we host select grantees at the New England Aquarium as fellows and make available the institution's convening power to enrich their experience and amplify their reach through our education programs, access to our scientists, and by sharing their work at events in the region.

To date, MCAF has supported 140 conservation projects in more than 40 countries—and we're not done yet.

By sharing the resources of the Anderson Cabot Center for Ocean Life, MCAF is helping build a global network of conservation leaders.



An interactive map on the Anderson Cabot Center for Ocean Life website highlights the more than 140 marine conservation projects supported by the MCAF Program. MCAF's microgrants are helping to build a global network of conservation leaders.

Thank you for your support!

This publication lists all donors of \$500 or more during the fiscal year (January 1, 2017 – December 31, 2017). To learn more about the Aquarium's giving programs, please email the Development Office at giving@neaq.org or call 617-226-2622.

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The following individuals provided unrestricted operating gifts to the Aquarium in 2017, as members of the President's Circle and Navigator and Conservation Societies.

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Thank you to Dell for its longtime support of the New England Aquarium's STEM opportunities for youth.

Dell (formerly EMC) has been a New England Aquarium corporate partner since 1995. Through its workforce development initiatives, Dell has supported the Aquarium's youth programs, including direct funding for the Teen Internship Program. In 2017, Dell expanded its partnership with the Aquarium by supporting the work of the Anderson Cabot Center for Ocean Life at the New England Aquarium to build upon the important, ongoing research to help protect the oceans.

"We are pleased and proud to partner with the New England Aquarium to engage youth in ocean science and conservation, helping them to develop work readiness skills, and learn about careers in science, technology, engineering, and math," said Jessica Anderson, North American Giving Manager. "Together, we can help prepare the next generation of ocean stewards and advance critical research and marine conservation efforts."



*Charter member
†Deceased

Thank you to Bryan and Kristin Pothier!

Bryan Pothier's connection to the New England Aquarium began as a child over many visits to Central Wharf. His lifelong passion for the oceans led him to pursue a degree in marine biology. Later, Bryan made a greater commitment to the Aquarium when he and his wife, Kristin, impressed by our commitment to inspire children to learn more about marine life, became members of our Navigator Giving Society—and Bryan became a volunteer.

Bryan has jumped into life as a *live blue*™ Service Corps volunteer, and has become intricately involved in the Aquarium's sea turtle rescue program.

"I was surprised to see the scope of the turtle rescue program," said Bryan. "My experience volunteering has confirmed for me that the Aquarium is an organization with a significant impact on Boston—and the world."

The Aquarium is grateful to Bryan and Kristin Pothier for their generous financial support, and for Bryan's dedication as a *live blue*™ volunteer.



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Thanks to The Volgenau Foundation

Thank you to The Volgenau Foundation for its generous support of the Anderson Cabot Center for Ocean Life at the New England Aquarium and our efforts to protect the critically endangered North Atlantic right whale.

A long-time supporter of the Aquarium, The Volgenau Foundation significantly increased its funding in 2017. With its generous support, we have been able to accelerate our work to reduce whale mortalities and severe injuries from entanglements in fishing gear through collaboration with the fishing industry and recreational fishermen, and in the development of technological alternatives to traditional fishing rope.

"North Atlantic right whales could easily become functionally extinct during our lifetimes," said Lisa Volgenau, board director and vice president of The Volgenau Foundation.

"We support the work being done at the Anderson Cabot Center for Ocean Life because we have seen firsthand the passion and work ethic the team brings to finding innovative ways to protect this iconic species."

Through its trusted partnership, The Volgenau Foundation is helping to amplify the Anderson Cabot Center for Ocean Life's role as a convener and leading institution in developing innovative, science-based approaches to help protect right whales.



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 Mr. Timothy Baum

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 GOVERNMENT, AND
 CORPORATE GIFTS
 AND GRANTS**

The following donors, members, and sponsors contributed cumulative gifts, grants, and awards of \$500 or more to the New England Aquarium in 2017. This includes restricted gifts from individuals, corporate sponsors, partners, members foundations, and government grants and contracts.

\$100,000 AND ABOVE

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\$50,000 – \$99,999

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 Michael and Barbara Eisenson

Charter Members

We would like to extend a big thank you to our 101 Charter Members who have been with us since the Aquarium opened its doors—and some even before that! Almost 50 years later and we are still incredibly fortunate to have your support and fidelity.

Thank you, Charter Members.

Environmental Protection Agency
 Donna and Chip Hazard
 Island Foundation, Inc.
 Ms. Marion Magill and
 Mr. Marc Dohan
 Massachusetts Cultural Council
 Massachusetts General Hospital
 National Institutes of Health
 New Balance
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\$25,000 – \$49,999

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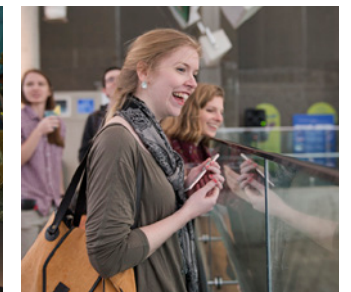
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 Natural Resources Defense Council

A High Tide Mark

2017 was a great year for The Tide, the Aquarium's young supporters group, which launched in May with a sold-out event—Making Waves with The Tide.

The Tide is a community of young supporters who have made a commitment to the oceans and the Aquarium's mission to protect our blue planet. Guided by a group of dedicated volunteer committee members, The Tide is committed to finding the perfect blend of philanthropy, education, and fun. The Aquarium is grateful to The Tide's founding committee members for their commitment, enthusiasm, and energy in launching this exciting new program.



New England Biolabs Foundation
 Office of Naval Research
 Saquish Foundation

\$10,000 - \$14,999

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 Patient Family Housing Program
 Cox Enterprises
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 Doug Lober and Ann Bitetti

Lowell General Hospital
 Massachusetts Department of
 Marine Fisheries
 The Curtis and Edith Munson
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 The Abbott and Dorothy H. Stevens
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South Shore American Postal
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Stearns Charitable Trust
Stetson Witcher Fund at
The Boston Foundation
USPS Social & Recreation
Committee
USW Local 9360
Vertex Pharmaceuticals

Membership

Our loyal and growing member base is an essential part of what makes the New England Aquarium thrive year after year. Our members are advocates for our mission, as well as thoughtful critics and financial supporters. We are extremely grateful for all that our members do. In turn, we want to make every effort to provide the best possible membership experience.

Following a year of research and planning, we rolled out in April 2017 a new tiered membership structure that is designed to better personalize the member experience by giving current and prospective members the opportunity to select not only the number of admissions they prefer with their membership level, but also the depth of their engagement with the Aquarium.

Those who choose the Standard levels enjoy all the perks members have come to know and love over the years, including admission benefits, discounts, and special events. Premium tier members, while enjoying all the benefits of Standard-level membership, are provided the opportunity to gain a deeper relationship with the Aquarium and our mission through exclusive events

and visiting times, increased access to go behind the scenes, and priority ticketing. At the end of 2017, 20 percent of members who rolled into the new structure had selected the Premium tier.

Based on the initial research findings in 2016, one of the most sought after benefits of Premium membership is early morning access to the exhibits. To meet that need, we tested two Premium-exclusive events: *September Sundays* and our *December Holiday Breakfast*. Both permitted Premium members to visit the Aquarium in the hour prior to our public opening and featured the opportunity to enjoy the zen of early morning as well as witness staff and volunteers as they care for the animals, exhibits, and facility. Surveyed after each of these new offerings, members overwhelmingly reported their appreciation for the exclusivity of the programs, the relaxed and quiet Aquarium atmosphere, and quality one-on-one time to learn about the inner workings of the Aquarium from people with whom they don't normally have the chance to interact.

We look forward to building on these early successes in 2018.

Veterinary Neurology and Pain
Management
Waters Corporation
Wentworth Institute of Technology
Clara B. Winthrop Charitable Trust

\$2,500 – \$4,999

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Abyzz
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Taunton-South Shore Foundation
Ms. Tammy Tauscher and
Mr. Mark Tauscher
Tsunami Coral Reefs and Aquariums
Tufts Health Plan
Twin Rivers Technologies
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\$1,500 – \$2,499

7 News WHDH-TV Boston
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Ms. Katherine Schoonover
Ms. Josepha-Aimee Shu
Mr. and Mrs. Galen L. Stone
Wildlife Computers

\$500 AND ABOVE IN-KIND GIFTS

The following individuals and corporations donated goods or services with a reported value of \$500 or more to the New England Aquarium in 2017.

Autodesk
Boston Harbor Cruises
Boston Harbor Hotel
Bulger Veterinary Hospital
Chestnut Hill Farm
Chipotle
Connelly Partners
Hash Marine LLC
Island Creek Oysters
Massachusetts Veterinary
Referral Hospital
Microsoft Corporation
Pelican Products Inc.
Rebecca W. Quinn
Reynolds DeWalt
Swedish Fish
Wegmans

ENDOWED AND NAMED FUNDS

David B. Stone Fund (1970)
Winslow Memorial Fund (1977)
John H. Cunningham Jr. Fund (1982)
Harold E. Edgerton Fund (1982)
New England Aquarium Education
Fund at The Boston Foundation
(1983)
Comprised of the following funds:
Robert G. Stone Fund (1971),
Paul F. Hellmuth Fund (1984),
Helen B. Spaulding Fund (1985),
and William S. Brewster Fund
(1986)
David B. Arnold Jr. Fund (1984)
Animal Care Fund (1985)
Weston Howland Fund for
Admissions (1988)
Edmund C. Toomey Endowed
Education Fund (2005)
Akiko Shiraki Dynner Fund
for Ocean Exploration and
Conservation (2005)
The Buttrick Fund for Volunteer
Programs (2006)
Lindy Johnson Fellowship Fund
(2011)

Mary Renner: A Dedicated Ocean Advocate

It's not often that an organization has a Board member as dedicated as Mary Renner.

Mary first engaged with the Aquarium in the 1990s, when she and her husband, Peter, moved to Boston. After learning about the Aquarium's mission, education programs, and leadership in conservation, Mary joined the Aquarium Council. Mary's commitment to the organization was cemented through her relationships with the Aquarium's leadership and Board members.

"I feel indebted to so many of the Board members who mentored me and, through their example, showed me how important it was for the New England Aquarium to distinguish itself as a leader in marine education, research, and conservation," said Mary.

Mary joined the Aquarium Board in 1994 and, to our good fortune, has been serving the Aquarium ever since.

Following many years as an Aquarium Overseer and Trustee, Mary has stepped into the role of Chair of the Board's Development Committee. For Mary, the creation of the Anderson Cabot Center for Ocean Life represents an important next step for the organization that inspired and engaged her many years ago.

"With the creation of the Anderson Cabot Center for Ocean Life," said Mary, "we are moving forward boldly to illuminate the work of our talented scientists and to educate one another about how we can all live more responsibly."

As we look toward the Aquarium's 50th anniversary, we are grateful for Mary's dedicated leadership in bringing the Aquarium into an exciting new era.



Looking Forward

Your support is what makes all this possible, and we thank you. We hope the next time you visit Central Wharf, you will take a deep dive into our exhibits, have a conversation with one of our Visitor Experience staff, and check out the research featured around the building. You'll understand that the New England Aquarium isn't simply a building—it's a mission.

Next year will be the 50th anniversary of the opening of the Aquarium. We look forward to celebrating a half century of dedication to that mission with all of you.

With the support of our Board, our staff, our members, and our philanthropic supporters, the Aquarium will continue to fulfill our most important mission—to be effective advocates for vital and vibrant oceans.



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Interim President and CEO*

P. Eric Krauss
*Executive Vice President,
Chief Operating and Financial Officer*

Daniel S. Evans
Secretary of the Corporation

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Sylvia A. Earle, Ph.D.

In Memoriam

We would like to honor the memory of the following Aquarium employees, board members, and supporters.

William W. Bain
Louis Rusitzky
Jacob Thompson
Ralph B. Vogel

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George Putnam

Year-End Financial Summary

We finished 2017 with 1.42 million visitors, which was 1.8 percent higher than 2016's results of 1.39 million visitors. It represented the highest total attendance since 2002, which was the first full year of the Simons IMAX® Theatre's operations. Our strong attendance in 2017 was attributable to the opening of the popular new *Science of Sharks* exhibit and record visitor satisfaction throughout the year.

Operating revenues increased by 2 percent to \$49.1 million in 2017 due to strength in attendance and catering event revenue, and increased releases from restrictions of certain gifts related to the Anderson Cabot Center for Ocean Life at the New England Aquarium. On the expense front, we grew by 4 percent to \$45.4 million in 2017, yielding a healthy operating reserve of \$3.72 million as compared to an operating reserve of \$4.35 million in 2016.

Our overall financial position remains strong and should continue to improve in the years ahead. The Aquarium's endowment and funds functioning as endowment increased roughly 15 percent to \$18.8 million in the aggregate due to market appreciation and the application of \$750,000 of excess unrestricted cash to the funds functioning as endowment at year-end. Total debt decreased by roughly \$1.8 million to \$20.6 million in 2017 due to scheduled debt payments and a \$750,000 voluntary payment from excess unrestricted cash at year-end.

We look forward to 2018 and beyond. We have prepared a thoughtful financial plan for 2018 that includes making continued progress on Anderson Cabot Center for Ocean Life strategic priorities, building overall fundraising capacity, and planning for our 50th anniversary in 2019. 2018 should be another solid year operationally, financially, and from a mission delivery perspective.

Thank you to our staff, our volunteers, our members, our donors, and our Board for your continued and valued support.

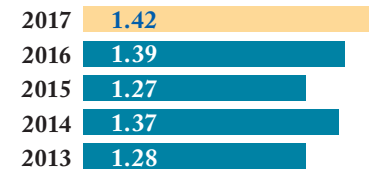
Best regards,



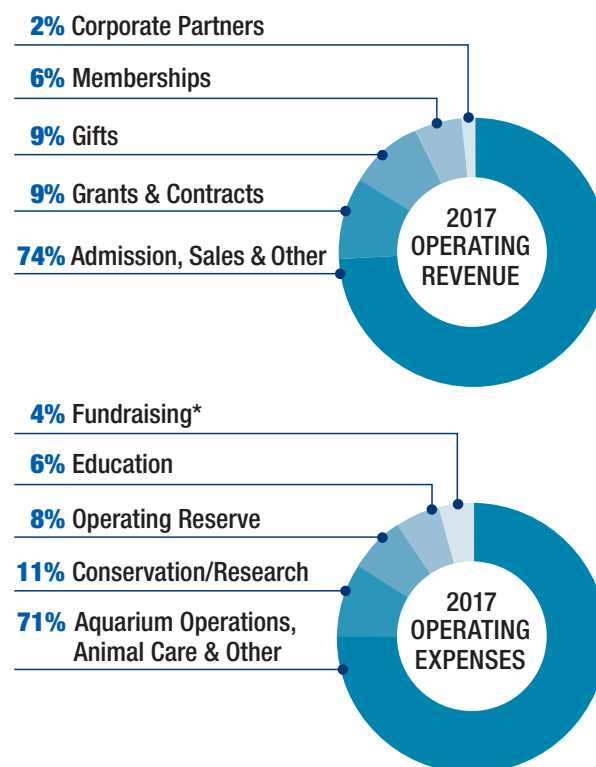
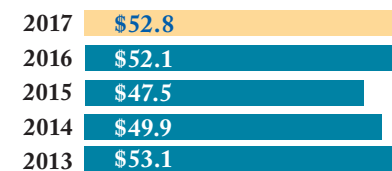
PEK

P. Eric Krauss
Executive Vice President,
Chief Operating and Financial Officer

TOTAL AQUARIUM ATTENDANCE (millions)



TOTAL NET ASSETS (millions)



New England Aquarium Corporation

Financial Results (in thousands of dollars)

	FY 2017	FY 2016	CHANGE \$	CHANGE %
Operating Revenue & Support				
Admissions: Individuals & Groups	\$22,789.9	\$22,724.8	\$65.1	0%
Retail Sales: Food, Gift Shop & Events	12,566.8	12,004.0	562.8	5%
Memberships: Individual & Family	3,135.6	2,954.7	180.9	6%
Corporate: Memberships & Sponsorships	797.5	846.6	(49.1)	-6%
Gifts & Pledges	2,021.9	2,087.2	(65.3)	-3%
Grants & Contracts	4,222.1	4,468.8	(246.7)	-6%
Net Assets Released From Restriction	2,372.9	1,659.4	713.5	43%
Other	1,203.6	1,288.4	(84.8)	-7%
Total Operating Revenue & Support	\$49,110.3	\$48,033.9	\$1,076.4	2%
Operating Expenses				
Research, Conservation & Education	8,403.3	8,280.5	122.8	1%
Exhibit Operation & Maintenance	6,233.2	6,143.8	89.4	1%
Plant Operations	7,723.2	7,087.6	635.6	9%
Cost of Retail Sales	9,493.0	8,883.2	609.8	7%
General Administration & Supporting Services	11,187.3	10,977.4	209.9	2%
Fundraising	1,919.1	1,878.6	40.5	2%
Interest	434.9	438.9	(4.0)	-1%
Total Operating Expenses	\$45,394.0	\$43,690.0	\$1,704.0	4%
Operating Reserve (deficit)*	\$3,716.3	\$4,343.9	\$(627.6)	-14%
Other Changes in Unrestricted Net Assets				
Operating Reserve (deficit)	\$3,716.3	4,343.9	(627.6)	-14%
Non-Operating Revenues and Expense, Net	205.9	(384.0)	589.9	-154%
Net Assets Released to Fund Capital Improvements	109.5	623.3	(513.8)	-82%
Realized & Unrealized Gains (losses), Net	239.3	459.6	(220.3)	-48%
Gain on Disposal of Fixed Assets & Debt Refinancing	2.5	(124.5)	127.0	-102%
Depreciation & Amortization Expense	(4,805.8)	(4,735.9)	(69.9)	1%
Net Non-Cash Pension Related Changes	107.6	145.1	(37.5)	-26%
Increase (Decrease) in Unrestricted Net Assets	\$(424.7)	\$327.5	\$(752.2)	-230%
Increase (Decrease) in Restricted Net Assets	\$1,090.1	\$4,261.5	\$(3,171.4)	-74%
Increase (Decrease) in Net Assets	\$665.4	\$4,589.0	\$(3,923.6)	-86%
Net Assets – Beginning of Year	\$52,092.9	\$47,503.9	\$4,589.0	10%
Net Assets – End of Year	\$52,758.3	\$52,092.9	\$665.4	1%

* Operating reserve, as defined by management, excludes depreciation and amortization charges and non-recurring transactions. Audited financial statements, with an unqualified opinion by Mayer Hoffman McCann P.C., are available upon request.



Protecting the blue planet