** PUBLIC DISCLOSURE COPY **

Return of Organization Exempt From Income Tax

Form **990**

Department of the Treasury
Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)
Do not enter social security numbers on this form as it may be made public.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2025

Open to Public Inspection

A For the 2025 calendar year, or tax year beginning **and ending**

B Check if applicable:
- ☐ Address change
- ☐ Name change
- ☐ Initial return
- ☐ Final return/ terminated
- ☐ Amended return
- ☐ Application pending

C Name of organization
MONTEREY BAY AQUARIUM FOUNDATION

Doing business as

Number and street (or P.O. box if mail is not delivered to street address) Room/suite
886 CANNERY ROW

City or town, state or province, country, and ZIP or foreign postal code
MONTEREY, CA 93940

F Name and address of principal officer: DR. JENNIFER HELEN GRAY
SAME AS C ABOVE

D Employer identification number
94-2487469

E Telephone number
831-648-4800

G Gross receipts $ 1,029,881,778.

H(a) Is this a group return for subordinates? ☐ Yes ☒ No

H(b) Are all subordinates included? ☐ Yes ☐ No
If "No," attach a list. See instructions

H(c) Group exemption number

I Tax-exempt status: ☒ 501(c)(3) ☐ 501(c) ( ) (insert no.) ☐ 4947(a)(1) or ☐ 527

J Website: WWW.MONTEREYBAYAQUARIUM.ORG

K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other

L Year of formation: 1978

M State of legal domicile: CA

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities: TO INSPIRE OCEAN CONSERVATION AND ADVOCATE FOR THE OCEAN AND ITS WILDLIFE.

2 Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.

3	Number of voting members of the governing body (Part VI, line 1a)	3	17
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	16
5	Total number of individuals employed in calendar year 2025 (Part V, line 2a)	5	692
6	Total number of volunteers (estimate if necessary)	6	1218
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	933,401.
b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	446,745.

Revenue

		Prior Year	Current Year
8	Contributions and grants (Part VIII, line 1h)	105,608,470.	88,074,694.
9	Program service revenue (Part VIII, line 2g)	74,298,102.	74,673,926.
10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	26,431,211.	16,438,113.
11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	1,797,868.	1,758,741.
12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	208,135,651.	180,945,474.

Expenses

13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	270,148.	1,109,490.
14	Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	64,762,064.	70,475,189.
16a	Professional fundraising fees (Part IX, column (A), line 11e)	193,037.	298,754.
b	Total fundraising expenses (Part IX, column (D), line 25) 8,636,625.		
17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	58,301,664.	62,738,323.
18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	123,526,913.	134,621,756.
19	Revenue less expenses. Subtract line 18 from line 12	84,608,738.	46,323,718.

Net Assets or Fund Balances

		Beginning of Current Year	End of Year
20	Total assets (Part X, line 16)	837,664,477.	925,871,071.
21	Total liabilities (Part X, line 26)	23,191,407.	22,370,584.
22	Net assets or fund balances. Subtract line 21 from line 20	814,473,070.	903,500,487.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer Date

ANN MARIE NEMANICH, CFO
Type or print name and title

Paid Preparer Use Only

Preparer's name: MAGA E. KISRIEV	Preparer's signature: Maga Kisr	Date: 11/05/2026	Check if self-employed ☐	PTIN: P01008919
Firm's name: HOOD & STRONG LLP			Firm's EIN: 94-1254756	
Firm's address: 2580 N 1ST ST, STE 460 SAN JOSE, CA 95131			Phone no. 408.998.8400	

May the IRS discuss this return with the preparer shown above? See instructions ☒ Yes ☐ No

Form **8868**
(Rev. January 2025)

Department of the Treasury
Internal Revenue Service

Application for Extension of Time To File an Exempt Organization Return or Excise Taxes Related to Employee Benefit Plans

File a separate application for each return.
Go to www.irs.gov/Form8868 for the latest information.

OMB No. 1545-0047

Electronic filing (e-file). You can electronically file Form 8868 to request up to a 6-month extension of time to file any of the forms listed below except for Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts. An extension request for Form 8870 must be sent to the IRS in a paper format (see instructions). For more details on the electronic filing of Form 8868, visit www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits.

Caution: If you are going to make an electronic funds withdrawal (direct debit) with this Form 8868, see Form 8453-TE and Form 8879-TE for payment instructions.

All corporations required to file an income tax return other than Form 990-T (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.

Part I - Identification

Type or Print

File by the due date for filing your return. See instructions.

Name of exempt organization, employer, or other filer, see instructions.	Taxpayer identification number (TIN)
MONTEREY BAY AQUARIUM FOUNDATION	94-2487469

Number, street, and room or suite no. If a P.O. box, see instructions.
886 CANNERY ROW

City, town or post office, state, and ZIP code. For a foreign address, see instructions.
MONTEREY, CA 93940

Enter the Return Code for the return that this application is for (file a separate application for each return) 01

Application Is For	Return Code	Application Is For	Return Code
Form 990 or Form 990-EZ	01	Form 4720 (other than individual)	09
Form 4720 (individual)	03	Form 5227	10
Form 990-PF	04	Form 6069	11
Form 990-T (sec. 401(a) or 408(a) trust)	05	Form 8870	12
Form 990-T (trust other than above)	06	Form 5330 (individual)	13
Form 990-T (corporation)	07	Form 5330 (other than individual)	14
Form 1041-A	08	Form 990-T (governmental entities)	15

- After you enter your Return Code, complete either Part II or Part III. Part III, including signature, is applicable only for an extension of time to file Form 5330.
- If this application is for an extension of time to file Form 5330, you must enter the following information.

Plan Name _____
Plan Number _____
Plan Year Ending (MM/DD/YYYY)

Part II - Automatic Extension of Time To File for Exempt Organizations (see instructions)

The books are in the care of ANN MARIE NEMANICH
886 CANNERY ROW - MONTEREY, CA 93940

Telephone No. (831)648-4800 Fax No. _____

- If the organization does not have an office or place of business in the United States, check this box ..... ☐
- If this is for a Group Return, enter the organization's four-digit Group Exemption Number (GEN) _____. If this is for the whole group, check this box ..... ☐. If it is for part of the group, check this box ... ☐ and attach a list with the names and TINs of all members the extension is for.

1 I request an automatic 6-month extension of time until NOVEMBER 15, 20 26, to file the exempt organization return for the organization named above. The extension is for the organization's return for:

☒ calendar year 20 25 or

☐ tax year beginning _____, 20 _____, and ending _____, 20 _____

2 If the tax year entered in line 1 is for less than 12 months, check reason: ☐ Initial return ☐ Final return ☐ Change in accounting period

3a	If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions.	**3a**	$	0.
b	If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit.	**3b**	$	0.
c	**Balance due.** Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions.	**3c**	$	0.

For Privacy Act and Paperwork Reduction Act Notice, see instructions. Form **8868** (Rev. 1-2025)

LHA 523841 04-01-25

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III X

1 Briefly describe the organization's mission:
THE MISSION OF THE MONTEREY BAY AQUARIUM IS TO INSPIRE CONSERVATION OF THE OCEAN. WE ENVISION A FUTURE WHERE THE OCEAN FLOURISHES AND PEOPLE THRIVE IN A JUST AND EQUITABLE WORLD. WE CREATE EXTRAORDINARY EXPERIENCES THAT INSPIRE AWE AND WONDER, CHAMPION SCIENCE-BASED

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ..... ☐ Yes ☒ No
If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ..... ☐ Yes ☒ No
If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses $ 82,244,260. including grants of $ 495,890.) (Revenue $ 75,139,332.)
ANIMAL CARE AND AQUARIUM EXPERIENCE

SEE SCHEDULE O FOR FULL DESCRIPTION

4b (Code:) (Expenses $ 9,229,052. including grants of $ 177,420.) (Revenue $ 0.)
EDUCATION AND OUTREACH

SEE SCHEDULE O FOR FULL DESCRIPTION

4c (Code:) (Expenses $ 16,015,664. including grants of $ 436,180.) (Revenue $ 621,984.)
CONSERVATION AND SCIENCE

SEE SCHEDULE O FOR FULL DESCRIPTION

4d Other program services (Describe on Schedule O.)
(Expenses $ including grants of $) (Revenue $)

4e Total program service expenses 107,488,976.

Part IV Checklist of Required Schedules

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? *If "Yes," complete Schedule A*	1	X	
2	Is the organization required to complete *Schedule B, Schedule of Contributors*? See instructions	2	X	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? *If "Yes," complete Schedule C, Part I*	3		X
4	**Section 501(c)(3) organizations.** Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? *If "Yes," complete Schedule C, Part II*	4	X	
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? *If "Yes," complete Schedule C, Part III*	5		X
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? *If "Yes," complete Schedule D, Part I*	6		X
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? *If "Yes," complete Schedule D, Part II*	7		X
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? *If "Yes," complete Schedule D, Part III*	8		X
9	Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? *If "Yes," complete Schedule D, Part IV*	9		X
10	Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? *If "Yes," complete Schedule D, Part V*	10	X	
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.			
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? *If "Yes," complete Schedule D, Part VI*	11a	X	
b	Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VII*	11b	X	
c	Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VIII*	11c		X
d	Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part IX*	11d		X
e	Did the organization report an amount for other liabilities in Part X, line 25? *If "Yes," complete Schedule D, Part X*	11e	X	
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? *If "Yes," complete Schedule D, Part X*	11f	X	
12a	Did the organization obtain separate, independent audited financial statements for the tax year? *If "Yes," complete Schedule D, Parts XI and XII*	12a	X	
b	Was the organization included in consolidated, independent audited financial statements for the tax year? *If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional*	12b		X
13	Is the organization a school described in section 170(b)(1)(A)(ii)? *If "Yes," complete Schedule E*	13		X
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a		X
b	Did the organization have aggregate revenues or expenses of more than $10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at $100,000 or more? *If "Yes," complete Schedule F, Parts I and IV*	14b	X	
15	Did the organization report on Part IX, column (A), line 3, more than $5,000 of grants or other assistance to or for any foreign organization? *If "Yes," complete Schedule F, Parts II and IV*	15	X	
16	Did the organization report on Part IX, column (A), line 3, more than $5,000 of aggregate grants or other assistance to or for foreign individuals? *If "Yes," complete Schedule F, Parts III and IV*	16	X	
17	Did the organization report a total of more than $15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? *If "Yes," complete Schedule G, Part I.* See instructions	17	X	
18	Did the organization report more than $15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? *If "Yes," complete Schedule G, Part II*	18	X	
19	Did the organization report more than $15,000 of gross income from gaming activities on Part VIII, line 9a? *If "Yes," complete Schedule G, Part III*	19		X
20a	Did the organization operate one or more hospital facilities? *If "Yes," complete Schedule H*	20a		X
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		
21	Did the organization report more than $5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? *If "Yes," complete Schedule I, Parts I and II*	21	X	

Part IV Checklist of Required Schedules *(continued)*

			Yes	No
22	Did the organization report more than $5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? *If "Yes," complete Schedule I, Parts I and III*	22	X	
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? *If "Yes," complete Schedule J*	23	X	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? *If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a*	24a		X
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	**Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.** Did the organization engage in an excess benefit transaction with a disqualified person during the year? *If "Yes," complete Schedule L, Part I*	25a		X
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? *If "Yes," complete Schedule L, Part I*	25b		X
26	Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? *If "Yes," complete Schedule L, Part II*	26		X
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? *If "Yes," complete Schedule L, Part III*	27		X
28	Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):			
a	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? *If "Yes," complete Schedule L, Part IV*	28a		X
b	A family member of any individual described in line 28a? *If "Yes," complete Schedule L, Part IV*	28b		X
c	A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? *If "Yes," complete Schedule L, Part IV*	28c		X
29	Did the organization receive more than $25,000 in noncash contributions? *If "Yes," complete Schedule M*	29	X	
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M*	30	X	
31	Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I*	31		X
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? *If "Yes," complete Schedule N, Part II*	32		X
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? *If "Yes," complete Schedule R, Part I*	33		X
34	Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1*	34	X	
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	X	
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? *If "Yes," complete Schedule R, Part V, line 2*	35b	X	
36	**Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? *If "Yes," complete Schedule R, Part V, line 2*	36		X
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? *If "Yes," complete Schedule R, Part VI*	37		X
38	Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? **Note:** All Form 990 filers are required to complete Schedule O	38	X	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V ☐

				Yes	No
1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a	194		
b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b	0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?			1c X	

Part V Statements Regarding Other IRS Filings and Tax Compliance *(continued)*

				Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	**2a**	692		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?		**2b**	X	
3a	Did the organization have unrelated business gross income of $1,000 or more during the year?		**3a**	X	
b	If "Yes," has it filed a Form 990-T for this year? *If "No" to line 3b, provide an explanation on Schedule O*		**3b**	X	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		**4a**		X
b	If "Yes," enter the name of the foreign country _____ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).				
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		**5a**		X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		**5b**		X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?		**5c**		
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		**6a**		X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		**6b**		
7	**Organizations that may receive deductible contributions under section 170(c).**				
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?		**7a**	X	
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		**7b**	X	
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		**7c**		X
d	If "Yes," indicate the number of Forms 8282 filed during the year	**7d**			
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		**7e**		X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		**7f**		X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		**7g**		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		**7h**		
8	**Sponsoring organizations maintaining donor advised funds.** Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		**8**		
9	**Sponsoring organizations maintaining donor advised funds.**				
a	Did the sponsoring organization make any taxable distributions under section 4966?		**9a**		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		**9b**		
10	**Section 501(c)(7) organizations.** Enter:				
a	Initiation fees and capital contributions included on Part VIII, line 12	**10a**			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	**10b**			
11	**Section 501(c)(12) organizations.** Enter:				
a	Gross income from members or shareholders	**11a**			
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	**11b**			
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?		**12a**		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	**12b**			
13	**Section 501(c)(29) qualified nonprofit health insurance issuers.**				
a	Is the organization licensed to issue qualified health plans in more than one state? **Note:** See the instructions for additional information the organization must report on Schedule O.		**13a**		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	**13b**			
c	Enter the amount of reserves on hand	**13c**			
14a	Did the organization receive any payments for indoor tanning services during the tax year?		**14a**		X
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation on Schedule O*		**14b**		
15	Is the organization subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.		**15**		X
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.		**16**		X
17	**Section 501(c)(21) organizations.** Did the trust, or any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? If "Yes," complete Form 6069.		**17**		

Part VI Governance, Management, and Disclosure. *For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.*

Check if Schedule O contains a response or note to any line in this Part VI X

Section A. Governing Body and Management

				Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year	1a	17		
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.				
b	Enter the number of voting members included on line 1a, above, who are independent	1b	16		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2		X	
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?	3			X
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4			X
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5			X
6	Did the organization have members or stockholders?	6			X
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a			X
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b			X
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a	The governing body?	8a		X	
b	Each committee with authority to act on behalf of the governing body?	8b		X	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses on Schedule O*	9			X

Section B. Policies *(This Section B requests information about policies not required by the Internal Revenue Code.)*

			Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	10a		X
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	X	
b	Describe on Schedule O the process, if any, used by the organization to review this Form 990.			
12a	Did the organization have a written conflict of interest policy? *If "No," go to line 13*	12a	X	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	X	
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? *If "Yes," describe on Schedule O how this was done*	12c	X	
13	Did the organization have a written whistleblower policy?	13	X	
14	Did the organization have a written document retention and destruction policy?	14	X	
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a	The organization's CEO, Executive Director, or top management official	15a	X	
b	Other officers or key employees of the organization	15b	X	
	If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.			
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a		X
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b		

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed CA,AL,AR,FL,HI,IL,KS,KY,MD,MA,MI,MN

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

[X] Own website [ ] Another's website [X] Upon request [ ] Other *(explain on Schedule O)*

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records

ANN MARIE NEMANICH - (831)648-4800

886 CANNERY ROW, MONTEREY, CA 93940

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII ☐

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than $100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) JULIE PACKARD	28.00									
VICE CHAIR & EXECUTIVE DIRECTOR	0.00	X		X				435,458.	0.	54,102.
(2) BRADLEY RUTHERFORD	40.00									
EXEC VP AND DEPUTY DIRECTOR	0.00			X				403,968.	0.	81,983.
(3) CHRISTINA FEKECI	40.00									
CHIEF DEVELOPMENT OFFICER	0.00				X			426,908.	0.	54,945.
(4) JENNY DE LA HOZ	40.00									
VP EDUCATION (THRU 9/29/25)	0.00					X		409,024.	0.	19,702.
(5) ANN MARIE NEMANICH	40.00									
CHIEF FINANCIAL OFFICER	0.00			X				320,177.	0.	50,515.
(6) NICOLE SANCHEZ	40.00									
CHIEF PEOPLE & CULTURE OFFICER	0.00				X			295,148.	0.	70,107.
(7) DANA ALLEN-GREIL	40.00									
CHIEF MARKETING OFFICER	0.00				X			285,418.	0.	78,688.
(8) MARGARET SPRING	40.00									
CHIEF CONSERVATION & SCI OFFICER	0.00				X			282,284.	0.	62,996.
(9) JENNIFER DIANTO KEMMERLY	40.00									
VP OF GLOBAL OCEAN CONSERVATION	0.00					X		243,217.	0.	44,120.
(10) SOO DEAN	40.00									
VP MEMBER & DONOR RELATIONS	0.00					X		222,023.	0.	65,278.
(11) MARIA HEMMESCH	40.00									
VP OF PEOPLE & CULTURE	0.00				X			214,397.	0.	66,492.
(12) PAULINE PARRISH	40.00									
CONTROLLER	0.00					X		223,927.	0.	41,027.
(13) AIMEE DAVID	40.00									
VP US & CA OCEAN CONSERVATION	0.00					X		224,054.	0.	40,102.
(14) FERNANDA SAMPAIO	40.00									
VP OF MARKETING	0.00				X			212,247.	0.	33,069.
(15) EMILY SAICH	40.00									
VP OF EXHIBITIONS	0.00				X			181,865.	0.	56,858.
(16) KARIN KIESSLING	40.00									
ASSIST SECRETARY (BOD)	0.00			X				129,810.	0.	26,050.
(17) JON HOECH	40.00									
FORMER VP, ANIMAL CARE (THRU 4/4/25)	0.00						X	117,340.	0.	17,793.

Part VII **Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** *(continued)*

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) ARMANDO VIDAL ARATA	40.00									
ASSIST SECRETARY (BOD)	0.00			X				82,398.	0.	22,778.
(19) TEGAN ACTON	1.00									
BOARD CHAIR	0.00	X		X				0.	0.	0.
(20) BARBARA WRIGHT	1.00									
SECRETARY	0.00			X				0.	0.	0.
(21) CAROLINE GETTY	1.00									
TRUSTEE	0.00	X						0.	0.	0.
(22) M.R.C. GREENWOOD	1.00									
TRUSTEE (THRU 5/30/25)	0.00	X						0.	0.	0.
(23) MIKE GUPTA	1.00									
TRUSTEE	0.00	X						0.	0.	0.
(24) BEN JEALOUS	1.00									
TRUSTEE	0.00	X						0.	0.	0.
(25) ERIC JENSEN	1.00									
TRUSTEE	0.00	X						0.	0.	0.
(26) MICHAEL MANTELL	1.00									
TRUSTEE	0.00	X						0.	0.	0.
1b Subtotal								4,709,663.	0.	886,605.
c Total from continuation sheets to Part VII, Section A								0.	0.	0.
d Total (add lines 1b and 1c)								4,709,663.	0.	886,605.

2 Total number of individuals (including but not limited to those listed above) who received more than $100,000 of reportable compensation from the organization 157

		Yes	No
3 Did the organization list any **former** officer, director, trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual*	3	X	
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than $150,000? *If "Yes," complete Schedule J for such individual*	4	X	
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? *If "Yes," complete Schedule J for such person*	5		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than $100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
OTTO CONSTRUCTION 2150 GARDEN ROAD, #A1, MONTEREY, CA 93940	CONSTRUCTION	10,362,675.
IMPACTS EXPERIENCE 207 E OHIO ST. STE 407, CHICAGO, IL 60611	ADVERTISING	4,283,858.
SSA GROUP, LLC, 4624 CENTRAL PARK BLVD., SUITE 100, DENVER, CO 80238	RETAIL AND CULINARY SERVICE	3,877,208.
FRANK M. BOOTH, INC. 4220 DOUGLAS BLVD, GRANITE BAY, CA 95746	CONSTRUCTION	3,489,686.
POWER ENGINEERING CONSTRUCTION CO., 1501 VIKING STREET, STE 200, ALAMEDA, CA 94501	CONSTRUCTION	1,267,665.

2 Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 of compensation from the organization 89

SEE PART VII, SECTION A CONTINUATION SHEETS

Part VII **Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** *(continued)*

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(27) MARTHA MARTINEZ	1.00									
TRUSTEE	0.00	X						0.	0.	0.
(28) ANTJE BOETIUS	1.00									
EX-OFFICIO TRUSTEE	0.00	X						0.	0.	0.
(29) SUSAN ORR	1.00									
TRUSTEE	0.00	X						0.	0.	0.
(30) CHRIS SCHOLIN	1.00									
EX-OFFICIO TRUSTEE (THRU 5/30/25)	0.00	X						0.	0.	0.
(31) GREG SILVERMAN	1.00									
TRUSTEE (THRU 5/30/25)	0.00	X						0.	0.	0.
(32) LOUISE STEPHENS	1.00									
TRUSTEE	0.00	X						0.	0.	0.
(33) MARK WAN	1.00									
TRUSTEE	0.00	X						0.	0.	0.
(34) LISA WHITE	1.00									
TRUSTEE	0.00	X						0.	0.	0.
(35) GIDEON YU	1.00									
TRUSTEE	0.00	X						0.	0.	0.
(36) MEG CALDWELL	1.00									
TRUSTEE	0.00	X						0.	0.	0.
(37) ALISHA JOHNSON WILDER	1.00									
TRUSTEE	0.00	X						0.	0.	0.
(38) ANNELIESE OLSON	1.00									
TRUSTEE	0.00	X						0.	0.	0.

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
Contributions, Gifts, Grants and Other Similar Amounts	1a Federated campaigns	1a					
	b Membership dues	1b	12,968,225.				
	c Fundraising events	1c	209,857.				
	d Related organizations	1d					
	e Government grants (contributions)	1e	648,662.				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	74,247,950.				
	g Noncash contributions included in lines 1a-1f	1g	$ 12,744,567.				
	h **Total.** Add lines 1a-1f			88,074,694.			
Program Service Revenue		Business Code					
	2a ADMISSION FEES	712130		66,794,453.	66,794,453.		
	b TOURS, EVENTS, OTHER	712130		7,879,473.	7,879,473.		
	c						
	d						
	e						
	f All other program service revenue						
	g **Total.** Add lines 2a-2f			74,673,926.			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)			11,398,030.		289,908.	11,108,122.
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties						
		(i) Real	(ii) Personal				
	6a Gross rents 6a	1,447,266.					
	b Less: rental expenses 6b	1,296,143.					
	c Rental income or (loss) 6c	151,123.					
	d Net rental income or (loss)			151,123.			151,123.
		(i) Securities	(ii) Other				
	7a Gross amount from sales of assets other than inventory 7a	852,516,592.					
	b Less: cost or other basis and sales expenses 7b	847,476,509.					
	c Gain or (loss) 7c	5,040,083.					
	d Net gain or (loss)			5,040,083.			5,040,083.
	8a Gross income from fundraising events (not including $ 209,857. of contributions reported on line 1c). See Part IV, line 18	8a	40,387.				
	b Less: direct expenses	8b	163,652.				
	c Net income or (loss) from fundraising events			-123,265.			-123,265.
	9a Gross income from gaming activities. See Part IV, line 19	9a					
	b Less: direct expenses	9b					
	c Net income or (loss) from gaming activities						
	10a Gross sales of inventory, less returns and allowances	10a					
	b Less: cost of goods sold	10b					
	c Net income or (loss) from sales of inventory						
Miscellaneous Revenue		Business Code					
	11a PARKING REVENUE	812930		680,078.	36,585.	643,493.	
	b REPAYMENT/REFUND/REIMB	900099		555,691.	555,691.		
	c LICENSING REVENUE	900099		495,114.	495,114.		
	d All other revenue						
	e **Total.** Add lines 11a-11d			1,730,883.			
	12 **Total revenue.** See instructions			180,945,474.	75,761,316.	933,401.	16,176,063.

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	733,555.	733,555.		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	221,685.	221,685.		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16	154,250.	154,250.		
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	3,928,663.	1,321,582.	1,978,720.	628,361.
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	50,536,662.	42,728,910.	4,661,382.	3,146,370.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	3,848,514.	3,254,943.	330,603.	262,968.
9 Other employee benefits	8,267,082.	6,980,843.	709,253.	576,986.
10 Payroll taxes	3,894,268.	3,210,298.	434,925.	249,045.
11 Fees for services (nonemployees):				
a Management				
b Legal	759,631.	5,475.	728,469.	25,687.
c Accounting	198,229.		198,229.	
d Lobbying	238,633.	238,633.		
e Professional fundraising services. See Part IV, line 17	298,754.			298,754.
f Investment management fees	1,604,422.		1,604,422.	
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	11,779,902.	8,934,489.	1,411,275.	1,434,138.
12 Advertising and promotion	7,751,177.	7,738,985.	12,093.	99.
13 Office expenses	4,059,646.	2,695,850.	62,718.	1,301,078.
14 Information technology	7,769,805.	6,577,943.	1,133,294.	58,568.
15 Royalties	6,216.	6,216.		
16 Occupancy	10,233,257.	8,914,372.	817,461.	501,424.
17 Travel	1,597,532.	1,501,155.	81,519.	14,858.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	1,227,036.	946,063.	172,205.	108,768.
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	13,012,352.	9,440,493.	3,557,585.	14,274.
23 Insurance	1,170,661.	1,074,705.	88,939.	7,017.
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a VEHICLE AND VESSEL OPER	614,092.	420,972.	193,120.	
b SPONSORSHIPS & GIFTS	365,573.	251,284.	109,983.	4,306.
c EMPLOYEE RELATIONS	350,159.	136,275.	209,960.	3,924.
d				
e All other expenses				
25 **Total functional expenses.** Add lines 1 through 24e	134,621,756.	107,488,976.	18,496,155.	8,636,625.
26 **Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X ☐

				(A) Beginning of year		(B) End of year
Assets	1	Cash - non-interest-bearing		5,576,842.	1	3,984,357.
	2	Savings and temporary cash investments		46,734,424.	2	79,594,590.
	3	Pledges and grants receivable, net		59,554,773.	3	64,082,460.
	4	Accounts receivable, net		2,840,152.	4	2,977,965.
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)			6	
	7	Notes and loans receivable, net			7	
	8	Inventories for sale or use			8	
	9	Prepaid expenses and deferred charges		2,625,717.	9	2,901,911.
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 455,651,873.			
	b	Less: accumulated depreciation	10b 239,968,429.	205,285,737.	10c	215,683,444.
	11	Investments - publicly traded securities		269,350,359.	11	264,872,321.
	12	Investments - other securities. See Part IV, line 11		242,193,955.	12	289,365,950.
	13	Investments - program-related. See Part IV, line 11			13	
	14	Intangible assets			14	
	15	Other assets. See Part IV, line 11		3,502,518.	15	2,408,073.
	16	**Total assets.** Add lines 1 through 15 (must equal line 33)		837,664,477.	16	925,871,071.
Liabilities	17	Accounts payable and accrued expenses		14,631,812.	17	13,764,864.
	18	Grants payable			18	
	19	Deferred revenue		8,444,918.	19	8,494,418.
	20	Tax-exempt bond liabilities			20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D			21	
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			22	
	23	Secured mortgages and notes payable to unrelated third parties			23	
	24	Unsecured notes and loans payable to unrelated third parties			24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		114,677.	25	111,302.
	26	**Total liabilities.** Add lines 17 through 25		23,191,407.	26	22,370,584.
Net Assets or Fund Balances		**Organizations that follow FASB ASC 958, check here** ☒ **and complete lines 27, 28, 32, and 33.**				
	27	Net assets without donor restrictions		674,733,614.	27	738,605,546.
	28	Net assets with donor restrictions		139,739,456.	28	164,894,941.
		Organizations that do not follow FASB ASC 958, check here ☐ **and complete lines 29 through 33.**				
	29	Capital stock or trust principal, or current funds			29	
	30	Paid-in or capital surplus, or land, building, or equipment fund			30	
	31	Retained earnings, endowment, accumulated income, or other funds			31	
	32	Total net assets or fund balances		814,473,070.	32	903,500,487.
	33	Total liabilities and net assets/fund balances		837,664,477.	33	925,871,071.

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI X

1	Total revenue (must equal Part VIII, column (A), line 12)	1	180,945,474.
2	Total expenses (must equal Part IX, column (A), line 25)	2	134,621,756.
3	Revenue less expenses. Subtract line 2 from line 1	3	46,323,718.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	814,473,070.
5	Net unrealized gains (losses) on investments	5	42,288,907.
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	414,792.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	903,500,487.

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII .....

			Yes	No
1	Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a		X
	If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
b	Were the organization's financial statements audited by an independent accountant?	2b	X	
	If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: ☒ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	2c	X	
	If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.			
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?	3a		X
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits	3b		

SCHEDULE A
(Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2025

Open to Public Inspection

Name of the organization	Employer identification number
MONTEREY BAY AQUARIUM FOUNDATION	94-2487469

Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
2 ☐ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)
3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: _____
5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
7 ☒ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
8 ☐ A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____
10 ☐ An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.

a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
f Enter the number of supported organizations .....
g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document? Yes	(iv) No	(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
Total						

Part II **Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2021	(b) 2022	(c) 2023	(d) 2024	(e) 2025	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	60,269,366.	65,111,538.	70,908,550.	105,608,470.	88,074,694.	389,972,618.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 **Total.** Add lines 1 through 3	60,269,366.	65,111,538.	70,908,550.	105,608,470.	88,074,694.	389,972,618.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						88,503,414.
6 **Public support.** Subtract line 5 from line 4.						301,469,204.

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2021	(b) 2022	(c) 2023	(d) 2024	(e) 2025	(f) Total
7 Amounts from line 4	60,269,366.	65,111,538.	70,908,550.	105,608,470.	88,074,694.	389,972,618.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	681,088.	4,059,100.	13,221,408.	13,789,825.	12,555,388.	44,306,809.
9 Net income from unrelated business activities, whether or not the business is regularly carried on	15,936.	552.	40,704.	283,050.	446,745.	786,987.
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)			35,128.		40,387.	75,515.
11 **Total support.** Add lines 7 through 10						435,141,929.

12 Gross receipts from related activities, etc. (see instructions) **12** 318,121,653.

13 **First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

Section C. Computation of Public Support Percentage

14 Public support percentage for 2025 (line 6, column (f), divided by line 11, column (f)) **14** 69.28 %

15 Public support percentage from 2024 Schedule A, Part II, line 14 **15** 69.81 %

16a **33 1/3% support test - 2025.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ☒

b **33 1/3% support test - 2024.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐

17a **10% -facts-and-circumstances test - 2025.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ☐

b **10% -facts-and-circumstances test - 2024.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ☐

18 **Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ☐

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2021	(b) 2022	(c) 2023	(d) 2024	(e) 2025	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 **Total.** Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of $5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 **Public support.** (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2021	(b) 2022	(c) 2023	(d) 2024	(e) 2025	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 **Total support.** (Add lines 9, 10c, 11, and 12.)						

14 **First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

Section C. Computation of Public Support Percentage

15 Public support percentage for 2025 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2024 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for **2025** (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from **2024** Schedule A, Part III, line 17	18	%

19a **33 1/3% support tests - 2025.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐

b **33 1/3% support tests - 2024.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐

20 **Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ☐

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

			Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? *If "No," describe in* **Part VI** *how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.*	1		
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? *If "Yes," explain in* **Part VI** *how the organization determined that the supported organization was described in section 509(a)(1) or (2).*	2		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? *If "Yes," answer lines 3b and 3c below.*	3a		
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? *If "Yes," describe in* **Part VI** *when and how the organization made the determination.*	3b		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? *If "Yes," explain in* **Part VI** *what controls the organization put in place to ensure such use.*	3c		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? *If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.*	4a		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? *If "Yes," describe in* **Part VI** *how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.*	4b		
c	Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? *If "Yes," explain in* **Part VI** *what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.*	4c		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? *If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in* **Part VI,** *including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).*	5a		
b	**Type I or Type II only.** Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	5b		
c	**Substitutions only.** Was the substitution the result of an event beyond the organization's control?	5c		
6	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? *If "Yes," provide detail in* **Part VI.**	6		
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? *If "Yes," complete Part I of Schedule L (Form 990).*	7		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? *If "Yes," complete Part I of Schedule L (Form 990).*	8		
9a	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? *If "Yes," provide detail in* **Part VI.**	9a		
b	Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? *If "Yes," provide detail in* **Part VI.**	9b		
c	Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? *If "Yes," provide detail in* **Part VI.**	9c		
10a	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? *If "Yes," answer line 10b below.*	10a		
b	Did the organization have any excess business holdings in the tax year? *(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)*	10b		

Part IV Supporting Organizations *(continued)*

			Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?			
a	A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?	**11a**		
b	A family member of a person described on line 11a above?	**11b**		
c	A 35% controlled entity of a person described on line 11a or 11b above? *If "Yes" to line 11a, 11b, or 11c, provide detail in* **Part VI.**	**11c**		

Section B. Type I Supporting Organizations

			Yes	No
1	Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? *If "No," describe in* **Part VI** *how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.*	**1**		
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? *If "Yes," explain in* **Part VI** *how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.*	**2**		

Section C. Type II Supporting Organizations

			Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? *If "No," describe in* **Part VI** *how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).*	**1**		

Section D. All Type III Supporting Organizations

			Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	**1**		
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? *If "No," explain in* **Part VI** *how the organization maintained a close and continuous working relationship with the supported organization(s).*	**2**		
3	By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? *If "Yes," describe in* **Part VI** *the role the organization's supported organizations played in this regard.*	**3**		

Section E. Type III Functionally Integrated Supporting Organizations

1 *Check the box next to the method that the organization used to satisfy the Integral Part Test during the year* **(see instructions).**

- **a** ☐ The organization satisfied the Activities Test. *Complete* **line 2** *below.*
- **b** ☐ The organization is the parent of each of its supported organizations. *Complete* **line 3** *below.*
- **c** ☐ The organization supported a governmental supported organization. *Describe in* **Part VI** *how you supported a governmental supported organization (see instructions).*

			Yes	No
2	Activities Test. **Answer lines 2a and 2b below.**			
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of its supported organization(s)? *If "Yes," then in* **Part VI identify those supported organizations and explain** *how these activities directly furthered their exempt purposes, how the organization was responsive to each of its supported organizations, and how the organization determined that these activities constituted substantially all of its activities.*	**2a**		
b	Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? *If "Yes," explain in* **Part VI** *the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.*	**2b**		
3	Parent of Supported Organizations. **Answer lines 3a, 3b, and 3c below.**			
a	Are the organization and its supported organization(s) part of an integrated system (for example, a hospital system)? *If "Yes," provide details in* **Part VI.**	**3a**		
b	Did the organization direct the policies, programs, and activities of each of its supported organizations? *If "Yes," describe in Part VI the role played by the organization in this regard.*	**3b**		
c	Did the organization have the power to regularly appoint or elect (and remove) a majority of the officers, directors, or trustees of each of the supported organizations? *If "Yes" or "No," provide details in* **Part VI.**	**3c**		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in* **Part VI**). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1 Net short-term capital gain	**1**		
2 Recoveries of prior-year distributions	**2**		
3 Other gross income (see instructions)	**3**		
4 Add lines 1 through 3.	**4**		
5 Depreciation and depletion	**5**		
6 Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	**6**		
7 Other expenses (see instructions)	**7**		
8 **Adjusted Net Income** (subtract lines 5, 6, and 7 from line 4)	**8**		

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a Average monthly value of securities	**1a**		
b Average monthly cash balances	**1b**		
c Fair market value of other non-exempt-use assets	**1c**		
d **Total** (add lines 1a, 1b, and 1c)	**1d**		
e **Discount** claimed for blockage or other factors (*explain in detail in* **Part VI**):			
2 Acquisition indebtedness applicable to non-exempt-use assets	**2**		
3 Subtract line 2 from line 1d.	**3**		
4 Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	**4**		
5 Net value of non-exempt-use assets (subtract line 4 from line 3)	**5**		
6 Multiply line 5 by 0.035.	**6**		
7 Recoveries of prior-year distributions	**7**		
8 **Minimum Asset Amount** (add line 7 to line 6)	**8**		

Section C - Distributable Amount			Current Year
1 Adjusted net income for prior year (from Section A, line 8, column A)	**1**		
2 Enter 0.85 of line 1.	**2**		
3 Minimum asset amount for prior year (from Section B, line 8, column A)	**3**		
4 Enter greater of line 2 or line 3.	**4**		
5 Income tax imposed in prior year	**5**		
6 **Distributable Amount.** Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	**6**		

7 ☐ Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations *(continued)*

Section D - Distributions		**Current Year**
1 Amounts paid to supported organizations to accomplish exempt purposes	**1**	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	**2**	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	**3**	
4 Amounts paid to acquire exempt-use assets	**4**	
5 Qualified set-aside amounts (prior IRS approval required - *provide details in* **Part VI**)	**5**	
6 **Total annual distributions.** Add lines 1 through 5.	**6**	
7 Distributions to attentive supported organizations to which the organization is responsive (*provide details in* **Part VI**). See instructions.	**7**	
8 Distributable amount for 2025 from Section C, line 6	**8**	
9 Line 7 amount divided by line 8 amount	**9**	

Section E - Distribution Allocations (see instructions)	**(i) Excess Distributions**	**(ii) Underdistributions Pre-2025**	**(iii) Distributable Amount for 2025**
1 Distributable amount for 2025 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2025 (reasonable cause required - *explain in* **Part VI**). See instructions.			
3 Excess distributions carryover, if any, to 2025			
a From 2020			
b From 2021			
c From 2022			
d From 2023			
e From 2024			
f **Total** of lines 3a through 3e			
g Applied to under distributions of prior years			
h Applied to 2025 distributable amount			
i Carryover from 2020 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2025 from Section D, line 6: $			
a Applied to underdistributions of prior years			
b Applied to 2025 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2025, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, *explain in* **Part VI.** See instructions.			
6 Remaining underdistributions for 2025. Subtract lines 3h and 4b from line 1. For result greater than zero, *explain in* **Part VI**. See instructions.			
7 **Excess distributions carryover to 2026.** Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2021			
b Excess from 2022			
c Excess from 2023			
d Excess from 2024			
e Excess from 2025			

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Schedule B (Form 990)
(Rev. December 2024)
Department of the Treasury
Internal Revenue Service

Schedule of Contributors

Attach to Form 990, 990-EZ, or 990-PF.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

Name of the organization

MONTEREY BAY AQUARIUM FOUNDATION

Employer identification number

94-2487469

Organization type (check one):

Filers of:	**Section:**
Form 990 or 990-EZ	[X] 501(c)(3) (enter number) organization
	[ ] 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation
	[ ] 527 political organization
Form 990-PF	[ ] 501(c)(3) exempt private foundation
	[ ] 4947(a)(1) nonexempt charitable trust treated as a private foundation
	[ ] 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule.**
Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

[ ] For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling $5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

[X] For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** $5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

[ ] For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than $1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

[ ] For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than $1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling $5,000 or more during the year ..... $ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

Name of organization

MONTEREY BAY AQUARIUM FOUNDATION

Employer identification number

94-2487469

Part I **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1		$ 5,000,000.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
2		$ 12,500,000.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
3		$ 5,000,091.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
4		$ 5,000,000.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
5		$ 3,000,500.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
6		$ 3,030,723.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)

Name of organization

MONTEREY BAY AQUARIUM FOUNDATION

Employer identification number

94-2487469

Part I **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
7		$ 5,000,000.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)

Name of organization: MONTEREY BAY AQUARIUM FOUNDATION

Employer identification number: 94-2487469

Part II Noncash Property (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	

Name of organization

MONTEREY BAY AQUARIUM FOUNDATION

Employer identification number

94-2487469

Part III **Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than $1,000 for the year from any one contributor.** Complete columns **(a)** through **(e) and** the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of **$1,000 or less** for the year. (Enter this info. once.) $

Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

SCHEDULE C
(Form 990)

Department of the Treasury
Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under Section 501(c) and Section 527

Complete if the organization is described below. Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2025

Open to Public Inspection

If the organization answered "Yes" on Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then:

- Section 501(c)(3) organizations: Complete Parts I-A and I-B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and I-C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

If the organization answered "Yes" on Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then:

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

If the organization answered "Yes" on Form 990, Part IV, line 5 (Proxy Tax) (see separate instructions), or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then:

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Name of organization	Employer identification number (EIN)
MONTEREY BAY AQUARIUM FOUNDATION	94-2487469

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

1 Provide a description of the organization's direct and indirect political campaign activities in Part IV.
2 Political campaign activity expenditures ..... $
3 Volunteer hours for political campaign activities .....

Part I-B Complete if the organization is exempt under section 501(c)(3).

1 Enter the amount of any excise tax incurred by the organization under section 4955 ..... $
2 Enter the amount of any excise tax incurred by organization managers under section 4955 ..... $
3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? ..... ☐ Yes ☐ No
4a Was a correction made? ..... ☐ Yes ☐ No
b If "Yes," describe in Part IV.

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ..... $
2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ..... $
3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b ..... $
4 Did the filing organization file **Form 1120-POL** for this year? ..... ☐ Yes ☐ No
5 Enter the names, addresses, and EINs of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

(a) Name	**(b)** Address	**(c)** EIN	**(d)** Amount paid from filing organization's funds. If none, enter -0-.	**(e)** Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-.

Part II-A Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

A Check ☐ if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).

B Check ☐ if the filing organization checked box A and "limited control" provisions apply.

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)	(a) Filing organization's totals	(b) Affiliated group totals
1a Total lobbying expenditures to influence public opinion (grassroots lobbying)	1,795.	
b Total lobbying expenditures to influence a legislative body (direct lobbying)	272,415.	
c Total lobbying expenditures (add lines 1a and 1b)	274,210.	
d Other exempt purpose expenditures	132,444,370.	
e Total exempt purpose expenditures (add lines 1c and 1d)	132,718,580.	
f Lobbying nontaxable amount. Enter the amount from the following table in both columns.	1,000,000.	
g Grassroots nontaxable amount (enter 25% of line 1f)	250,000.	
h Subtract line 1g from line 1a. If zero or less, enter -0-	0.	
i Subtract line 1f from line 1c. If zero or less, enter -0-	0.	

IF the amount on line 1e, column (a) or (b), is:	THEN the lobbying nontaxable amount is:
not over $500,000	20% of the amount on line 1e.
over $500,000 but not over $1,000,000	$100,000 plus 15% of the excess over $500,000.
over $1,000,000 but not over $1,500,000	$175,000 plus 10% of the excess over $1,000,000.
over $1,500,000 but not over $17,000,000	$225,000 plus 5% of the excess over $1,500,000.
over $17,000,000	$1,000,000.

j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year? ☐ **Yes** ☐ **No**

4-Year Averaging Period Under Section 501(h)

(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period

Calendar year (or fiscal year beginning in)	(a) 2022	(b) 2023	(c) 2024	(d) 2025	(e) Total
2a Lobbying nontaxable amount	1,000,000.	1,000,000.	1,000,000.	1,000,000.	4,000,000.
b Lobbying ceiling amount (150% of line 2a, column(e))					6,000,000.
c Total lobbying expenditures	239,889.	227,515.	249,423.	274,210.	991,037.
d Grassroots nontaxable amount	250,000.	250,000.	250,000.	250,000.	1,000,000.
e Grassroots ceiling amount (150% of line 2d, column (e))					1,500,000.
f Grassroots lobbying expenditures			1,027.	1,795.	2,822.

Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

For each "Yes" response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.	(a) Yes	(a) No	(b) Amount
1 During the year, did the filing organization attempt to influence foreign, national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			
a Volunteers?			
b Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?			
c Media advertisements?			
d Mailings to members, legislators, or the public?			
e Publications, or published or broadcast statements?			
f Grants to other organizations for lobbying purposes?			
g Direct contact with legislators, their staffs, government officials, or a legislative body?			
h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?			
i Other activities?			
j Total. Add lines 1c through 1i			
2a Did the activities in line 1 cause the organization to not be described in section 501(c)(3)?			
b If "Yes," enter the amount of any tax incurred under section 4912			
c If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

			Yes	No
1	Were substantially all (90% or more) dues received nondeductible by members?	1		
2	Did the organization make only in-house lobbying expenditures of $2,000 or less?	2		
3	Did the organization agree to carry over lobbying and political campaign activity expenditures from the prior year?	3		

Part III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No;" OR (b) Part III-A, line 3, is answered "Yes."

1	Dues, assessments, and similar amounts from members	1	
2	Section 162(e) nondeductible lobbying and political expenditures **(do not include amounts of political expenses for which the section 527(f) tax was paid):**		
a	Current year	2a	
b	Carryover from last year	2b	
c	Total	2c	
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3	
4	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditures next year?	4	
5	Taxable amount of lobbying and political expenditures. See instructions	5	

Part IV Supplemental Information

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (see instructions); and Part II-B, line 1. Also, complete this part for any additional information.

SCHEDULE D
(Form 990)
(Rev. December 2024)
Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization
MONTEREY BAY AQUARIUM FOUNDATION

Employer identification number
94-2487469

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

		(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year		
2	Aggregate value of contributions to (during year)		
3	Aggregate value of grants from (during year)		
4	Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☐ Yes ☐ No

Part II Conservation Easements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

☐ Preservation of land for public use (for example, recreation or education)
☐ Preservation of a historically important land area
☐ Protection of natural habitat
☐ Preservation of a certified historic structure
☐ Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

			Held at the End of the Tax Year
a	Total number of conservation easements	2a	
b	Total acreage restricted by conservation easements	2b	
c	Number of conservation easements on a certified historic structure included on line 2a	2c	
d	Number of conservation easements included on line 2c acquired after July 25, 2006, and not on a historic structure listed in the National Register	2d	

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year _____

4 Number of states where property subject to conservation easement is located _____

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year _____

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year _____

8 Does each conservation easement reported on line 2d above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items.

(i) Revenue included on Form 990, Part VIII, line 1 $ _____

(ii) Assets included in Form 990, Part X $ _____

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

a Revenue included on Form 990, Part VIII, line 1 $ _____

b Assets included in Form 990, Part X $ _____

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets *(continued)*

3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply).

a ☐ Public exhibition
b ☐ Scholarly research
c ☐ Preservation for future generations
d ☐ Loan or exchange program
e ☐ Other _____

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

Part IV Escrow and Custodial Arrangements Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian, or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

		Amount
c Beginning balance	1c	
d Additions during the year	1d	
e Distributions during the year	1e	
f Ending balance	1f	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII ☐

Part V Endowment Funds Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	375,599,757.	354,664,757.	291,763,757.	334,361,757.	293,525,757.
b Contributions	61,077,000.	1,803,000.	5,292,000.	3,768,000.	3,266,000.
c Net investment earnings, gains, and losses	49,602,350.	31,170,000.	28,882,000.	-35,661,000.	47,351,000.
d Grants or scholarships					
e Other expenditures for facilities and programs	12,928,000.	12,038,000.	-28,727,000.	10,705,000.	9,781,000.
f Administrative expenses					
g End of year balance	473,351,107.	375,599,757.	354,664,757.	291,763,757.	334,361,757.

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

a Board designated or quasi-endowment 79.9847 %
b Permanent endowment 15.2214 %
c Term endowment 4.7939 %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

	Yes	No
(i) Unrelated organizations? 3a(i)		X
(ii) Related organizations? 3a(ii)		X
b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? 3b		

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		39,748,397.		39,748,397.
b Buildings		268,381,662.	144,497,621.	123,884,041.
c Leasehold improvements				
d Equipment		47,039,047.	38,238,049.	8,800,998.
e Other		100,482,767.	57,232,759.	43,250,008.
Total. Add lines 1a through 1e. *(Column (d) must equal Form 990, Part X, line 10c, column (B))*				215,683,444.

Part VII Investments - Other Securities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A) ALTERNATIVE INVESTMENTS	289,365,950.	END-OF-YEAR MARKET VALUE
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Col. (b) must equal Form 990, Part X, line 12, col. (B))	289,365,950.	

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Col. (b) must equal Form 990, Part X, line 13, col. (B))		

Part IX Other Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, line 15, col. (B))*	

Part X Other Liabilities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) GIFT ANNUITY PAYMENT LIABILITY	45,265.
(3) SECURITY DEPOSITS FROM TENANTS	66,037.
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, line 25, col. (B))*	111,302.

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ... X

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements			1	228,646,451.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:				
a	Net unrealized gains (losses) on investments	2a	42,288,907.		
b	Donated services and use of facilities	2b	1,037,083.		
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIII.)	2d	414,792.		
e	Add lines 2a through 2d			2e	43,740,782.
3	Subtract line 2e from line 1			3	184,905,669.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	1,604,422.		
b	Other (Describe in Part XIII.)	4b	-5,564,617.		
c	Add lines 4a and 4b			4c	-3,960,195.
5	Total revenue. Add lines **3** and **4c.** *(This must equal Form 990, Part I, line 12.)*			5	180,945,474.

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements			1	139,619,034.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:				
a	Donated services and use of facilities	2a	1,037,083.		
b	Prior year adjustments	2b			
c	Other losses	2c			
d	Other (Describe in Part XIII.)	2d	5,564,617.		
e	Add lines 2a through 2d			2e	6,601,700.
3	Subtract line 2e from line 1			3	133,017,334.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	1,604,422.		
b	Other (Describe in Part XIII.)	4b			
c	Add lines 4a and 4b			4c	1,604,422.
5	Total expenses. Add lines **3** and **4c.** *(This must equal Form 990, Part I, line 18.)*			5	134,621,756.

Part XIII Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

PART V, LINE 4:

THE EARNINGS OF THE AQUARIUM'S ENDOWMENT FUNDS SUPPORT EDUCATION AND CONSERVATION PROGRAMS AND THE MISSION OF THE AQUARIUM.

THE EARNINGS OF THE AQUARIUM'S ENDOWMENT FUNDS PROVIDE FREE PROGRAMS TO SCHOOL CHILDREN, SUPPORT EDUCATION AND CONSERVATION PROGRAMS, AND THE MISSION OF THE AQUARIUM.

PART X, LINE 2:

THE MONTEREY BAY AQUARIUM FOUNDATION IS EXEMPT FROM FEDERAL INCOME TAX UNDER SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE, HOWEVER, IT IS SUBJECT TO TAX ON INCOME UNRELATED TO ITS EXEMPT PURPOSE, UNLESS THAT INCOME IS OTHERWISE EXCLUDED BY THE CODE. THE AQUARIUM IS ALSO EXEMPT FROM CALIFORNIA STATE FRANCHISE TAXES UNDER SECTION 23701D OF THE CALIFORNIA REVENUE AND TAXATION CODE.

AS OF DECEMBER 31, 2025, MANAGEMENT EVALUATED THE AQUARIUM'S TAX POSITIONS AND CONCLUDED THAT THE AQUARIUM HAD MAINTAINED ITS TAX-EXEMPT STATUS AND HAD TAKEN NO MATERIAL UNCERTAIN TAX POSITIONS THAT REQUIRE ADJUSTMENT TO OR DISCLOSURE IN THE FINANCIAL STATEMENTS.

PART XI, LINE 2D - OTHER ADJUSTMENTS:

CHANGE IN INTEREST IN CHARITABLE TRUSTS	412,451.
CHANGE IN ALLOWANCE FOR UNCOLLECTIBLE PLEDGES	2,341.
TOTAL TO SCHEDULE D, PART XI, LINE 2D	414,792.

Part XIII Supplemental Information *(continued)*

PART XI, LINE 4B - OTHER ADJUSTMENTS:	
RENTAL EXPENSES RECLASSIFIED TO REVENUE	-1,296,143.
COST OF SALES RECLASSIFIED TO REVENUE	-4,104,822.
FUNDRAISING EXPENSES RECLASSIFIED TO REVENUE	-163,652.
TOTAL TO SCHEDULE D, PART XI, LINE 4B	-5,564,617.

PART XII, LINE 2D - OTHER ADJUSTMENTS:	
RENTAL EXPENSES RECLASSIFIED TO REVENUE	1,296,143.
COST OF SALES RECLASSIFIED TO REVENUE	4,104,822.
FUNDRAISING EXPENSES RECLASSIFIED TO REVENUE	163,652.
TOTAL TO SCHEDULE D, PART XII, LINE 2D	5,564,617.

SCHEDULE F (Form 990)
(Rev. December 2024)
Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

Complete if the organization answered "Yes" on Form 990, Part IV, line 14b, 15, or 16.
Attach to Form 990.
Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization

MONTEREY BAY AQUARIUM FOUNDATION

Employer identification number

94-2487469

Part I General Information on Activities Outside the United States.

Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

1 **For grantmakers.** Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ..... [X] **Yes** [ ] **No**

2 **For grantmakers.** Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

3 Activities per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	**(b)** Number of offices in the region	**(c)** Number of employees, agents, and independent contractors in the region	**(d)** Activities conducted in the region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	**(e)** If activity listed in (d) is a program service, describe specific type of service(s) in the region	**(f)** Total expenditures for and investments in the region
EUROPE (INCLUDING ICELAND & GREENLAND)	0	0	INVESTMENTS		23,537,094.
EUROPE (INCLUDING ICELAND & GREENLAND)	0	0	PROGRAM SERVICES	CONFERENCES/FELLOWS	111,684.
EUROPE (INCLUDING ICELAND & GREENLAND)	0	0	GRANTS		102,829.
CENTRAL AMERICA AND THE CARIBBEAN	0	0	INVESTMENTS		152,503,951.
EAST ASIA AND THE PACIFIC	0	0	PROGRAM SERVICES	CONFERENCES/FELLOWS	313,627.
EAST ASIA AND THE PACIFIC	0	0	GRANTS		11,352.
NORTH AMERICA	0	0	PROGRAM SERVICES	CONFERENCES/FELLOWS	6,174.
NORTH AMERICA	0	0	GRANTS		38,069.
3 a Subtotal	0	0			176,624,780.
b Total from continuation sheets to Part I	0	0			132,500.
c **Totals** (add lines 3a and 3b)	0	0			176,757,280.

Part I **Continuation of Activities per Region.** (Schedule F (Form 990), Part I, line 3)

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
SOUTH ASIA	0	0	PROGRAM SERVICES	CONFERENCES/FELLOWS	130,500.
SOUTH ASIA	0	0	GRANTS		2,000.
Totals ▶					132,500.

Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 15, for any recipient who received more than $5,000. Part II can be duplicated if additional space is needed.

1 (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of noncash assistance	(h) Description of noncash assistance	(i) Method of valuation (book, FMV, appraisal, other)
		EUROPE (INCLUDING ICELAND & GREENLAND)	SUPPORT BLUE CRAB FISHERIES	100,000.	WIRE TRANSFER	0.		

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as a tax exempt 501(c)(3) organization by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter 0

3 Enter total number of other organizations or entities 1

Part III **Grants and Other Assistance to Individuals Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 16.
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of noncash assistance	(g) Description of noncash assistance	(h) Method of valuation (book, FMV, appraisal, other)
COLLECTIONS	NORTH AMERICA	1	36,000.	WIRE TRANSFER	0.		
TRAVEL TO CONFERENCE	EAST ASIA AND THE PACIFIC	3	7,771.	WIRE TRANSFER	0.		
TRAVEL TO CONFERENCE	EUROPE (INCLUDING ICELAND & GREENLAND)	2	2,829.	WIRE TRANSFER	0.		
TRAVEL TO CONFERENCE	SOUTH ASIA	1	2,000.	WIRE TRANSFER	0.		

Part IV Foreign Forms

1	Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see the Instructions for Form 926)*	[X] Yes	[ ] No
2	Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return To Report Transactions With Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see the Instructions for Forms 3520 and 3520-A; don't file with Form 990)*	[ ] Yes	[X] No
3	Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons With Respect to Certain Foreign Corporations (see the Instructions for Form 5471)*	[X] Yes	[ ] No
4	Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see the Instructions for Form 8621)*	[X] Yes	[ ] No
5	Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons With Respect to Certain Foreign Partnerships (see the Instructions for Form 8865)*	[X] Yes	[ ] No
6	Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see the Instructions for Form 5713; don't file with Form 990)*	[ ] Yes	[X] No

Part V Supplemental Information

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

PART I, LINE 2:
THE AQUARIUM REQUIRES POTENTIAL GRANT RECIPIENTS TO SUBMIT FORMAL APPLICATIONS WHICH ARE REVIEWED BY THE PROGRAM MANAGER FOR CONSISTENCY WITH THE AQUARIUM'S MISSION AND COMPLIANCE WITH THE ANNUAL BUDGET.

FURTHERMORE, THE AQUARIUM REQUIRES A WRITTEN REPORT FROM THE GRANTEE PROVIDING DETAIL ABOUT HOW FUNDS WERE USED TO ACCOMPLISH THE GRANT OBJECTIVES. REPORTS ARE REVIEWED BY THE PROGRAM MANAGER FOR COMPLIANCE WITH GRANT CONDITIONS.

PART I, LINE 3:
THE ORGANIZATION USES THE ACCRUAL METHOD OF ACCOUNTING FOR EXPENDITURE REPORTING.

PART II, LINE 1 (ACCOUNTING METHOD):
THE ORGANIZATION USES THE ACCRUAL METHOD OF ACCOUNTING FOR GRANT AND ASSISTANCE REPORTING.

PART III, (ACCOUNTING METHOD):
THE ORGANIZATION USES THE ACCRUAL METHOD OF ACCOUNTING FOR GRANT AND ASSISTANCE REPORTING.

SCHEDULE G (Form 990)

(Rev. December 2024)

Department of the Treasury
Internal Revenue Service

Supplemental Information Regarding Fundraising or Gaming Activities

Complete if the organization answered "Yes" on Form 990, Part IV, line 17, 18, or 19, or if the organization entered more than $15,000 on Form 990-EZ, line 6a.

Attach to Form 990 or Form 990-EZ.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization

MONTEREY BAY AQUARIUM FOUNDATION

Employer identification number

94-2487469

Part I Fundraising Activities. Complete if the organization answered "Yes" on Form 990, Part IV, line 17. Form 990-EZ filers are not required to complete this part.

1 Indicate whether the organization raised funds through any of the following activities. Check all that apply.

- **a** [X] Mail solicitations
- **b** [X] Internet and email solicitations
- **c** [X] Phone solicitations
- **d** [X] In-person solicitations
- **e** [X] Solicitation of nongovernment grants
- **f** [X] Solicitation of government grants
- **g** [X] Special fundraising events

2 a Did the organization have a written or oral agreement with any individual (including officers, directors, trustees, or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services? [X] **Yes** [ ] **No**

b If "Yes," list the 10 highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least $5,000 by the organization.

(i) Name and address of individual or entity (fundraiser)	**(ii)** Activity	**(iii)** Did fundraiser have custody or control of contributions? Yes	No	**(iv)** Gross receipts from activity	**(v)** Amount paid to (or retained by) fundraiser listed in col. **(i)**	**(vi)** Amount paid to (or retained by) organization
SD&A TELESERVICES - 5757 WEST CENTURY BLVD, STE 300, LOS	TELEMARKETING		X	749,960.	94,004.	655,956.
FELDSTEINCO LLC - 611 ROCKLAND RD. STE. 101, LAKE	CONSULTING/MARKETING		X	0.	204,750.	0.
Total				749,960.	298,754.	655,956.

3 List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.

AL,AK,AR,CA,CO,CT,FL,HI,KS,KY,ME,MD,MA,MI,MN,MS,NV,NH,NJ,NM,NY,NC,ND,OH,OK
OR,PA,RI,SC,TN,VA,WA,WV,WI,IL

Part II **Fundraising Events.** Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than $15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than $5,000.

		(a) Event #1 PETER BENCHLEY OCEAN AWARDS (event type)	(b) Event #2 (event type)	(c) Other events NONE (total number)	(d) Total events (add col. (a) through col. (c))
Revenue	1 Gross receipts	250,244.			250,244.
	2 Less: Contributions	209,857.			209,857.
	3 Gross income (line 1 minus line 2)	40,387.			40,387.
Direct Expenses	4 Cash prizes	123.			123.
	5 Noncash prizes	260.			260.
	6 Rent/facility costs				
	7 Food and beverages	48,878.			48,878.
	8 Entertainment	61,608.			61,608.
	9 Other direct expenses	52,783.			52,783.
	10 Direct expense summary. Add lines 4 through 9 in column (d)				163,652.
	11 Net income summary. Subtract line 10 from line 3, column (d)				-123,265.

Part III **Gaming.** Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than $15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col. (a) through col. (c))
Revenue	1 Gross revenue				
Direct Expenses	2 Cash prizes				
	3 Noncash prizes				
	4 Rent/facility costs				
	5 Other direct expenses				
	6 Volunteer labor	☐ Yes_____ % ☐ No	☐ Yes_____ % ☐ No	☐ Yes_____ % ☐ No	
	7 Direct expense summary. Add lines 2 through 5 in column (d)				
	8 Net gaming income summary. Subtract line 7 from line 1, column (d)				

9 Enter the state(s) in which the organization conducts gaming activities: _____

a Is the organization licensed to conduct gaming activities in each of these states? ☐ Yes ☐ No

b If "No," explain: _____

10a Were any of the organization's gaming licenses revoked, suspended, or terminated during the tax year? ☐ Yes ☐ No

b If "Yes," explain: _____

11 Does the organization conduct gaming activities with nonmembers? ☐ Yes ☐ No

12 Is the organization a grantor, beneficiary or trustee of a trust, or a member of a partnership or other entity formed to administer charitable gaming? ☐ Yes ☐ No

13 Indicate the percentage of gaming activity conducted in:

a The organization's facility	**13a**	%
b An outside facility	**13b**	%

14 Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name

Address

15a Does the organization have a contract with a third party from whom the organization receives gaming revenue? ☐ Yes ☐ No

b If "Yes," enter the amount of gaming revenue received by the organization $ _____ and the amount of gaming revenue retained by the third party $ _____

c If "Yes," enter the name and address of the third party:

Name

Address

16 Gaming manager information:

Name

Gaming manager compensation $ _____

Description of services provided

☐ Director/officer ☐ Employee ☐ Independent contractor

17 Mandatory distributions:

a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? ☐ Yes ☐ No

b Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year $

Part IV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.

SCHEDULE G, PART I, LINE 2B, LIST OF TEN HIGHEST PAID FUNDRAISERS:

(I) NAME OF FUNDRAISER: SD&A TELESERVICES
(I) ADDRESS OF FUNDRAISER:
5757 WEST CENTURY BLVD, STE 300, LOS ANGELES, CA 90045

(I) NAME OF FUNDRAISER: FELDSTEINCO LLC
(I) ADDRESS OF FUNDRAISER: 611 ROCKLAND RD. STE. 101, LAKE BLUFF, IL 60044

SCHEDULE I (Form 990)
(Rev. December 2024)
Department of the Treasury
Internal Revenue Service

Grants and Other Assistance to Organizations, Governments, and Individuals in the United States

Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization
MONTEREY BAY AQUARIUM FOUNDATION

Employer identification number
94-2487469

Part I General Information on Grants and Assistance

1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ..... [X] Yes [ ] No

2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments.

Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than $5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
CALIFORNIA ACADEMY OF SCIENCES 55 MUSIC CONCOURSE DRIVE SAN FRANCISCO, CA 94118	94-1156258	501(C)(3)	10,000.	0.			NOAA MARINE DEBRIS GRANT SUB-AWARDEE
SEATTLE AQUARIUM SOCIETY DBA SEATTLE AQUARIUM - 1483 ALASKAN WAY - SEATTLE, WA 98101	91-1189249	501(C)(3)	14,000.	0.			NOAA MARINE DEBRIS GRANT SUB-AWARDEE
MONTEREY BAY AQUARIUM RESEARCH INSTITUTE - 7700 SANDHOLDT RD - MOSS LANDING, CA 95039	77-0150580	501(C)(3)	383,000.	0.			12-MONTH SUPPORT GRANT/ MBARI GRANT/SJSU
THE TOWER FOUNDATION OF SAN JOSE STATE UNIVERSITY - TOWER FOUNDATION OF SJSU, ONE WASHINGTON SQUARE - SAN JOSE, CA 95192-0183	83-0403915	501(C)(3)	55,000.	0.			THE TOWER FOUNDATION OF SAN JOSE STATE UNIVERSITY: MOSS LANDING FIRE RESEARCH
EARTHJUSTICE 180 STEUART ST., #194330 SAN FRANCISCO, CA 94105	94-1730465	501(C)(3)	7,000.	0.			UPWELL CHOW 2025-EARTHJUSTICE
DUBUQUE COUNTY HISTORICAL SOCIETY DBA NATIONAL MISSISSIPPI RIVER MUSEUM & AQUARI - 350 EAST 3RD STREET - DUBUQUE, IA 52001	42-6072050	501(C)(3)	10,000.	0.			NOAA MARINE DEBRIS SUB-AWARDEE

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ..... 20.

3 Enter total number of other organizations listed in the line 1 table ..... 0.

Part II **Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments** (Schedule I (Form 990), Part II.)

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
THE FLORIDA AQUARIUM, INC. 701 CHANNELSIDE DRIVE TAMPA, FL 33602	59-2807815	501(C)(3)	10,000.	0.			NOAA MARINE DEBRIS SUB-AWARDEE
FRIENDS OF THE ZOO, INC. OF KANSAS CITY, MISSOURI - 6800 ZOO DRIVE - KANSAS CITY, MO 64132	43-6048888	501(C)(3)	20,000.	0.			NOAA MARINE DEBRIS SUB-AWARDEE
SHEDD AQUARIUM SOCIETY 1200 S. DUSABLE LAKE SHORE DRIVE CHICAGO, IL 60605	36-2167918	501(C)(3)	10,000.	0.			NOAA MARINE DEBRIS SUB-AWARDEE 1/2
THE MARITIME AQUARIUM AT NORWALK, INC. - 10 NORTH WATER STREET - NORWALK, CT 06854	06-1062912	501(C)(3)	20,000.	0.			NOAA MARINE DEBRIS GRANT 1/2 & 2/2
THE WAHINE PROJECT CASA VERDE BEACH, 1 BEACH WAY MONTEREY, CA 93940	45-1154140	501(C)(3)	10,000.	0.			THE WAHINE PROJECT - COMMUNITY GRANT 2025
UNIVERSITY CORPORATION AT MONTEREY BAY - 8 UPPER RAGSDALE DRIVE - MONTEREY, CA 93940	77-0387459	501(C)(3)	13,200.	0.			TO SUPPORT WORK ON THE PROJECT BY UROC STUDENT
UNIVERSITY OF CALIFORNIA, SANTA CRUZ - 1156 HIGH STREET - SANTA CRUZ, CA 95064	94-1539563	501(C)(3)	25,000.	0.			UCSC GRANT- SMITH LAB 2025
INDEPENDENT ARTS AND MEDIA FISCAL SPONSOR FOR PUENTES - 2830 20TH ST., STE. 201 - SAN FRANCISCO, CA 94110	94-3355076	501(C)(3)	10,000.	0.			PUENTES NATURE 2025 COMMUNITY GRANT
SAVE OUR SHORES 345 LAKE AVE, SUITE A SANTA CRUZ, CA 95062	94-2745941	501(C)(3)	10,000.	0.			COMMUNITY GRANT 2025

Part II **Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments** (Schedule I (Form 990), Part II.)

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
MONTEREY COASTKEEPER DBA MONTEREY WATERKEEPER - PO BOX 4311 - SALINAS, CA 93912	86-1423318	501(C)(3)	10,000.	0.			MONTEREY WATERKEEPER - COMMUNITY GRANT 2025
BIRD SCHOOL PROJECT 2655 N RODEO GULCH RD SOQUEL, CA 95073	32-0516805	501(C)(3)	10,000.	0.			BIRD SCHOOL PROJECT - COMMUNITY GRANT 2025
REGENTS OF THE UNIVERSITY OF CALIFORNIA DBA UNIVERSITY OF CALIFORNIA, BERKEL - 119 CALIFORNIA HALL #5940 - BERKELEY,	94-6002123	501(C)(3)	26,000.	0.			UC BERKELEY GRANT- GRACE WESTPHAL
ENVIRONMENTAL LAW INSTITUTE 1730 M ST NW #700 WASHINGTON, DC 20036	52-0901863	501(C)(3)	30,000.	0.			ELI LANCET REPORT
MISSION EDGE SAN DIEGO, FS: COLLABORATIVE RIGHT RELATIONS - 2820 ROOSEVELT RD #104 - SAN DIEGO, CA 92106	27-2938491	501(C)(3)	35,000.	0.			ENGAGEMENT AND SUPPORT WITH MULTIPLE LOCAL TRIBES

Part III **Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
GRANTS - FOR TRAVEL TO CONFERENCES	16	11,975.	0.		
GRANTS - SPECIMEN COLLECTING	1	5,000.	0.		
GRANTS - RESEARCH	1	7,000.	0.		
SCHOLARSHIPS	23	125,307.	0.		
STIPENDS	253	72,403.	0.		

Part IV **Supplemental Information.** Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

PART I, LINE 2:

THE AQUARIUM REQUIRES POTENTIAL GRANT RECIPIENTS TO SUBMIT FORMAL APPLICATIONS WHICH ARE REVIEWED BY THE PROGRAM MANAGER FOR CONSISTENCY WITH THE AQUARIUM'S MISSION AND COMPLIANCE WITH THE ANNUAL BUDGET.

FURTHERMORE, THE AQUARIUM REQUIRES A WRITTEN REPORT FROM THE GRANTEE PROVIDING DETAIL ABOUT HOW FUNDS WERE USED TO ACCOMPLISH THE GRANT OBJECTIVES. REPORTS ARE REVIEWED BY THE PROGRAM MANAGER FOR COMPLIANCE WITH GRANT CONDITIONS.

SCHEDULE J (Form 990)

(Rev. December 2024)

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees
Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization

MONTEREY BAY AQUARIUM FOUNDATION

Employer identification number

94-2487469

Part I Questions Regarding Compensation

			Yes	No
1a	Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.			
	☐ First-class or charter travel	☐ Housing allowance or residence for personal use		
	☐ Travel for companions	☐ Payments for business use of personal residence		
	☒ Tax indemnification and gross-up payments	☒ Health or social club dues or initiation fees		
	☐ Discretionary spending account	☐ Personal services (such as maid, chauffeur, chef)		
b	If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain	**1b**	X	
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?	**2**	X	
3	Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.			
	☒ Compensation committee	☐ Written employment contract		
	☒ Independent compensation consultant	☒ Compensation survey or study		
	☒ Form 990 of other organizations	☒ Approval by the board or compensation committee		
4	During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:			
a	Receive a severance payment or change-of-control payment?	**4a**	X	
b	Participate in or receive payment from a supplemental nonqualified retirement plan?	**4b**		X
c	Participate in or receive payment from an equity-based compensation arrangement?	**4c**		X
	If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.			
	Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.			
5	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:			
a	The organization?	**5a**		X
b	Any related organization?	**5b**		X
	If "Yes" on line 5a or 5b, describe in Part III.			
6	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:			
a	The organization?	**6a**		X
b	Any related organization?	**6b**		X
	If "Yes" on line 6a or 6b, describe in Part III.			
7	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III	**7**	X	
8	Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III	**8**		X
9	If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?	**9**		

Part II **Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		**(B)** Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			**(C)** Retirement and other deferred compensation	**(D)** Nontaxable benefits	**(E)** Total of columns (B)(i)-(D)	**(F)** Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	**(ii)** Bonus & incentive compensation	**(iii)** Other reportable compensation				
(1) JULIE PACKARD	(i)	431,368.	1,000.	3,090.	39,000.	15,102.	489,560.	0.
VICE CHAIR & EXECUTIVE DIRECTOR	(ii)	0.	0.	0.	0.	0.	0.	0.
(2) BRADLEY RUTHERFORD	(i)	399,183.	2,000.	2,785.	40,871.	41,112.	485,951.	0.
EXEC VP AND DEPUTY DIRECTOR	(ii)	0.	0.	0.	0.	0.	0.	0.
(3) CHRISTINA FEKECI	(i)	396,818.	27,000.	3,090.	39,000.	15,945.	481,853.	0.
CHIEF DEVELOPMENT OFFICER	(ii)	0.	0.	0.	0.	0.	0.	0.
(4) JENNY DE LA HOZ	(i)	162,985.	0.	246,039.	18,262.	1,440.	428,726.	0.
VP EDUCATION (THRU 9/29/25)	(ii)	0.	0.	0.	0.	0.	0.	0.
(5) ANN MARIE NEMANICH	(i)	314,360.	2,000.	3,817.	31,878.	18,637.	370,692.	0.
CHIEF FINANCIAL OFFICER	(ii)	0.	0.	0.	0.	0.	0.	0.
(6) NICOLE SANCHEZ	(i)	291,807.	2,000.	1,341.	29,645.	40,462.	365,255.	0.
CHIEF PEOPLE & CULTURE OFFICER	(ii)	0.	0.	0.	0.	0.	0.	0.
(7) DANA ALLEN-GREIL	(i)	282,510.	2,000.	908.	30,056.	48,632.	364,106.	0.
CHIEF MARKETING OFFICER	(ii)	0.	0.	0.	0.	0.	0.	0.
(8) MARGARET SPRING	(i)	274,495.	2,000.	5,789.	28,711.	34,285.	345,280.	0.
CHIEF CONSERVATION & SCI OFFICER	(ii)	0.	0.	0.	0.	0.	0.	0.
(9) JENNIFER DIANTO KEMMERLY	(i)	240,060.	2,000.	1,157.	24,640.	19,480.	287,337.	0.
VP OF GLOBAL OCEAN CONSERVATION	(ii)	0.	0.	0.	0.	0.	0.	0.
(10) SOO DEAN	(i)	219,170.	2,000.	853.	22,980.	42,298.	287,301.	0.
VP MEMBER & DONOR RELATIONS	(ii)	0.	0.	0.	0.	0.	0.	0.
(11) MARIA HEMMESCH	(i)	211,616.	2,000.	781.	22,401.	44,091.	280,889.	0.
VP OF PEOPLE & CULTURE	(ii)	0.	0.	0.	0.	0.	0.	0.
(12) PAULINE PARRISH	(i)	219,584.	2,000.	2,343.	22,406.	18,621.	264,954.	0.
CONTROLLER	(ii)	0.	0.	0.	0.	0.	0.	0.
(13) AIMEE DAVID	(i)	220,721.	2,000.	1,333.	22,479.	17,623.	264,156.	0.
VP US & CA OCEAN CONSERVATION	(ii)	0.	0.	0.	0.	0.	0.	0.
(14) FERNANDA SAMPAIO	(i)	209,654.	2,000.	593.	21,766.	11,303.	245,316.	0.
VP OF MARKETING	(ii)	0.	0.	0.	0.	0.	0.	0.
(15) EMILY SAICH	(i)	179,117.	2,000.	748.	18,892.	37,966.	238,723.	0.
VP OF EXHIBITIONS	(ii)	0.	0.	0.	0.	0.	0.	0.
(16) KARIN KIESSLING	(i)	126,199.	2,000.	1,611.	12,725.	13,325.	155,860.	0.
ASSIST SECRETARY (BOD)	(ii)	0.	0.	0.	0.	0.	0.	0.

Part II **Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		**(B)** Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			**(C)** Retirement and other deferred compensation	**(D)** Nontaxable benefits	**(E)** Total of columns (B)(i)-(D)	**(F)** Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	**(ii)** Bonus & incentive compensation	**(iii)** Other reportable compensation				
(17) JON HOECH	(i)	71,957.	10,183.	35,200.	10,678.	7,115.	135,133.	0.
FORMER VP, ANIMAL CARE (THRU 4/4/25)	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
	(ii)							
	(i)							
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	(ii)							

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

PART I, LINE 1A:

CONTRIBUTIONS AND GIFT CERTIFICATES WERE PROVIDED TO CERTAIN EMPLOYEES (INCLUDING SOME LISTED EMPLOYEES IN PART VII, SECTION A). THE AQUARIUM GROSSES UP THE FAIR MARKET VALUE OF THESE ITEMS TO COVER THE EMPLOYEE'S TAXES. ADDITIONALLY, THE AQUARIUM GROSSED UP THE FAIR MARKET VALUE OF THE CALIFORNIA STATE TAX ON HSA EMPLOYEE AND EMPLOYER CONTRIBUTIONS THAT WERE PAID BY CERTAIN EMPLOYEES (INCLUDING SOME LISTED EMPLOYEES IN PART VII, SECTION A). THESE ITEMS WERE TREATED AS TAXABLE INCOME ON THE EMPLOYEE'S FORM W-2 AND REPORTED AS COMPENSATION ON SCHEDULE J, PART II, COLUMN B (III) AND FORM 990, PART VII, SECTION A, COLUMN D.

AS PART OF THE AQUARIUM'S WELLNESS PROGRAM, ALL EMPLOYEES (INCLUDING THE LISTED EMPLOYEES IN FORM 990, PART VII, SECTION A) ARE ELIGIBLE TO RECEIVE A SUBSIDY FOR FITNESS CENTER DUES IF THE EMPLOYEE MEETS CERTAIN WELLNESS PROGRAM REQUIREMENTS. THIS TYPE OF SUBSIDY IS CONSIDERED A TAXABLE FRINGE BENEFIT AND WAS TREATED AS TAXABLE INCOME ON THE EMPLOYEES' FORM W-2 AND REPORTED AS COMPENSATION ON SCHEDULE J, PART II, COLUMN B (III) AND FORM 990, PART VII, SECTION A, COLUMN D.

PART I, LINE 4A:

JENNY DE LA HOZ, VP OF EDUCATION, RECEIVED A SEVERANCE PAYMENT OF $225,024 IN CALENDER YEAR 2025.

PART I, LINE 7:

CERTAIN OFFICERS AND EMPLOYEES WERE AWARDED BONUSES AS PART OF AN ORGANIZATION BONUS BASED ON POSITIVE FINANCIAL RESULTS. THESE AMOUNTS ARE TREATED AS TAXABLE COMPENSATION AND REPORTED ON FORM 990, SCHEDULE J, PART II, COLUMN B (II) AND FORM 990, PART VII, SECTION A, COLUMN D.

SCHEDULE M (Form 990)

Department of the Treasury
Internal Revenue Service

Noncash Contributions

Complete if the organizations answered "Yes" on Form 990, Part IV, line 29 or 30.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2025

Open to Public Inspection

Name of the organization

MONTEREY BAY AQUARIUM FOUNDATION

Employer identification number

94-2487469

Part I Types of Property

		(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1	Art - Works of art	X	2	2,500.	FMV
2	Art - Historical treasures				
3	Art - Fractional interests				
4	Books and publications				
5	Clothing and household goods				
6	Cars and other vehicles				
7	Boats and planes				
8	Intellectual property				
9	Securities - Publicly traded	X	122	12,689,255.	FMV
10	Securities - Closely held stock				
11	Securities - Partnership, LLC, or trust interests				
12	Securities - Miscellaneous				
13	Qualified conservation contribution - Historic structures				
14	Qualified conservation contribution - Other				
15	Real estate - Residential				
16	Real estate - Commercial				
17	Real estate - Other				
18	Collectibles				
19	Food inventory				
20	Drugs and medical supplies				
21	Taxidermy				
22	Historical artifacts				
23	Scientific specimens				
24	Archeological artifacts				
25	Other (EQUIPMENT)	X	2	26,304.	FMV
26	Other (DECORATIONS)	X	1	20,000.	FMV
27	Other (WINE)	X	1	4,428.	FMV
28	Other (WATER BOTTLES)	X	1	2,080.	FMV

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part V, Donee Acknowledgment **29** 0

			Yes	No
30a	During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least 3 years from the date of the initial contribution, and which isn't required to be used for exempt purposes for the entire holding period?	30a		X
b	If "Yes," describe the arrangement in Part II.			
31	Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?	31	X	
32a	Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?	32a		X
b	If "Yes," describe in Part II.			
33	If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II.			

Part II **Supplemental Information.** Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also, complete this part for any additional information.

SCHEDULE M, PART I, COLUMN (B):

SECURITIES - PUBLICLY TRADED SECURITIES - NUMBER OF CONTRIBUTIONS

OTHER - NUMBER OF CONTRIBUTIONS

ART - NUMBER OF CONTRIBUTIONS

SCHEDULE O (Form 990)
(Rev. December 2024)
Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.
Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

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FORM 990, PART I, LINE 6:
HOURS AND VOLUNTEERS ARE TRACKED BY THE ORGANIZATION'S VOLUNTEERS ENGAGEMENT DEPARTMENT IN PEOPLE & CULTURE. THEY ARE TRACKED BY DEPARTMENT AND SPECIFIC PROGRAM.

FORM 990, PART III, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:
THE MISSION OF THE MONTEREY BAY AQUARIUM IS TO INSPIRE CONSERVATION OF THE OCEAN. WE ENVISION A FUTURE WHERE THE OCEAN FLOURISHES AND PEOPLE THRIVE IN A JUST AND EQUITABLE WORLD. WE CREATE EXTRAORDINARY EXPERIENCES THAT INSPIRE AWE AND WONDER, CHAMPION SCIENCE-BASED SOLUTIONS, AND CONNECT PEOPLE ACROSS THE PLANET TO PROTECT AND RESTORE THE OCEAN. MILLIONS OF PEOPLE WORLDWIDE DRAW INSPIRATION FROM THE AQUARIUM AND LOOK TO US TO ADVOCATE FOR THE OCEAN AND ITS WILDLIFE.

FORM 990, PART III, LINE 4A:
ANIMAL CARE AND AQUARIUM EXPERIENCES:
THERE'S WONDER IN OCEAN LIFE AND CARING FOR IT HELPS US ALL. CONNECTING OUR GUESTS WITH MARINE LIFE THROUGH OUR LIVING EXHIBITS IS THE STARTING POINT FOR BUILDING A COMMUNITY THAT WORKS TO PROTECT AND RESTORE THE LIVING OCEAN.

MARINE LIFE EXHIBITION AND CARE EXPENSES OF $82,244,260 INCLUDE THE COST OF OPERATING AND MAINTAINING THE AQUARIUM'S LIVING EXHIBIT GALLERIES. IN 2025, WE MOVED FORWARD WITH PLANNING AND CONSTRUCTION TO CREATE A NEW EXHIBIT GALLERY, OCEAN IN MOTION/LA DANZA DEL MAR THAT WILL SERVE OUR YOUNGEST VISITORS AND THEIR FAMILIES, WITH EXCITING NEW ANIMALS AND EXPANDED SPACE FOR OUR BELOVED AFRICAN PENGUINS.

THROUGH OUR CLOSE COLLABORATION WITH OUR MBARI COLLEAGUES AND THE REMARKABLE TALENTS OF OUR ANIMAL CARE STAFF, WE CONTINUE TO EXHIBIT NEW AND AMAZING ANIMALS IN INTO THE DEEP/EN LO PROFUNDO. WE'RE PLANNING ADDITIONAL EXPEDITIONS USING MBARI'S NEW SHIP, THE R/V DAVID PACKARD, TO BRING MORE WONDERS TO OUR EXHIBITS IN 2026.

INSPIRING OUR YOUNGEST VISITORS:
NEARLY ONE-THIRD OF OUR GUESTS ARE CHILDREN. AS A LEADER IN CONSERVATION EDUCATION, THE AQUARIUM HAS A STRONG TRADITION OF EXHIBITIONS AND PROGRAMS THAT ENGAGE YOUNG CHILDREN AND THEIR FAMILIES. OUR GOAL IS TO FOSTER EMPATHY AND CARE IN YOUNG PEOPLE FOR THE NATURAL WORLD AROUND THEM. IN 2025, WE WELCOMED 478,872 CHILDREN UNDER THE AGE OF 18 TO THE AQUARIUM TO EXPLORE AND LEARN FROM OUR MARINE HABITATS.

OUR EXHIBITS ARE INFORMAL SCIENCE-LEARNING ENVIRONMENTS WHERE OUR YOUNGEST VISITORS CAN VIEW AND INTERACT WITH A WIDE VARIETY OF MARINE ANIMALS. THEY CAN OBSERVE HOW ANIMALS MOVE IN THEIR ENVIRONMENTS AND EXPLORE THOSE MOVEMENTS WITH THEIR OWN BODIES THROUGH PLAY, INSPIRING EMPATHY FOR OCEAN LIFE. BY ENCOURAGING THIS KIND OF EMPATHY FOR MARINE ANIMALS EARLY ON, WE AIM TO INSPIRE THE NEXT GENERATION OF OCEAN STEWARDS.

CREATING OCEAN IN MOTION/LA DANZA DEL MAR:
WE BEGAN CONSTRUCTION OF OUR NEWEST EXHIBIT GALLERY, A SPACE THAT

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INVITES PEOPLE TO OBSERVE HOW ANIMALS MOVE IN THEIR ENVIRONMENTS. LIKE SPLASH ZONE BEFORE IT, IT WILL BE A TAILORED EXPERIENCE FOR 2- TO 6-YEAR-OLDS AND THEIR ADULT CAREGIVERS. THE GALLERY WILL OPEN IN LATE FALL 2026.

WE'RE DRAWING ON A GROWING BODY OF EVIDENCE TELLING US THAT A PERSON WHO HAS EMPATHY FOR ANIMALS IS MORE LIKELY TO VALUE & WANT TO PROTECT THE NATURAL WORLD (A BUILDING BLOCK OF ENVIRONMENTAL IDENTITY). THIS IS ESPECIALLY FORMATIVE THROUGHOUT CHILDHOOD DEVELOPMENT, SO INVITING THE NEXT GENERATION OF OCEAN LEADERS TO MAKE EMPATHETIC CONNECTIONS WITH ANIMALS THROUGH MOVEMENT WILL HOPEFULLY EMPOWER THEM IN THE MOST FUN & ACCESSIBLE WAY POSSIBLE - THROUGH PLAY!

CHILDREN AND ADULTS WILL BE ABLE TO LEAP LIKE A BLENNY, SWAY LIKE A SEAHORSE, AND HIDE LIKE AN ANEMONEFISH IN AREAS DESIGNED TO SHOW OFF HOW THESE ANIMALS MOVE AND MAKE A LIVING.

WE'RE CREATING A LARGER SPACE FOR OUR COLONY OF CRITICALLY ENDANGERED AFRICAN PENGUINS, DESIGNED TO ENCOURAGE THE PENGUINS' NATURAL BEHAVIORS. NEARLY TWICE THE SIZE OF THE OLD EXHIBIT, IT WILL GIVE THEM MORE ROOM TO EXPLORE, CLIMB, SWIM, AND BE ENRICHED! AND WE'RE INCLUDING A NEW "ANIMAL ENCOUNTER" AREA FOR SPECIAL EVENTS AND VIP EXPERIENCES.

WE'RE INTRODUCING OR BRINGING BACK OTHER ENGAGING ANIMALS, INCLUDING BLUESPOTTED RIBBONTAIL RAYS, GARDEN EELS, FLAMBOYANT CUTTLEFISH, AND SEAHORSES. THE GALLERY WILL FEATURE THE LARGEST LIVING CORAL REEF EXHIBIT WE'VE EVER CREATED.

MAKING THE AQUARIUM MORE ACCESSIBLE TO ALL:
SINCE OUR FOUNDING, THE AQUARIUM HAS ENGAGED WITH OUR LOCAL COMMUNITY THROUGH A VARIETY OF PROGRAMS - INCLUDING EDUCATION PROGRAMS AND FREE SCHOOL FIELD TRIPS, COMMUNITY ACCESS PROGRAMS AND ONSITE EVENTS, AND REGIONAL PARTNERSHIPS AROUND OCEAN POLICY AND SCIENTIFIC RESEARCH - ALL IN SERVICE OF OUR OCEAN CONSERVATION MISSION.

DESIGN OF OUR UPCOMING OCEAN IN MOTION/LA DANZA DEL MAR GALLERY INCORPORATES ACCESSIBILITY IN MANY WAYS. IN ADDITION TO FULLY BILINGUAL LABELS & SIGNAGE, ROLL-UNDERS AT MANY EXHIBITS WILL ALLOW ANYONE WITH A MOBILITY DEVICE TO GET UP CLOSE AND PERSONAL WITH THE ANIMALS ON EXHIBIT. THE DESIGN OF EACH ZONE WITHIN THE GALLERY WILL ACCOMMODATE DIFFERING LEVELS OF PARTICIPATION AS GUESTS MIMIC THE MOVEMENT OF ANIMALS IN RESPONSE TO THEIR WATERY WORLD. THAT WAY, EVERYONE CAN JOIN IN AT THEIR OWN PACE.

RECENTLY WE CREATED A NEW STAFF POSITION FOCUSED SPECIFICALLY ON MAKING THE AQUARIUM MORE ACCESSIBLE TO ALL, TO BETTER SERVE GUESTS BY REMOVING BARRIERS FOR INDIVIDUALS REGARDLESS OF THEIR UNIQUE PHYSICAL, SENSORY, AND EMOTIONAL DIFFERENCES.

THE POPULARITY OF MUSEUMS FOR ALL, THE NATIONAL PROGRAM THROUGH WHICH WE PROVIDE FREE AQUARIUM ADMISSION TO PEOPLE WHO RECEIVE FEDERAL FOOD ASSISTANCE AND UP TO THREE OF THEIR GUESTS, CONTINUED TO GROW. IN 2025, 320,164 PEOPLE TOOK ADVANTAGE OF THIS PROGRAM. SURVEYS DOCUMENTED THE POPULARITY OF THE PROGRAM AND ITS POSITIVE IMPACT ON PARTICIPANTS.

WE CONTINUE TO REFINE AND EXPAND OUR OTHER COMMUNITY ACCESS PROGRAMS.

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THIS INCLUDES OUR COMMUNITY GROUP VISITS PROGRAM, PROVIDING COMPLIMENTARY ADMISSION TO ELIGIBLE NONPROFIT ORGANIZATIONS AND GOVERNMENT AGENCIES FOR VISITS WITH THE PEOPLE THEY SERVE.

FULFILLING OUR BILINGUAL COMMITMENT:
WE HAVE PRIORITIZED BECOMING A FULLY BILINGUAL ORGANIZATION AS PART OF OUR COMMITMENT TO EQUITY, ACCESS, AND FORGING A DEEPER CONNECTION TO OUR COMMUNITY. AS WE WORK TO INSPIRE CONSERVATION OF THE OCEAN, WE RECOGNIZE THAT LANGUAGE AND CULTURE PLAY A CRITICAL ROLE IN HOW PEOPLE ENGAGE WITH OUR SPACES, UNDERSTAND OCEAN SCIENCE, AND FEEL CONNECTED TO OUR MISSION.

WE'RE TAKING STEPS TO INCREASE SPANISH-LANGUAGE CONTENT IN OUR GALLERIES AND ACROSS OUR DIGITAL PLATFORMS. ONLINE, WE'RE CREATING BILINGUAL SHORT-FORM VIDEOS THAT EXPAND ACCESS TO OCEAN SCIENCE FOR ALL MEMBERS OF OUR COMMUNITY.

AT THE AQUARIUM, WE BEGAN TO OFFER TEXT MESSAGING IN SPANISH TO HELP VISITORS LEARN ABOUT AND NAVIGATE TO DAILY PROGRAMS. WE ADDED BILINGUAL PRESENTATIONS OF OUR POPULAR FEEDING PROGRAMS AND AUDITORIUM PRESENTATIONS SUCH AS "LUNA: A SEA OTTER'S STORY." AND WE UPDATED THE OPEN SEA EXHIBIT TO INCLUDE BILINGUAL ID PANELS FOR EACH EXHIBIT ANIMAL. WE'RE REFINING OUR APPROACH AS GUESTS USE AND COMMENT ON THESE CHANGES.

WE ADDED A NEW NATURALISTS PROGRAM TO RECRUIT AND TRAIN BILINGUAL VOLUNTEER GUIDES WHO CAN CONNECT WITH GUESTS AND SHARE STORIES IN SPANISH. WE'VE MADE SOLID PROGRESS, WITH THE PARTICIPATION OF 30 BILINGUAL GUIDES.

BY CONTINUING TO STRENGTHEN OUR BILINGUAL FOUNDATION, WE'RE STRIVING TO BECOME A MORE WELCOMING, TRUSTED, AND REPRESENTATIVE INSTITUTION, ONE THAT REFLECTS THE COMMUNITIES WE SERVE AND SUPPORTS DEEPER CONNECTIONS TO THE OCEAN AND ITS PROTECTION.

SUPPORTING DIVERSITY IN THE VETERINARY PROFESSION:
WE DEVELOPED A 12-MONTH VETERINARY INTERNSHIP TO PROVIDE FOCUSED TRAINING OF VETERINARIANS FROM GROUPS THAT ARE UNDERREPRESENTED IN AQUATIC ANIMAL MEDICINE, AND TO SUPPORT AND ENCOURAGE THEM TO SPECIALIZE IN ZOOLOGICAL MEDICINE. IT BUILDS ON OUR EXISTING VETERINARY EXTERNSHIP, WHICH HOSTED FOUR VETERINARY MEDICINE STUDENTS WHILE THEY CONTINUED TO PURSUE THEIR STUDIES.

FORM 990, PART III, LINE 4B:
EDUCATION AND OUTREACH:
EDUCATION AND OUTREACH EXPENSES OF $9,229,052 INCLUDE THE COST OF EDUCATION PROGRAMS FOR TEACHERS, STUDENTS, AND EMERGING TEEN LEADERS. OUR COMMITMENT TO OFFERING FREE EDUCATIONAL PROGRAMS, WHICH DATES BACK TO OUR FOUNDING, IS STRONGER THAN EVER. THROUGHOUT 2025, OUR EDUCATION TEAM CONTINUED TO BUILD UP OUR MANY PROGRAMS FOR TEENS, TEACHERS, AND SCHOOLCHILDREN SO WE CAN FULFILL THE FULL POTENTIAL OF OUR BECHTEL FAMILY CENTER FOR OCEAN EDUCATION AND LEADERSHIP. FROM PRESCHOOL THROUGH HIGH SCHOOL AND BEYOND, OUR PROGRAMS BUILD EMPATHY, TEACH ABOUT THE WONDERS OF THE OCEAN, AND BUILD PARTICIPANTS' CONFIDENCE TO ACT.

FREE FIELD TRIPS FOR SCHOOL CHILDREN:

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FROM OUR INCEPTION, OUR BOARD HAD A VISION: TO PROVIDE FREE SCHOOL VISITS TO ENSURE FUTURE GENERATIONS ARE SCIENCE AND OCEAN-LITERATE. SINCE 1984, WE'VE WELCOMED MORE THAN 2.7 MILLION SCHOOLCHILDREN FOR AN EDUCATIONAL VISIT. DURING SCHOOL TRIPS, STUDENTS FROM PRE-K THROUGH COLLEGE AND THEIR TEACHERS LEARN ABOUT OCEAN ANIMALS AND ECOSYSTEMS AS THEY EXPLORE THE AQUARIUM GALLERIES OR PARTICIPATE IN A HANDS-ON OCEAN CONNECTION LAB. SOME JOIN US ONLINE FOR VIRTUAL TIDE TALKS. IN 2025, OVER 47,000 SCHOOL CHILDREN PARTICIPATED IN FIELD TRIPS AND HANDS-ON PROGRAMS IN OUR LEARNING LABS AND AT THE AQUARIUM, AND WE EXPECT NUMBERS TO CONTINUE INCREASING ANNUALLY.

WE'RE WORKING TO RETURN SCHOOL PARTICIPATION TO PRE-PANDEMIC LEVELS, WITH A PARTICULAR GOAL TO BETTER SERVE YOUNG PEOPLE FROM LOCAL COASTAL COMMUNITIES OF COLOR WHO ARE MOST IMPACTED BY ENVIRONMENTAL ISSUES. WE'RE EXPANDING OUR OUTREACH TO YOUTH BY WORKING WITH COMMUNITY ORGANIZATIONS AND LIBRARIES - TO CREATE NEW OPPORTUNITIES FOR THEM TO VISIT. IN ADDITION, WE'RE COLLABORATING WITH THESE PARTNERS TO DESIGN PROGRAMMING TO BE OFFERED AT COMMUNITY SITES.

INCREASINGLY, WE'RE HEARING STORIES FROM CLASSROOM AND INFORMAL EDUCATORS WHO VISITED THE AQUARIUM AS STUDENTS AND ARE NOW BRINGING THEIR OWN STUDENTS BACK FOR A FIELD TRIP, A TESTAMENT TO THE GENERATIONAL IMPACT THESE TRIPS HAVE HAD OVER THE DECADES.

MOBILIZING EDUCATORS FOR STUDENT CLIMATE ACTION:
OUR PROFESSIONAL DEVELOPMENT PROGRAMS FOR EDUCATORS HAVE REACHED OVER 38,000 CLASSROOM TEACHERS. WE OFFER PROGRAMS DESIGNED TO HELP TEACHERS GET THEIR STUDENTS EXCITED ABOUT LEARNING SCIENCE AND EXPLORING NATURE WHEREVER THEY LIVE.

WE ALSO OFFER IN-DEPTH PROGRAMS AROUND TWO OF OUR CONSERVATION PRIORITIES: CLIMATE CHANGE AND PLASTIC POLLUTION. WE KNOW THAT STRONGER COMMUNITIES MEAN A BETTER FUTURE. CLIMATE ACTION CREATES MORE RESILIENT COMMUNITIES, WITH CLEANER AIR, RELIABLE FOOD AND WATER, AND A STRONGER ECONOMY.

MANY OF THE 80 EDUCATORS WHO TOOK PART IN OUR BIENNIAL CLIMATE ACTION PROJECTS SUMMIT RETURNED TO THE AQUARIUM IN FEBRUARY 2025 TO SHARE PROGRESS THEY'D MADE SINCE THE OCTOBER 2024 SUMMIT IN THEIR WORK TO HELP STUDENTS INNOVATE MEANINGFUL CHANGE IN THEIR COMMUNITIES. THESE ELEMENTARY, MIDDLE, AND HIGH SCHOOL TEACHERS VISITED AGAIN IN MAY WHEN THEIR STUDENTS PRESENTED THEIR PROJECTS.

ENGAGING LOCAL COMMUNITIES IN OCEAN LEARNING:
IN AN AQUARIUM CLASSROOM LAST YEAR, CHILDREN FROM NORTH COUNTY RECREATION AND PARK DISTRICT LEARNED ABOUT THE IMPORTANCE OF ALGAE IN OUR ECOSYSTEM. THROUGH ENGLISH-SPANISH BILINGUAL AND BICULTURAL FACILITATION, OUR EDUCATORS HELPED STUDENTS AND CHAPERONES FEEL SUPPORTED IN WAYS THAT CREATED A SETTING RICH IN CURIOSITY, RISK-TAKING, AND PROBLEM-SOLVING. AFTER HEARING ABOUT HOW VITAL ALGAE ARE TO MARINE HEALTH, STUDENTS PRESSED ALGAE TO CREATE THEIR OWN MARINE BIOLOGY CRAFT.

THIS WAS PART OF OUR COMMUNITIES LEARN ABOUT MARINE SCIENCE PROGRAM. THIS INITIATIVE BRINGS COMMUNITY ORGANIZATIONS TO THE AQUARIUM FOR FREE FACILITATED PROGRAMS THAT CONNECT YOUNG PEOPLE TO THE OCEAN AND TO

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ENVIRONMENTAL SCIENCE. LAST YEAR, WE ENGAGED WITH SIX PARTICIPATING ORGANIZATIONS.

WE'RE ALSO SUPPORTING PROGRAMS IN LOCAL LIBRARIES, WHERE WE HELP BRING FAMILIES TOGETHER TO INSPIRE CURIOSITY ABOUT THE OCEAN THROUGH LIVELY, STAFF-LED STORY SESSIONS. THIS HELPS CHILDREN CONNECT EARLY WITH THE OCEAN AND BUILD EMPATHY FOR MARINE LIFE. IN 2025, WE INTRODUCED CIRCLE TIME AND OCEAN-THEMED CRAFT ACTIVITIES AT FIVE LOCAL LIBRARIES. WE OFFER THE READING CIRCLE TIME BILINGUALLY, AND WE'VE ALREADY RECEIVED FEEDBACK FROM SPANISH-SPEAKING COMMUNITY MEMBERS ABOUT HOW MUCH THEY APPRECIATE THE OPPORTUNITY TO CONNECT MORE DEEPLY WITH THE PROGRAM.

BUILDING CAPACITY FOR LOCAL EDUCATORS:
IN 2025, WE LAUNCHED A PARTNERSHIP WITH THE MONTEREY PENINSULA UNIFIED SCHOOL DISTRICT (MPUSD) TO SUPPORT EDUCATORS IN ENVIRONMENTAL TEACHING THROUGH ANNUAL PROFESSIONAL DEVELOPMENT PROGRAMS. DURING THE ELEMENTARY EDUCATOR INSTITUTE, TEACHERS EMBARKED ON AN IMMERSIVE EXPLORATION OF MONTEREY BAY'S DYNAMIC COASTAL ECOSYSTEMS - OFFERING AN UP-CLOSE LOOK AT THE ANIMALS IN THESE HABITATS, JUST AS THEIR STUDENTS MIGHT.

THROUGHOUT A SECONDARY EDUCATOR INSTITUTE, PARTICIPATING TEACHERS BRAINSTORMED IDEAS AND EXPERIENCED THE DESIGN PROCESS, USING A LOW AND HIGH-TECH TOOLS TO DISCOVER HOW THE MAKER MOVEMENT CAN TRANSFORM CLASSROOM LEARNING. THE PROGRAM INCORPORATES ENGAGING DISCUSSION AND HANDS-ON EXPERIENCES TO EXPLORE LIBERATORY DESIGN - A FRAMEWORK THAT FOSTERS EQUITY, CREATIVITY, AND INCLUSIVITY IN EDUCATION - AND WAYS TO APPLY IT TO CURRICULUM AND PROJECTS WITH THEIR STUDENTS.

CELEBRATING AND SUPPORTING TEEN SCHOLARS:
OUR COMMITMENT TO PROVIDING EDUCATIONAL OPPORTUNITIES FOR YOUNG ADULTS HAS ONLY GROWN THROUGH THE YEARS, THANKS TO GENEROUS SUPPORT FROM AQUARIUM DONORS. IN 2025, WE AWARDED OUR THIRD FUTURE LEADERS SCHOLARSHIP, THROUGH A FUND THAT AIMS TO EQUIP A NEW, DIVERSE GENERATION OF OCEAN CONSERVATION LEADERS FOR SUCCESS IN HIGHER EDUCATION.

RECIPIENTS RECEIVE FULL TUITION, INCLUDING HOUSING AND BOOKS, AND FOUR YEARS OF MENTORSHIP FROM AQUARIUM STAFF.

WE CONTINUED OUR ANNUAL TRADITION OF HONORING A YOUNG PERSON WITH THE LUCILE S. PACKARD YOUTH VOLUNTEER AWARD FOR OUTSTANDING VOLUNTEER SERVICE. THE AWARD RECOGNIZES VOLUNTEERS WHOSE DEDICATION AND SELFLESS SERVICE EXEMPLIFY MRS. PACKARD'S LIFELONG COMMITMENT TO VOLUNTEERISM AND HER DEVOTION TO THE HEALTH AND WELFARE OF CHILDREN AND YOUTH. THE 2025 YOUTH AWARD RECEIVED A $5,000 SCHOLARSHIP TOWARD THEIR STUDIES.

FORM 990, PART III, LINE 4C:
CONSERVATION AND SCIENCE:
CONSERVATION AND SCIENCE COSTS OF $16,015,664 REPRESENT EXPENSES FOR MARINE POLICY AND ADVOCACY EFFORTS, THE GLOBAL SEAFOOD WATCH PROGRAM, AND FIELD RESEARCH.

IN CALIFORNIA, WE'RE CONTINUING OUR LEADING ROLE IN THE RESEARCH, RESCUE, AND RECOVERY OF SOUTHERN SEA OTTERS. AT THE STATE AND FEDERAL LEVELS, WE'RE ADVANCING POLICIES TO PROTECT VULNERABLE COASTAL HABITATS, REDUCE PLASTIC POLLUTION, AND PROMOTE OCEAN-BASED CLIMATE

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SOLUTIONS. AROUND THE WORLD, WE'RE TRANSFORMING THE SEAFOOD INDUSTRY BY ENGAGING SEAFOOD PRODUCERS, BUSINESSES, AND GOVERNMENTS, INFORMING SEAFOOD PURCHASING STANDARDS, AND RATING THE SUSTAINABILITY OF FISHING AND AQUACULTURE PRACTICES.

REDUCING OCEAN PLASTIC POLLUTION:
PLASTIC POLLUTION IS A MAJOR AND GROWING THREAT TO OUR OCEAN AND OUR FUTURE. SCIENCE TELLS US IT'S A CHALLENGE WE CAN TACKLE WITH FOCUSED ACTION. AND PUBLIC DEMAND FOR GOVERNMENTS AND BUSINESSES TO ACT HAS NEVER BEEN STRONGER. AT THE AQUARIUM, WE ADVOCATE FOR POLICY THAT CUTS PLASTIC POLLUTION AT ITS SOURCE TO PREVENT IT FROM ENTERING THE ENVIRONMENT.

WE CAN MAKE A WORLD WITHOUT PLASTIC THAT'S HEALTHIER FOR PEOPLE AND OUR OCEAN PLANET. OUR WORK INCLUDES LOCAL CAMPAIGNS AND GLOBAL INITIATIVES, BUILT ON OUR EFFORTS TO IDENTIFY THE SOURCES OF PLASTIC POLLUTION AND UNDERSTAND PLASTIC'S EFFECTS ON WILDLIFE, ECOSYSTEMS, AND HUMAN HEALTH.

THE AQUARIUM SUPPORTED CALIFORNIA'S LANDMARK SB 54, ONE OF THE WORLD'S STRONGEST PLASTIC-REDUCTION POLICIES TO DATE. IN 2025, WE FOCUSED ON MAKING SURE DECISION MAKERS PUT SB 54 INTO ACTION WITHOUT LOOPHOLES OR EXCLUSIONS THAT WOULD WEAKEN ITS POTENTIAL TO CUT PLASTIC POLLUTION DRAMATICALLY. AS THE WORLD'S FOURTH LARGEST ECONOMY, WHEN CALIFORNIA ACTS, MARKETS RESPOND. WHAT HAPPENS HERE CAN CHANGE PACKAGING PRACTICES WELL BEYOND OUR STATE.

CHIEF CONSERVATION AND SCIENCE OFFICER MARGARET SPRING IS A LEADING VOICE FOR EFFECTIVE SCIENCE-BASED ACTION ON PLASTIC POLLUTION, INCLUDING AT UNITED NATIONS TALKS FOR A GLOBAL PLASTICS TREATY. IN 2025, MARGARET LED A GLOBAL SCIENCE TEAM TO PINPOINT KEY NEEDS FOR THE TREATY. SHE WORKED WITH EXPERTS TO LAUNCH THE LANCET COUNTDOWN ON HEALTH AND PLASTICS. THIS SERIES OF ANNUAL REPORTS TRACKS THE GROWING RISKS OF PLASTIC POLLUTION TO HUMAN HEALTH.

WE ALSO CONTRIBUTED TO THE FIRST SYSTEMATIC REPORT ON PLASTIC'S CLEAR CONNECTION WITH CLIMATE CHANGE. PLASTIC RELEASES GREENHOUSE GASES, HARMS MARINE ORGANISMS THAT STORE CARBON, AND AFFECTS HOW THE EARTH REFLECTS AND ABSORBS HEAT. THE REPORT LISTS RESEARCH AND POLICY STEPS THAT GOVERNMENTS AND INDUSTRIES CAN TAKE RIGHT AWAY.

BY TURNING SCIENCE INTO ACTION, MEANINGFUL CHANGE IS POSSIBLE-AND ESSENTIAL- FOR A HEALTHY OCEAN AND A HEALTHIER FUTURE FOR ALL.

PARTNERING WITH MBARI FOR A HEALTHY OCEAN:
COLLABORATIONS BETWEEN THE AQUARIUM AND MBARI, OUR RESEARCH AND TECHNOLOGY PARTNER, EXPANDED WIDER AND DEEPER IN 2025.

WE WORKED CLOSELY WITH MBARI'S NEW PRESIDENT AND CEO, ANTJE BOETIUS, A GLOBALLY RECOGNIZED LEADER IN POLAR AND DEEP-SEA RESEARCH WHO JOINED THE INSTITUTE IN JUNE. THAT MONTH, SHE TRAVELED WITH JULIE PACKARD, HER PREDECESSOR CHRIS SCHOLIN, AND AN AQUARIUM DELEGATION TO THE UN OCEAN CONFERENCE IN FRANCE. THEY INSPIRED PUBLIC ENGAGEMENT THROUGH OCEAN-THEMED ART INSTALLATIONS, CONVENED PARTNERS ON SUSTAINABLE OCEAN FOOD SYSTEMS, AND SPOTLIGHTED DEEP-SEA BIODIVERSITY AT A DEEP BLUE PAVILION.

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IN MONTEREY BAY, OUR BIOLOGISTS COMPLETED THE FIRST REMOTELY OPERATED VEHICLE SCIENCE MISSION ABOARD MBARI'S NEW FLAGSHIP RESEARCH VESSEL, THE R/V DAVID PACKARD. DURING THE THREE-DAY EXPEDITION, THEY TOOK ADVANTAGE OF THE SHIP'S EXPANDED CAPABILITIES TO EXPLORE WATERS FARTHER OFFSHORE IN A DEEP-SEA CORAL GARDEN TEEMING WITH LIFE. DAZZLING COMB JELLIES, GRACEFUL BALLOON WORMS, AND INTRICATE CORALS COLLECTED DURING THE TRIP DELIGHTED VISITORS, AS DID RARELY SEEN ANIMALS LIKE THE BIG RED JELLY AND PAPER-LANTERN JELLY.

WE CONTINUE TO COLLABORATE AND RAISE AWARENESS OF THE CRITICAL ROLE DEEP OCEAN SYSTEMS PLAY IN THE HEALTH OF OUR PLANET. WE'RE DOING SO THROUGH LIVING DISPLAYS IN OUR INTO THE DEEP/EN LO PROFUNDO EXHIBIT, FEATURING MBARI STORIES, IMAGES, AND VIDEO ON OUR SOCIAL MEDIA CHANNELS, AND BY SHARING MBARI RESEARCH WITH POLICYMAKERS TO ADDRESS CLIMATE CHANGE, SEABED MINING, AND OTHER HUMAN ACTIVITIES THAT THREATEN THE BIODIVERSITY OF THE LARGEST LIVING SPACE ON EARTH.

OUR IMPACT AT THE UN OCEAN CONFERENCE:
IN JUNE 2025, MONTEREY BAY AQUARIUM LEADERS BROUGHT SCIENCE, ADVOCACY, AND CREATIVITY TO THE GLOBAL STAGE AT THE UNITED NATIONS OCEAN CONFERENCE (UNOC) IN NICE, FRANCE - HELPING TURN BOLD IDEAS INTO REAL MOMENTUM FOR THE OCEAN.

THROUGHOUT THE WEEK, AQUARIUM AND MBARI LEADERS CONTRIBUTED TO CONVERSATIONS SHAPING THE FUTURE OF THE OCEAN. OUR FOCUS WAS CLEAR: ADVANCE SCIENCE-DRIVEN SOLUTIONS FOR SUSTAINABLE FISHERIES AND AQUACULTURE; TACKLE PLASTIC POLLUTION AT ITS SOURCE; SAFEGUARD THE DEEP SEA; AND STRENGTHEN SUPPORT FOR OCEAN SCIENCE WORLDWIDE.

MOMENTUM ON PLASTIC POLLUTION SURGED AT UNOC, AS NEARLY 100 COUNTRIES ENDORSED A STRONG CALL FOR A LEGALLY BINDING GLOBAL PLASTICS TREATY - AN IMPORTANT MILESTONE TOWARD REDUCING PLASTIC PRODUCTION, ELIMINATING HARMFUL CHEMICALS, AND SUPPORTING COUNTRIES MOST AFFECTED BY PLASTIC WASTE. THIS MILESTONE REFLECTED YEARS OF WORK BY THE AQUARIUM TEAM TO TRANSLATE SCIENCE INTO GLOBAL ACTION, AND WE SIGNED ON TO AN NGO SUPPORT STATEMENT OF THE TREATY.

TO REACH BEYOND CONFERENCE ROOMS, WE PARTNERED WITH PANGEASEED FOUNDATION AND ARTISTS JENNIFER MILLER AND OTOM TO CREATE TWO STRIKING OCEAN-THEMED MURALS IN NICE. THESE LARGE-SCALE ARTWORKS TRANSFORMED SCIENCE AND POLICY INTO ACCESSIBLE, INSPIRING MESSAGES - SPARKING CURIOSITY, CONVERSATION, AND CARE FOR THE OCEAN.

WITH INGENUITY AND COLLABORATION, THE AQUARIUM CONTINUES TO SERVE AS A TRUSTED PARTNER IN SHAPING SOLUTIONS FOR A HEALTHIER OCEAN.

BRINGING VERIFIED GREEN SHRIMP TO U.S. MARKETS:
CHOOSING SUSTAINABLE SEAFOOD PROTECTS THE OCEAN AND PEOPLE WHO DEPEND ON IT. BILLIONS OF PEOPLE RELY ON SEAFOOD FOR THEIR NUTRITION, LIVELIHOODS, AND CULTURAL IDENTITY. WHEN SEAFOOD IS PRODUCED RESPONSIBLY, IT CAN SUPPORT HEALTHY ECOSYSTEMS, RESILIENT COASTAL COMMUNITIES, AND LONG-TERM FOOD SECURITY. ONE POWERFUL EXAMPLE BEGINS ON A SMALL SHRIMP FARM IN VIETNAM AND ENDS ON COLLEGE CAMPUSES IN CALIFORNIA.

IN VIETNAM'S SOUTHERN MEKONG DELTA, SHRIMP FARMERS ARE HELPING CHANGE

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HOW SHRIMP FROM THE REGION IS SOLD - WITH HELP FROM THE AQUARIUM'S GLOBAL SEAFOOD PROGRAM. FARMERS THERE RAISE SHRIMP THE WAY PREVIOUS GENERATIONS DID: WITHOUT CHEMICALS OR OTHER ADDITIONS LIKE FEED, IN BALANCE WITH NATURE.

FOR YEARS, THEY LACKED A WAY TO PROVE TO BUYERS THAT THEIR SHRIMP SUPPORTED HEALTHY ECOSYSTEMS. TRADITIONAL ECO-CERTIFICATIONS WERE OFTEN TOO EXPENSIVE OR COMPLEX FOR SMALL FAMILY FARMS. AS A RESULT, ENVIRONMENTALLY RESPONSIBLE FARMERS STRUGGLED TO ACCESS MARKETS THAT VALUE SUSTAINABILITY.

THAT'S WHERE THE AQUARIUM'S VERIFICATION PLATFORM COMES IN. IT EVALUATES ENVIRONMENTAL PRACTICES AND PROVIDES CHECKS OVER TIME. THE RESULT IS A TRUSTED, SCIENCE-BASED WAY FOR FARMERS TO DEMONSTRATE THEIR CARE FOR ECOSYSTEMS - AND FOR BUYERS TO PURCHASE WITH CONFIDENCE.

TODAY, SHRIMP FROM THESE FARMS IS BEING SERVED AT UNIVERSITY OF CALIFORNIA CAMPUSES IN DAVIS, SANTA CRUZ, AND MERCED, AND OF COURSE, IN THE MONTEREY BAY AQUARIUM CAFE. THIS MARKS THE FIRST TIME U.S. INSTITUTIONS HAVE BEEN ABLE TO CONFIDENTLY SERVE FARMED SHRIMP VERIFIED GREEN FOR ENVIRONMENTAL SUSTAINABILITY BY OUR EXPERTS.

UNDERSTANDING MECHANISMS FOR KELP FOREST RECOVERY:
MONTEREY BAY'S KELP FORESTS ARE MAJESTIC, OTHERWORLDLY ECOSYSTEMS. THEY CREATE THE CONDITIONS THAT SUPPORT INCREDIBLE BIODIVERSITY AND PLAY A CRITICAL ROLE IN BOOSTING THE RESILIENCE OF OUR COAST TO THE IMPACTS OF CLIMATE CHANGE. BUT WILD KELP FORESTS ARE IN TROUBLE - THEY'VE SUFFERED CATASTROPHIC DECLINES ON THE WEST COAST OVER THE PAST DECADE.

IN 2025, WE COMPLETED THE SECOND FIELD SEASON OF A KELP RESILIENCE STUDY IN MONTEREY BAY THAT WE LAUNCHED THE PREVIOUS YEAR. IN DIRECT RESPONSE TO WIDESPREAD KELP LOSS IN CALIFORNIA AND THE NEED TO BETTER UNDERSTAND HOW CLIMATE CHANGE IS RESHAPING OUR COAST, THIS MULTI-YEAR PROJECT IS GENERATING VALUABLE DATA ABOUT HOW KELP FORESTS DECLINE, RECOVER, AND RESPOND TO A WARMING OCEAN.

OUR TEAM, INCLUDING FIVE SCIENTIFIC DIVING INTERNS, A GRADUATE STUDENT, AND 14 VOLUNTEERS IN ADDITION TO AQUARIUM STAFF, RE-SURVEYED ALL 58 UNDERWATER SITES WE'D ESTABLISHED THE YEAR BEFORE, COLLECTING ECOLOGICAL DATA ON KELP, INVERTEBRATES, AND ALGAE TO ASSESS CHANGES OVER TIME. THIS RESEARCH IS IDENTIFYING ECOLOGICAL CONDITIONS THAT SUPPORT KELP RECOVERY VERSUS THOSE THAT MAINTAIN URCHIN BARRENS (SITES THAT ARE ESSENTIALLY DEVOID OF KELP AND DOMINATED BY URCHINS ON BARE ROCK).

AS WE CONTINUE THIS RESEARCH AND BETTER UNDERSTAND MECHANISMS FOR KELP RECOVERY, WE'LL WORK MORE CLOSELY WITH STATE AGENCIES AND RESTORATION PRACTITIONERS TO TRANSLATE RESEARCH FINDINGS INTO APPLIED GUIDANCE AND MANAGEMENT TOOLS TO BRING BACK HEALTHY KELP FORESTS.

REBUILDING BIODIVERSITY STRENGTHENS OCEAN RESILIENCE. A BALANCED OCEAN ECOSYSTEM, RICH IN BIODIVERSITY, IS MORE RESILIENT TO CLIMATE CHANGE, POLLUTION, AND HUMAN IMPACTS. WHEN SPECIES LIKE FISH, INVERTEBRATES, AND MARINE MAMMALS COEXIST IN A STABLE ENVIRONMENT, THE ENTIRE SYSTEM FUNCTIONS BETTER - BENEFITING FOOD SECURITY, FISHERIES, AND COASTAL COMMUNITIES.

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SUPPORTING THE RECOVERY OF SOUTHERN SEA OTTERS:
IN 1984, BEFORE THE AQUARIUM HAD EVEN OPENED TO THE PUBLIC, OUR SEA OTTER PROGRAM WAS BORN FROM A COLLABORATION BETWEEN THE COMMUNITY AND THE AQUARIUM THAT CONTINUES TO GROW.

TODAY, WE'RE THE PRIMARY FACILITY PROVIDING CRITICAL CARE TO RESCUED SOUTHERN SEA OTTER PUPS, RAISING THEM FOR RELEASE BACK TO THE WILD. OUR STAFF ARE EXPERTS ON BEST PRACTICES FOR SEA OTTER CARE AND REHABILITATION - AND WE HAVE STATE-OF-THE-ART FACILITIES TO SUPPORT THIS WORK. STILL, SOUTHERN SEA OTTERS REMAIN A THREATENED SPECIES, RECOVERING FROM THE FUR TRADE THAT DECIMATED THEIR POPULATION IN THE LATE 1800S.

IN 2025, WE BROUGHT OUR NEW SEA OTTER CONSERVATION CENTER FULLY ONLINE. WITH OUR OWN CAPACITY TO CARE FOR RESCUED ANIMALS SECURED, WE EXPECT THAT THE NUMBER OF SEA OTTERS WE CAN CARE FOR WITH OUR PARTNERS AT THE AQUARIUM OF THE PACIFIC WILL START TO INCREASE IN 2026.

OVER THE SUMMER, WE SUCCESSFULLY RELEASED AN OTTER NEAR SANTA CRUZ - OUR MOST NORTHERLY RELEASE SITE YET. THIS IS SIGNIFICANT AS WE WORK TO SUPPORT THE GROWTH OF THE POPULATION WITHIN ITS CURRENT GEOGRAPHIC RANGE. OUR TEAM DILIGENTLY MONITORED THE YOUNG MALE AS HE SWAM MILES UP AND DOWN THE COAST EACH DAY. IT'S PART OF OUR COMMITMENT TO ENSURE A SUCCESSFUL START TO LIFE IN THE WILD.

KEYSTONE SPECIES LIKE SEA OTTERS KEEP ECOSYSTEMS THRIVING. SEA OTTERS PLAY A CRUCIAL ROLE IN MAINTAINING KELP FORESTS BY KEEPING GRAZERS LIKE SEA URCHIN POPULATIONS IN CHECK. WHEN OTTERS THRIVE, KELP FORESTS FLOURISH, PROVIDING HABITAT FOR COUNTLESS MARINE SPECIES, IMPROVING BIODIVERSITY, AND INCREASING COASTAL RESILIENCE TO CLIMATE CHANGE.

FORM 990, PART VI, SECTION A, LINE 2:
JULIE PACKARD, CHRIS SCHOLIN, BARBARA WRIGHT, ANTJE BOETIUS, AND LISA WHITE HAVE A BUSINESS RELATIONSHIP. JULIE PACKARD, LOUISE STEPHENS, AND SUSAN ORR HAVE A FAMILY RELATIONSHIP.

FORM 990, PART VI, SECTION B, LINE 11B:
THE AQUARIUM'S CONTROLLER PROVIDES ALL INFORMATION NEEDED FOR THE FORM 990 TO HOOD & STRONG LLP BASED ON AUDITED FINANCIAL STATEMENTS. HOOD & STRONG PREPARES AND REVIEWS THE FORM 990 AND PROVIDES A DRAFT WHICH IS REVIEWED BY THE CONTROLLER, CHIEF FINANCIAL OFFICER, LEGAL COUNSEL, AND CHIEF EXECUTIVE OFFICER WITH REVISIONS INCORPORATED AS NEEDED. UPON ACCEPTANCE OF THE FINAL VERSION, THE 990 IS SHARED FIRST WITH THE AUDIT COMMITTEE FOR ITS REVIEW AND THEN DISTRIBUTED TO THE FULL BOARD PRIOR TO FILING.

FORM 990, PART VI, SECTION B, LINE 12C:
ANNUALLY, ALL TRUSTEES AND OFFICERS ARE PROVIDED A COPY OF THE AQUARIUM'S CONFLICT OF INTEREST POLICY, WHICH THEY ACKNOWLEDGE RECEIPT AND UNDERSTANDING OF. THEY EACH COMPLETE A CONFLICT OF INTEREST DISCLOSURE FORM, ALONG WITH ANY MITIGATION PLAN, IF APPLICABLE. A SUMMARY IS PREPARED, AND THE SUMMARY AND FORMS ARE FORWARDED TO THE AQUARIUM'S CONFLICTS REVIEW PANEL. THE PANEL IS COMPRISED OF THE CHIEF EXECUTIVE OFFICER, LEGAL COUNSEL, AND CHIEF FINANCIAL OFFICER.

FOLLOWING REVIEW BY THE PANEL, THE PANEL'S FINDINGS AND THE DISCLOSURES ARE

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FORWARDED TO THE BOARD'S AUDIT COMMITTEE, WHICH REVIEWS THE DISCLOSURES AND MAKES A REPORT TO THE BOARD.

TRUSTEES AND OFFICERS HAVE A CONTINUING DUTY TO MAKE ADDITIONAL DISCLOSURES THROUGHOUT THE YEAR IF WARRANTED.

THE COI DISCLOSURE REPORT IS SHARED WITH THE AQUARIUM'S EXTERNAL AUDITORS AND TAX PREPARERS.

EMPLOYEE CODE OF ETHICAL CONDUCT POLICY - THE CHIEF PEOPLE & CULTURE OFFICER FORWARDS THE CODE, WHICH INCLUDES A SECTION ON CONFLICTS OF INTEREST, TO ALL MANAGERS ANNUALLY. MANAGERS ARE ALSO REQUIRED TO DISCLOSE ANY INTERESTS WHICH COULD GIVE RISE TO CONFLICT, AND TO ASSURE THAT ANY STAFF IN THEIR AREAS WITH INTERESTS WHICH COULD GIVE RISE TO CONFLICT HAS DONE THE SAME. DISCLOSURES (AND MITIGATION PLANS, IF APPLICABLE) ARE REVIEWED BY THE CHIEF EXECUTIVE OFFICER, CHIEF PEOPLE AND CULTURE OFFICER AND CHIEF FINANCIAL OFFICER BY MARCH. THIS TEAM ALSO EVALUATES THE EFFECTIVENESS OF THE PROCESS. THE CHIEF FINANCIAL OFFICER ASSURES APPROPRIATE REPORTING TO THE EXTERNAL AUDITORS AND TAX PREPARER. EMPLOYEES HAVE A CONTINUING DUTY TO MAKE ADDITIONAL DISCLOSURES THROUGHOUT THE YEAR IF WARRANTED.

FORM 990, PART VI, SECTION B, LINE 15:
THE BOARD COMPENSATION COMMITTEE, COMPRISED OF INDEPENDENT TRUSTEES, APPROVES THE TOTAL COMPENSATION STRATEGY FOR THE AQUARIUM, CONSISTENT WITH ITS MISSION AND VALUES. AN INDEPENDENT COMPENSATION CONSULTANT CONDUCTS AN ANNUAL COMPENSATION MARKET STUDY COMPRISED OF DATA FROM COMPARABLE ORGANIZATIONS AND POSITIONS FOR ALL EXECUTIVE OFFICERS AND VICE PRESIDENTS. THE COMPENSATION COMMITTEE ASSESSES THE CHIEF EXECUTIVE OFFICER (CEO) ANNUAL PERFORMANCE, AND RECOMMENDS TO THE BOARD OF TRUSTEES COMPENSATION CHANGES BASED ON THE CEO ANNUAL PERFORMANCE AND ANNUAL COMPENSATION MARKET STUDY FOR RELEVANT PEER POSITION. THE BOARD REVIEW AND APPROVAL FOR CEO COMPENSATION IS CONTEMPORANEOUSLY DOCUMENTED IN THE FULL BOARD MEETING MINUTES.

THE COMPENSATION COMMITTEE ALSO APPROVES THE CHIEF FINANCIAL OFFICER (CFO) COMPENSATION CHANGES BASED ON THE CEO RECOMMENDATION AND THE ANNUAL COMPENSATION MARKET STUDY FOR RELEVANT PEER POSITION. THE COMPENSATION COMMITTEE REVIEWS COMPENSATION CHANGES FOR ALL OTHER EXECUTIVE OFFICERS AND VICE PRESIDENTS RECOMMENDED BY THE CEO AND AS COMPARED TO THE ANNUAL COMPENSATION MARKET STUDY FOR RELEVANT PEER POSITIONS. THE REVIEW AND APPROVAL OF ALL EXECUTIVE OFFICER AND VICE PRESIDENT COMPENSATION IS DOCUMENTED IN THE COMPENSATION COMMITTEE MEETING MINUTES.

FORM 990, PART VI, LINE 17, LIST OF STATES RECEIVING COPY OF FORM 990:
CA,AL,AR,FL,HI,IL,KS,KY,MD,MA,MI,MN,MS,NH,NJ,NM,NY,NC,ND,OR,PA,RI,SC,TN,VA WV,WI

FORM 990, PART VI, SECTION C, LINE 19:
THE CONFLICTS OF INTEREST POLICY AND GOVERNING DOCUMENTS ARE PROVIDED UPON REQUEST WITHIN TWO BUSINESS DAYS. COPIES OF AUDITED FINANCIAL STATEMENTS AND THE TAX FORM 990 ARE AVAILABLE TO THE PUBLIC ON THE ORGANIZATION'S WEBSITE.

FORM 990, PART XI, LINE 9, CHANGES IN NET ASSETS:
CHANGE IN INTEREST IN CHARITABLE TRUSTS 412,451.

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CHANGE IN ALLOWANCE FOR UNCOLLECTIBLE PLEDGES	2,341.
TOTAL TO FORM 990, PART XI, LINE 9	414,792.

SCHEDULE R (Form 990)
(Rev. January 2025)
Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

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Part I **Identification of Disregarded Entities.** Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity

Part II **Identification of Related Tax-Exempt Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No

Part III **Identification of Related Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations? Yes	(h) No	(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner? Yes	(j) No	(k) Percentage ownership

Part IV **Identification of Related Organizations Taxable as a Corporation or Trust.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity? Yes	(i) No
CHARITABLE LEAD ANNUITY TRUST (1)	INVESTMENTS	CA	MONTEREY BAY AQUARIUM FOUNDATION	TRUST				X	

Part V **Transactions With Related Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note: Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.		Yes	No
1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?			
a Receipt of **(i)** interest, **(ii)** annuities, **(iii)** royalties, or **(iv)** rent from a controlled entity	1a		X
b Gift, grant, or capital contribution to related organization(s)	1b		X
c Gift, grant, or capital contribution from related organization(s)	1c		X
d Loans or loan guarantees to or for related organization(s)	1d		X
e Loans or loan guarantees by related organization(s)	1e		X
f Dividends from related organization(s)	1f		X
g Sale of assets to related organization(s)	1g		X
h Purchase of assets from related organization(s)	1h		X
i Exchange of assets with related organization(s)	1i		X
j Lease of facilities, equipment, or other assets to related organization(s)	1j		X
k Lease of facilities, equipment, or other assets from related organization(s)	1k		X
l Performance of services or membership or fundraising solicitations for related organization(s)	1l		X
m Performance of services or membership or fundraising solicitations by related organization(s)	1m		X
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	1n		X
o Sharing of paid employees with related organization(s)	1o		X
p Reimbursement paid to related organization(s) for expenses	1p		X
q Reimbursement paid by related organization(s) for expenses	1q		X
r Other transfer of cash or property to related organization(s)	1r		X
s Other transfer of cash or property from related organization(s)	1s	X	

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

	(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1)	CHARITABLE LEAD ANNUITY TRUST	S	1,500,000.	FMV
(2)				
(3)				
(4)				
(5)				
(6)				

Part VI **Unrelated Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(e) Are all partners sec. 501(c)(3) orgs.? Yes	(e) No	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations? Yes	(h) No	(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner? Yes	(j) NO	(k) Percentage ownership