

A large ray swims gracefully in a deep blue aquarium tank. In the foreground, two young children, a girl and a boy, are kneeling on the edge of the tank, looking up at the ray with interest. The tank is filled with various colorful fish and coral reefs. The scene is lit with soft, natural light, creating a serene and educational atmosphere.

SEATTLE AQUARIUM

ANNUAL REPORT 2025

Photo: Our expanded campus enables us to inspire even more people to act for the ocean. Thank you for the partnership that brought the vision to life!

We are honored to be responsible guests on the traditional and contemporary territories of the Coast Salish people, who have stewarded these lands and waters since time immemorial.



Together, our impact goes far beyond what we're able to fit in the following pages. Learn more here.





59

SEATTLE AQUARIUM

PROTECTING THE OCEAN MATTERS— NOW MORE THAN EVER.





NOW MORE THAN EVER

In the year following the opening of the Ocean Pavilion, we welcomed a record-setting 1.2 million+ guests—fostering more inspiration and achieving greater mission impact than ever before.

Our one blue ocean is resilient, but it's not invincible. That's why it's more important than ever to preserve its health for our generation and those that follow.

Inspiring Conservation of Our Marine Environment is our mission—and our expanded campus enables us to engage even more people in that calling. With your support, we welcomed a record-setting number of guests in 2025, sharing the story of Earth's one ocean and the common challenges faced by its connected waters.

This isn't a time to rest or maintain the status quo. In light of the urgent challenges facing the ocean—and all the wondrous life found within—it's more important than ever to drive our mission forward, maintaining our focus on meaningful conservation action.

Thank you for joining us on this journey and being an ocean champion.

Photo: At the Aquarium, moments of delight, discovery and connection can blossom into a lifetime of caring for the ocean—and all the fascinating life within.



Shark egg case.



Nesha Ichida, STAR project manager, Thrive Conservation, releases the project's first Indo-Pacific leopard shark (Pitu balimbing in Indonesian) into the wild in Raja Ampat.

ReSharking the ocean

Many sharks and rays are at risk of extinction, and in some cases marine protected areas are not enough. The Seattle Aquarium is a founding member of ReShark: an international collective of over 75 aquariums, conservation organizations, government agencies and more, dedicated to recovering threatened sharks and rays around the world—starting with Indo-Pacific leopard sharks in Indonesia.



One of over 50 eggs that passed through the Aquarium in 2025. Within that unassuming exterior is a tiny, growing, Indo-Pacific leopard shark.



The Indo-Pacific leopard sharks in our care serve as important ambassadors for their species, as well as our conservation efforts on their behalf.

BIODIVERSITY MATTERS—NOW MORE THAN EVER.

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By contributing to endangered species recovery efforts, we advance real-world conservation outcomes—and help protect the biodiversity that keeps marine ecosystems, here at home and around the world, healthy and resilient.

With your support, our partnerships to repopulate endangered species made big strides in 2025. Locally, nearly 5,500 endangered xʷč'íłqs (pinto abalone, a kind of marine snail) were released to grow, thrive and contribute to ecosystem health at sites in the Salish Sea after being reared by the expert team at our Animal Care Center.

With the Ocean Pavilion expansion fully operational, we now have more animals in our care than ever before: over 20,000 individual mammals, fish, invertebrates and corals—as well as plants.



The Seattle Aquarium is one of ReShark’s most important partners, playing a critical role in collating Indo-Pacific leopard shark eggs from U.S. aquariums and shipping to our nurseries in Indonesia.

—Dr. Mark Erdmann, Executive Director, ReShark

Across the ocean, the 50th endangered Indo-Pacific leopard shark pup was released to the waters of the Coral Triangle in November. Through our participation in the ReShark collective’s *Stegostoma tigrinum* Augmentation and Recovery (StAR) Project—now in its fifth year—we serve as a transport hub for eggs contributed by partner zoos and aquariums across the United States. In total, 51 eggs passed through the Aquarium en route to Indonesia in 2025.

Photo top left: Director of Animal Health Dr. Caitlin Hadfield and Veterinarian Dr. Sasha Troiano caring for Indo-Pacific leopard shark eggs at our Animal Care Center.

CONSERVATION RESEARCH MATTERS—NOW MORE THAN EVER.

NOW MORE THAN EVER

Our field conservation and research initiatives gather new knowledge to improve understanding and stewardship of ocean health and marine life.

What does it mean when bull kelp—the “trees” of the underwater forests that provide food and shelter for so many local species—thrives in some areas but experiences dramatic loss in others? How prevalent are microplastics in Elliott Bay? What’s happening to rockfish populations in Washington waters, and what are the threatened sea otters on the outer coast eating? Further afield, how are coral reef communities changing near the Big Island of Hawai’i?

About 80% of Puget Sound bull kelp forests have disappeared. Through field research and policy advocacy, we’re working to understand the decline—and where kelp is thriving, to help target recovery efforts.

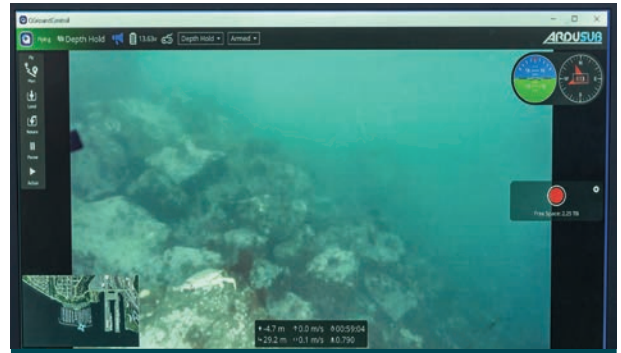


Through our partnership with the Aquarium, we are learning more about what makes kelp resilient along Seattle’s waterfront and the diversity of marine life it supports.

—Kathleen Hurley, Senior Environmental Program Manager, Marine Environment and Sustainability, Port of Seattle

These are a few of the questions we continued pursuing, with your partnership, through our 2025 field conservation and research initiatives. Leading some and partnering—with peers like the Port of Seattle, Washington Department of Fish & Wildlife and the University of Washington—on others, we contribute to the body of knowledge that can inform smart, measured management of waters near and far.

Photo: From left, Research Scientist Megan Williams, Research Technician Reid Thomson and Senior Research Scientist Dr. Zachary Randell prepare to survey kelp in Elliott Bay.



A glimpse of what our remotely operated vehicle (ROV) sees as our team navigates it through the waters of Elliott Bay to learn more about local kelp.





COMMUNITY MATTERS— NOW MORE THAN EVER.

**NOW
MORE
THAN
EVER**

When we connect with people at the Aquarium, along our city's revitalized waterfront, throughout the region and online, we make marine conservation a visible—and shared—priority.

Community Days that celebrate and honor the diverse communities of our region. After-hours programming that draws adults ages 21 and over to visit us for the first time. Summer camps and field trips that educate and inspire young conservationists. Free activities on the Ocean Pavilion's rooftop and Pier 62 that welcome all

Social media posts—including one that married marine conservation with the cultural moment of Taylor Swift's new album release—helped us achieve more than 35 million views across all platforms in 2025.



Waterfront Park is becoming one of Seattle's most important shared spaces. As neighbors, we're proud to help create a welcoming waterfront experience that complements and expands a visit to the Aquarium.

—Joy Shigaki, President and CEO, Friends of Waterfront Park

comers to learn about the marine environment. An award-winning volunteer program that trains teens and adults to advocate for our conservation message—and stations naturalists on local rivers and shorelines to share their knowledge with the public. Livestreamed Lightning Talks and social media channels that invite everyone to join the conversation.

Thank you for the partnership that makes the Aquarium a place where people of all ages and backgrounds come together in shared love for the ocean and its wonders.

Photo: Happiness was in the air during our Asian American Pacific Islander Community Day—which also featured multilingual programming, special talks and more.

SUSTAINABILITY MATTERS—NOW MORE THAN EVER.

NOW MORE THAN EVER

We're committed to being a regenerative aquarium: one that helps ensure a climate-resilient future for all. By modeling sustainability as part of that vision, we demonstrate that protecting the ocean starts with everyday actions.

1,700+ diver presentations and ~7,000 interpretive talks provided opportunities for our staff to share the importance of sustainability and taking action for the ocean with our guests in 2025.

With your partnership, we made exciting changes in 2025 that allow us to operate our campus more sustainably. Highlights: To provide needed supplemental oxygen for the seawater from Elliott Bay that's pumped into our habitats, we piloted the use of an oxygen concentrator, eliminating greenhouse gas emissions associated with transporting oxygen tanks.



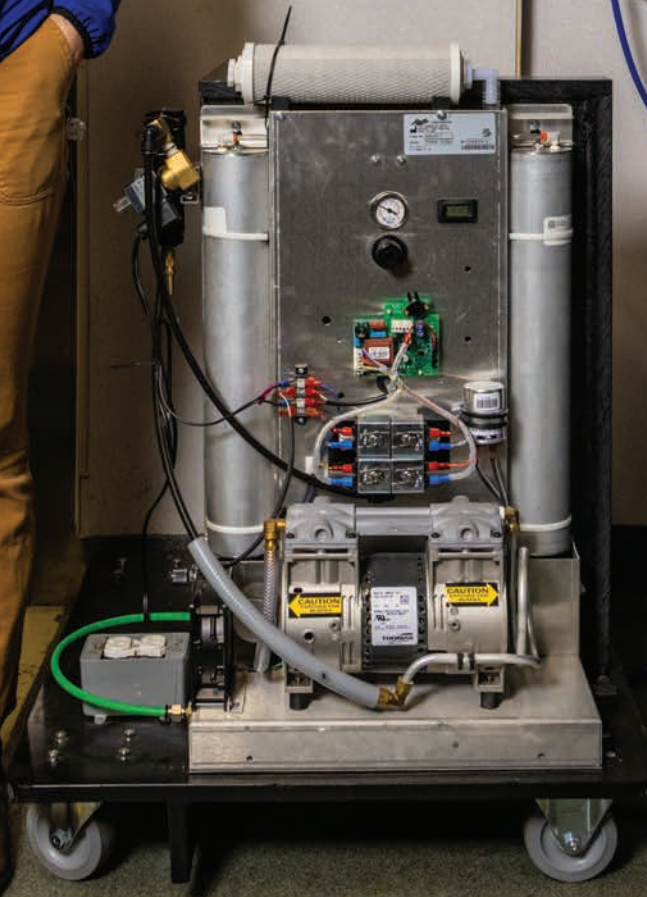
The Seattle Aquarium is on a unique emissions reduction journey—working to balance the needs of tens of thousands of animals while making changes behind the scenes to decrease its climate impact.

—Nicole Ballinger, Building Emission Performance Standard Program Manager, City of Seattle Office of Sustainability & Environment

We installed low-flow restroom fixtures across our campus and continued enhancing signage that helps guests sort waste properly. And we also signed a solar power purchase agreement with Seattle City Light, with the additional benefit of increasing the solar energy capacity of the regional grid.

It's all part of aligning our operations with our values—and contributing to a more sustainable future.

Photo: Senior Water Quality Specialist Juliette Mason, Regenerative Manager Travis Snyder and the oxygen concentrator that's increasing our operational sustainability.



YOUR PARTNERSHIP MATTERS—NOW MORE THAN EVER.

Together, we are making a difference for ocean health. Thank you.

Our deepest thanks to the individuals, foundations, tribes, corporations and government funders who supported our mission in 2025—and the staff and volunteers who carry it forward every day. We also thank all who supported our *One Ocean, One Future* campaign, which helped bring the Ocean Pavilion to life and concluded in July.

Throughout the year, we enjoyed welcoming you for members-only early openings, tours, Curiosity Cafés, Splash! and on the beach. Each of these moments is a reminder of our partnership.

Coming together for marine conservation

We welcomed over 500 supporters for our 2025 fundraising gala, Splash!, to celebrate the animals in our care and learn about the initiatives that inspire conservation action. Generous attendees helped raise over \$1 million in support of our work—and we couldn't be more appreciative. A huge thank you to the staff and volunteers who made the event happen. As we look to the future, we invite you to join us for Splash! 2027—sure to be an unforgettable celebration of the Aquarium's 50th year.

Total 2025 giving: \$6.2 million

We're grateful for all who generously give to reflect their commitment to marine conservation. Interested in learning more? Please contact us at philanthropy@SeattleAquarium.org.

**NOW
MORE
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EVER**

Our generous giving community spanned over 20,000 member households and 7,600 philanthropic donors in 2025. We couldn't deliver on our conservation mission without your support—thank you!



Guests enjoy the stunning sunset at our 2025 Splash! fundraising gala. We hope you'll join us in 2027 as we celebrate the Aquarium's 50th year!

2025 SUMMARY FINANCIAL INFORMATION*

Assets

	(\$ in 000s)
Cash and investments	\$ 11,494
Receivables & prepaid expenses	4,107
Long-term debt reserve	7,528
Facility expansion project costs	166,772
Right-of-use lease assets	4,323
Property, plant and equipment	9,058
Total assets	\$ 203,281

Liabilities and net assets

Payables and other liabilities	\$ 60,122
Net assets without donor restrictions	38,933
Net assets with donor restrictions	104,226
Total net assets	143,159
Total liabilities and net assets	\$ 203,281

Revenues and expenses

Unrestricted revenue	
Admissions and memberships	\$ 35,804
Concessions and other income	4,270
Contributions, grants, special events (net)	4,439
Restricted net assets released from restrictions	2,049
Total unrestricted revenues	\$ 46,561

Expenses

Program expenses	\$ 26,919
Management and general	4,502
Fundraising	1,870
Total expenses	\$ 33,292

Change in unrestricted net assets \$ 13,270

Restricted activity

Temporarily restricted revenue	\$ 12,513
Restricted net assets released from restrictions	(2,049)

Change in restricted net assets \$ 10,464

Total change in net assets \$ 23,734

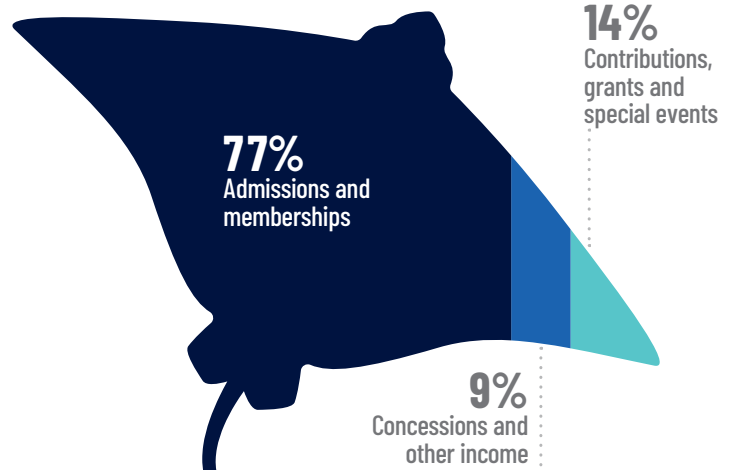
Net assets, beginning of year \$ 119,426

Net assets, end of year \$ 143,159

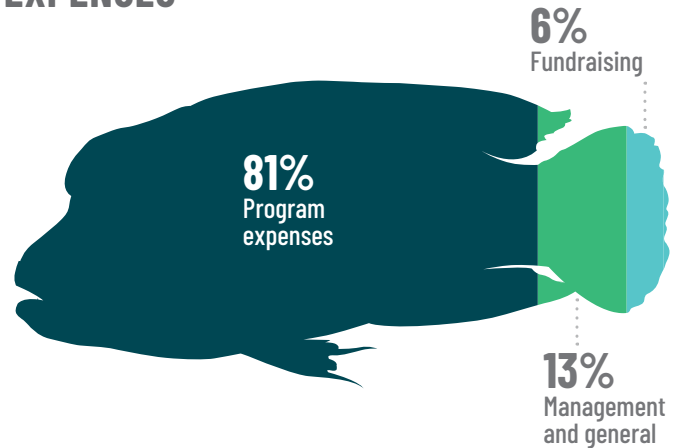
The statements shown above are condensed versions of our audited financial statements and do not include footnote disclosures. Complete audited financial statements are available on the Seattle Aquarium website.

*Some numbers/percentages shown in charts are rounded.

REVENUES



EXPENSES



ATTENDANCE

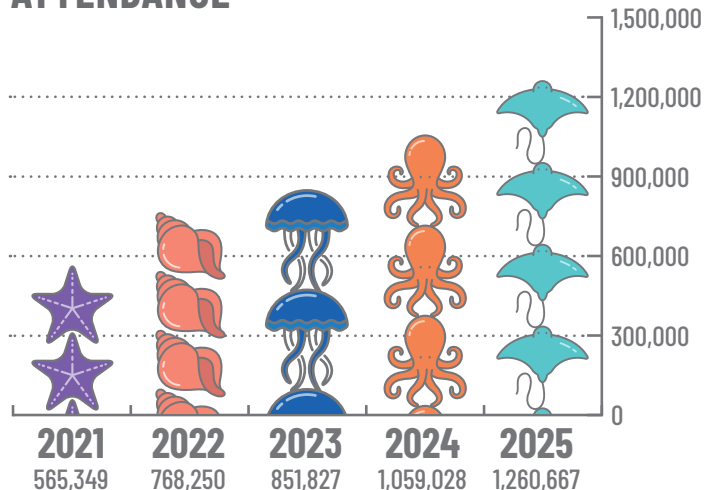


Photo: With your partnership, in 2025 we welcomed a southern sea otter to our care for the first time. Ruby's arrival represents our continuing commitment to sustaining and recovering sea otters, from California to Alaska and beyond.



Inspiring Conservation of Our Marine Environment

*The Seattle Aquarium is a 501(c)(3) nonprofit organization.
Your donations make a difference! You can contribute by calling **(206) 693-6284**
or visiting SeattleAquarium.org/donate.
Contributions are tax-deductible as allowed by law.*