

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

Form **990**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

2018

Department of the Treasury
Internal Revenue Service

▶ Do not enter Social Security numbers on this form as it may be made public.
▶ Information about Form 990 and its instructions is at www.irs.gov/form990.

Open to Public
Inspection

A For the 2018 calendar year, or tax year beginning , 2018, and ending , 20

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization MONTEREY BAY AQUARIUM FOUNDATION		D Employer identification number 94-2487469	
	Doing Business As		E Telephone number (831) 648-4800	
	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		G Gross receipts \$ 366,279,595.	
F Name and address of principal officer: JULIE PACKARD 886 CANNERY ROW, MONTEREY, CA 93940		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions)		
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () ◀ (Insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		H(c) Group exemption number ▶		
J Website: ▶ WWW.MONTEREYBAYAQUARIUM.ORG				
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> 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: THE MISSION OF THE MONTEREY BAY AQUARIUM IS TO INSPIRE CONSERVATION OF THE OCEAN. SEE SCHEDULE O FOR FURTHER DETAIL.		
	2	Check this box <input type="checkbox"/> 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 2018 (Part V, line 2a)	5	726.
	6	Total number of volunteers (estimate if necessary)	6	1,572.
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	233,221.
	b Net unrelated business taxable income from Form 990-T, line 34	7b	0.	
Revenue	8	Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9	Program service revenue (Part VIII, line 2g)	40,375,810.	58,258,026.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	49,947,497.	54,578,000.
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	7,613,000.	11,858,052.
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	3,445,430.	182,058.
	12		101,381,737.	124,876,136.
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	761,132.	290,580.
	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)	45,436,875.	46,769,739.
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	219,606.	267,615.
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶ 5,620,168.		
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	46,446,074.	49,277,567.
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	92,863,687.	96,605,501.
19	Revenue less expenses. Subtract line 18 from line 12	8,518,050.	28,270,635.	
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	Beginning of Current Year	End of Year
	21	Total liabilities (Part X, line 26)	474,966,162.	485,041,278.
	22	Net assets or fund balances. Subtract line 21 from line 20.	20,491,315.	23,393,799.
			454,474,847.	461,647,479.

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 11/5/19
	Type or print name and title Troy Grande	

Paid Preparer Use Only	Print/Type preparer's name QI WEN LIANG	Preparer's signature	Date 10/30/19	Check <input type="checkbox"/> If self-employed	PTIN P01270238
	Firm's name ▶ GRANT THORNTON LLP			Firm's EIN ▶ 36-605558	
	Firm's address ▶ 101 CALIFORNIA STREET, SUITE 2700 SAN FRANCISCO, CA 94111			Phone no. 415-986-3900	

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

For Paperwork Reduction Act Notice, see the separate instructions. Form 990 (2018)

Form **8868**

(Rev. January 2019)

Department of the Treasury
Internal Revenue Service

Application for Automatic Extension of Time To File an Exempt Organization Return

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

OMB No. 1545-1709

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

Automatic 6-Month Extension of Time. Only submit original (no copies needed).

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.

Type or print	Enter filer's identifying number, see instructions	
	Name of exempt organization or other filer, see instructions. MONTEREY BAY AQUARIUM FOUNDATION	Employer identification number (EIN) or 94-2487469
File by the due date for filing your return. See instructions.	Number, street, and room or suite no. If a P.O. box, see instructions. 886 CANNERY ROW	Social security number (SSN)
	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)

Application Is For	Return Code	Application Is For	Return Code
Form 990 or Form 990-EZ	01	Form 990-T (corporation)	07
Form 990-BL	02	Form 1041-A	08
Form 4720 (individual)	03	Form 4720 (other than individual)	09
Form 990-PF	04	Form 5227	10
Form 990-T (sec. 401(a) or 408(a) trust)	05	Form 6069	11
Form 990-T (trust other than above)	06	Form 8870	12

JOHN DAVIS

• The books are in the care of ▶ 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 EINs of all members the extension is for.

1 I request an automatic 6-month extension of time until 11/15, 2019, to file the exempt organization return for the organization named above. The extension is for the organization's return for:

▶ calendar year 2018 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-BL, 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.

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

For Privacy Act and Paperwork Reduction Act Notice, see instructions.

Form **8868** (Rev. 1-2019)

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. SEE SCHEDULE O FOR FURTHER DETAIL.

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 [X] No

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [] Yes [X] No

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 \$ 50,283,297. including grants of \$ 25,676.) (Revenue \$ 54,578,000.) ANIMAL CARE AND AQUARIUM EXPERIENCE - SEE SCHEDULE O

4b (Code:) (Expenses \$ 18,278,264. including grants of \$ 61,811.) (Revenue \$ 0.) EDUCATION AND OUTREACH - SEE SCHEDULE O

4c (Code:) (Expenses \$ 12,930,045. including grants of \$ 203,093.) (Revenue \$ 473,272.) CONSERVATION AND SCIENCE - SEE SCHEDULE O

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

4e Total program service expenses 81,491,606.

Part IV Checklist of Required Schedules

Table with 3 columns: Question number, Yes, No. Rows 1-21 detailing various organizational requirements and their completion status.

Part IV Checklist of Required Schedules (continued)

Table with 3 columns: Question, Yes, No. Rows 22-38 covering various organizational requirements and reporting obligations.

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. []

Table with 3 columns: Question, Yes, No. Rows 1a-1c regarding Form 1096, W-2G forms, and backup withholding rules.

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 726		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)	X	
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	X	
b	If "Yes," has it filed a Form 990-T for this year? <i>If "No" to line 3b, provide an explanation in Schedule O</i>	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)?		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?		X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?		
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?		X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		
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?	X	
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	X	
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		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?		X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		
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?		
9	Sponsoring organizations maintaining donor advised funds.		
a	Did the sponsoring organization make any taxable distributions under section 4966?		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		
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?		
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.		
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?		X
b	If "Yes," has it filed a Form 720 to report these payments? <i>If "No," provide an explanation in Schedule O</i>		
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 instructions and file Form 4720, Schedule N.		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.		X

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 in 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

Table with 3 columns: Question, Yes, No. Rows include 1a (17), 1b (16), 2, 3, 4, 5, 6, 7a, 7b, 8a, 8b, 9.

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

Table with 3 columns: Question, Yes, No. Rows include 10a, 10b, 11a, 11b, 12a, 12b, 12c, 13, 14, 15a, 15b, 16a, 16b.

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed CA,
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.
19 Describe in 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

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 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 and/or Box 7 of Form 1099-MISC) 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.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

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 dotted 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)	(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			
(1)STEPHEN C. NEAL CHAIRMAN	1.00 0.	X		X			0.	0.	0.	
(2)DR. PETER S. BING CHAIR EMERITUS	1.00 0.	X					0.	0.	0.	
(3)JULIE PACKARD EXECUTIVE DIRECTOR	28.00 0.	X		X			318,210.	0.	39,931.	
(4)TEGAN ACTON TRUSTEE	1.00 0.	X					0.	0.	0.	
(5)SUSAN BELL TRUSTEE	1.00 0.	X					0.	0.	0.	
(6)MARGARET CALDWELL TRUSTEE	1.00 0.	X					0.	0.	0.	
(7)SAMANTHA CAMPBELL TRUSTEE	1.00 0.	X					0.	0.	0.	
(8)CAROLINE GETTY TRUSTEE	1.00 0.	X					0.	0.	0.	
(9)M.R.C. GREENWOOD TRUSTEE	1.00 0.	X					0.	0.	0.	
(10)WILLIAM LANDRETH TRUSTEE	1.00 0.	X					0.	0.	0.	
(11)JOAN LANE TRUSTEE	1.00 0.	X					0.	0.	0.	
(12)MICHAEL MANTELL TRUSTEE	1.00 0.	X					0.	0.	0.	
(13)CONNIE MARTINEZ TRUSTEE	1.00 0.	X					0.	0.	0.	
(14)GIDEON YU TRUSTEE	1.00 0.	X					0.	0.	0.	

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 dotted 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)	(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			
(15) PIETRO PARRAVANO ----- TRUSTEE	1.00 ----- 0.	X					0.	0.	0.	
(16) CHRIS SCHOLIN ----- TRUSTEE	1.00 ----- 0.	X					0.	0.	0.	
(17) MARK WAN ----- TRUSTEE	1.00 ----- 0.	X					0.	0.	0.	
(18) TROY A GRANDE ----- CFO & TREASURER	40.00 ----- 1.00			X			263,806.	0.	58,153.	
(19) CYNTHIA VERNON ----- CHIEF OPERATING OFFICER	40.00 ----- 1.00			X			263,560.	0.	52,132.	
(20) BARBARA WRIGHT ----- SECRETARY	1.00 ----- 0.			X			0.	0.	0.	
(21) CRISTINA FEKECI ----- CHIEF DEVELOPMENT OFFICER	40.00 ----- 0.				X		312,666.	0.	41,289.	
(22) MARIAN MARTHA HAHN ----- CHIEF MARKETING OFFICER	40.00 ----- 0.				X		219,705.	0.	34,396.	
(23) MARGARET SPRING ----- VP CON & SCI CHIEF CNSRV OFF	40.00 ----- 0.				X		208,454.	0.	44,870.	
(24) TERESA JEANINE MERRY ----- CHIEF HUMAN RESOURCES OFFICERS	40.00 ----- 0.				X		191,838.	0.	54,019.	
(25) CHARLES ASLANIAN ----- VP OF FACILITY OPERATIONS	40.00 ----- 0.				X		162,539.	0.	43,749.	
1b Sub-total							318,210.	0.	39,931.	
c Total from continuation sheets to Part VII, Section A							3,073,372.	0.	590,413.	
d Total (add lines 1b and 1c)							3,391,582.	0.	630,344.	

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 **▶** 57

	Yes	No
3 Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>	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? <i>If "Yes," complete Schedule J for such individual</i>	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? <i>If "Yes," complete Schedule J for such person</i>		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
ATTACHMENT 1		

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization **▶** 73

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 dotted 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)	(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			
(26) DAVID ROSENBERG VP OF GUEST EXPERIENCE	40.00 0.				X			161,320.	0.	17,424.
(27) KEVIN KEARNS VP OF EXHIBITIONS THRU 11/2018	40.00 0.				X			183,309.	0.	44,651.
(28) RITA BELL VP OF EDUCATION	40.00 0.					X		149,666.	0.	27,321.
(29) JENNIFER DIANTO KEMMERLY DIR, GLOBAL FISHERIES&AQUACULTR	40.00 0.					X		176,421.	0.	30,456.
(30) NANCY ENTERLINE VP OF DEVELOPMENT	40.00 0.					X		167,384.	0.	54,436.
(31) MARY C. MULLEN VP OF GIFT PLANNING	40.00 0.					X		165,261.	0.	29,946.
(32) JON HOESCH VP OF HUSBANDRY	40.00 0.					X		147,815.	0.	35,219.
(33) RANDALL HAMILTON FORMER VP OF HUSBANDRY	0. 0.						X	299,628.	0.	22,352.
1b Sub-total										
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)										

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 **▶** 57

	Yes	No
3 Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>	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? <i>If "Yes," complete Schedule J for such individual</i>	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? <i>If "Yes," complete Schedule J for such person</i>		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

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

Part VIII Statement of Revenue

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

Table with columns: (A) Total revenue, (B) Related or exempt function revenue, (C) Unrelated business revenue, (D) Revenue excluded from tax under sections 512-514. Rows include Contributions, Gifts, Grants and Other Similar Amounts; Program Service Revenue; and Other Revenue.

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

Table with 5 columns: (A) Total expenses, (B) Program service expenses, (C) Management and general expenses, (D) Fundraising expenses. Rows include categories like Grants, Salaries, Pension, Advertising, etc.

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	18,038,931.	1	15,026,554.
	2 Savings and temporary cash investments	28,115,040.	2	1,006,640.
	3 Pledges and grants receivable, net	18,178,960.	3	10,605,950.
	4 Accounts receivable, net	2,809,417.	4	3,310,201.
	5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L	0.	5	0.
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L	0.	6	0.
	7 Notes and loans receivable, net	0.	7	0.
	8 Inventories for sale or use	0.	8	0.
	9 Prepaid expenses and deferred charges	555,145.	9	1,388,503.
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 313,496,416.		
	b Less: accumulated depreciation	10b 162,803,331.		
		135,553,492.	10c	150,693,085.
	11 Investments - publicly traded securities	9,883,247.	11	68,476,506.
	12 Investments - other securities. See Part IV, line 11	250,109,077.	12	224,639,451.
	13 Investments - program-related. See Part IV, line 11	0.	13	0.
	14 Intangible assets	0.	14	0.
15 Other assets. See Part IV, line 11	11,722,853.	15	9,894,388.	
16 Total assets. Add lines 1 through 15 (must equal line 34)	474,966,162.	16	485,041,278.	
Liabilities	17 Accounts payable and accrued expenses	10,464,811.	17	13,480,228.
	18 Grants payable	0.	18	0.
	19 Deferred revenue	9,896,046.	19	9,789,909.
	20 Tax-exempt bond liabilities	0.	20	0.
	21 Escrow or custodial account liability. Complete Part IV of Schedule D	0.	21	0.
	22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L	0.	22	0.
	23 Secured mortgages and notes payable to unrelated third parties	0.	23	0.
	24 Unsecured notes and loans payable to unrelated third parties	0.	24	0.
	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	130,458.	25	123,662.
	26 Total liabilities. Add lines 17 through 25	20,491,315.	26	23,393,799.
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets	377,486,453.	27	397,107,260.
	28 Temporarily restricted net assets	59,536,394.	28	38,218,752.
	29 Permanently restricted net assets	17,452,000.	29	26,321,467.
	Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.			
	30 Capital stock or trust principal, or current funds		30	
	31 Paid-in or capital surplus, or land, building, or equipment fund		31	
	32 Retained earnings, endowment, accumulated income, or other funds		32	
	33 Total net assets or fund balances	454,474,847.	33	461,647,479.
34 Total liabilities and net assets/fund balances	474,966,162.	34	485,041,278.	

Part XI Reconciliation of Net Assets

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

1	Total revenue (must equal Part VIII, column (A), line 12)	1	124,876,136.
2	Total expenses (must equal Part IX, column (A), line 25)	2	96,605,501.
3	Revenue less expenses. Subtract line 2 from line 1	3	28,270,635.
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	454,474,847.
5	Net unrealized gains (losses) on investments	5	-21,155,426.
6	Donated services and use of facilities	6	0.
7	Investment expenses	7	0.
8	Prior period adjustments	8	0.
9	Other changes in net assets or fund balances (explain in Schedule O)	9	57,423.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	461,647,479.

Part XII Financial Statements and Reporting

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

- 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 in Schedule O.
- 2a** Were the organization's financial statements compiled or reviewed by an independent accountant?
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?
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? If the organization changed either its oversight process or selection process during the tax year, explain in 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 Single Audit Act and OMB Circular A-133?
- 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 in Schedule O and describe any steps taken to undergo such audits.

	Yes	No
2a		X
2b	X	
2c	X	
3a		X
3b		

SCHEDULE A
(Form 990 or 990-EZ)

Public Charity Status and Public Support

OMB No. 1545-0047

2018

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

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.

Name of the organization

MONTEREY BAY AQUARIUM FOUNDATION

Employer identification number

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 or 990-EZ).)
- 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 in 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?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
Total						

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule A (Form 990 or 990-EZ) 2018

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

Table with 7 columns: (a) 2014, (b) 2015, (c) 2016, (d) 2017, (e) 2018, (f) Total. Rows include: 1 Gifts, grants, contributions, and membership fees received; 2 Tax revenues levied for the organization's benefit; 3 The value of services or facilities furnished by a governmental unit; 4 Total; 5 The portion of total contributions by each person; 6 Public support.

Section B. Total Support

Table with 7 columns: (a) 2014, (b) 2015, (c) 2016, (d) 2017, (e) 2018, (f) Total. Rows include: 7 Amounts from line 4; 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources; 9 Net income from unrelated business activities; 10 Other income; 11 Total support; 12 Gross receipts from related activities; 13 First five years.

Section C. Computation of Public Support Percentage

Table with 2 columns: Line number, Percentage. Rows include: 14 Public support percentage for 2018 (73.83%); 15 Public support percentage from 2017 Schedule A, Part II, line 14 (67.81%); 16a 33 1/3% support test - 2018 (checked); 16b 33 1/3% support test - 2017; 17a 10%-facts-and-circumstances test - 2018; 17b 10%-facts-and-circumstances test - 2017; 18 Private foundation.

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

Table with 7 columns: (a) 2014, (b) 2015, (c) 2016, (d) 2017, (e) 2018, (f) Total. Rows include: 1 Gifts, grants, contributions, and membership fees received; 2 Gross receipts from admissions, merchandise sold or services performed; 3 Gross receipts from activities that are not an unrelated trade or business; 4 Tax revenues levied for the organization's benefit; 5 The value of services or facilities furnished by a governmental unit; 6 Total. Add lines 1 through 5; 7a Amounts included on lines 1, 2, and 3 received from disqualified persons; 7b Amounts included on lines 2 and 3 received from other than disqualified persons; 7c Add lines 7a and 7b; 8 Public support. (Subtract line 7c from line 6.)

Section B. Total Support

Table with 7 columns: (a) 2014, (b) 2015, (c) 2016, (d) 2017, (e) 2018, (f) Total. Rows include: 9 Amounts from line 6; 10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources; 10b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975; 10c Add lines 10a and 10b; 11 Net income from unrelated business activities not included in line 10b; 12 Other income. Do not include gain or loss from the sale of capital assets; 13 Total support. (Add lines 9, 10c, 11, and 12.)

14 First five 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

Table with 3 columns: Description, 2018, 2017. Row 15: Public support percentage for 2018 (line 8, column (f), divided by line 13, column (f)). Row 16: Public support percentage from 2017 Schedule A, Part III, line 15.

Section D. Computation of Investment Income Percentage

Table with 3 columns: Description, 2018, 2017. Row 17: Investment income percentage for 2018 (line 10c, column (f), divided by line 13, column (f)). Row 18: Investment income percentage from 2017 Schedule A, Part III, line 17.

19a 33 1/3% support tests - 2018. 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.

19b 33 1/3% support tests - 2017. 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 in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of 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? <i>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.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>		
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)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>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.</i>		
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)? <i>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.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer (b) and (c) 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).</i>		
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?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
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? <i>If "Yes," provide detail in Part VI.</i>		
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? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
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))? <i>If "Yes," provide detail in Part VI.</i>		
b Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
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)? <i>If "Yes," answer 10b below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

Part IV Supporting Organizations (continued)

Table with 3 columns: Question, Yes, No. Row 11: Has the organization accepted a gift or contribution from any of the following persons? 11a, 11b, 11c.

Section B. Type I Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 1: Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? Row 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?

Section C. Type II Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 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)?

Section D. All Type III Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 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? Row 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? Row 3: By reason of the relationship described in (2), 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?

Section E. Type III Functionally Integrated Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 1: Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions). a, b, c. Row 2: Activities Test. Answer (a) and (b) below. 2a, 2b. Row 3: Parent of Supported Organizations. Answer (a) and (b) below. 3a, 3b.

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 1-1/2% 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 .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 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	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in Part VI). See instructions.	
7 Total annual distributions. Add lines 1 through 6.	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	
9 Distributable amount for 2018 from Section C, line 6	
10 Line 8 amount divided by line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2018	(iii) Distributable Amount for 2018
1 Distributable amount for 2018 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2018 (reasonable cause required - explain in Part VI). See instructions.			
3 Excess distributions carryover, if any, to 2018			
a From 2013			
b From 2014			
c From 2015			
d From 2016			
e From 2017			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2018 distributable amount			
i Carryover from 2013 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4 Distributions for 2018 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2018 distributable amount			
c Remainder. Subtract lines 4a and 4b from 4.			
5 Remaining underdistributions for years prior to 2018, 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 2018. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.			
7 Excess distributions carryover to 2019. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2014			
b Excess from 2015			
c Excess from 2016			
d Excess from 2017			
e Excess from 2018			

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

ATTACHMENT 1

SCHEDULE A, PART II - OTHER INCOME

DESCRIPTION	2014	2015	2016	2017	2018	TOTAL
OTHER INCOME					34,480.	34,480.
TOTALS	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u>34,480.</u>	<u>34,480.</u>

Schedule of Contributors

2018

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

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 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

- 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 or 990-EZ), 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, 990-EZ, or 990-PF), 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, 990-EZ, or 990-PF).

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		\$ 14,600,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2		\$ 5,000,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3		\$ 4,100,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4		\$ 4,012,066.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II for noncash contributions.)
		\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (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
4	SECURITIES - PUBLICLY TRADED	\$ 4,012,066.	07/23/2018

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 information once. See instructions.) ► \$ _____
 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 or 990-EZ)

Political Campaign and Lobbying Activities

OMB No. 1545-0047

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

2018

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

▶ **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.**

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 B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and 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 MONTEREY BAY AQUARIUM FOUNDATION	Employer identification number 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. (see instructions for definition of "political campaign activities")
- 2 Political campaign activity expenditures (see instructions) ▶ \$ _____
- 3 Volunteer hours for political campaign activities (see instructions)

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 employer identification number (EIN) 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-.
(1)				
(2)				
(3)				
(4)				
(5)				
(6)				

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule C (Form 990 or 990-EZ) 2018

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 (grass roots lobbying)		7,321.	
b Total lobbying expenditures to influence a legislative body (direct lobbying)		203,656.	
c Total lobbying expenditures (add lines 1a and 1b)		210,977.	
d Other exempt purpose expenditures		95,840,193.	
e Total exempt purpose expenditures (add lines 1c and 1d)		96,051,170.	
f Lobbying nontaxable amount. Enter the amount from the following table in both columns.		1,000,000.	
If the amount on line 1e, column (a) or (b) is:	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.		
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.	0.
i Subtract line 1f from line 1c. If zero or less, enter -0-		0.	0.
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?			<input type="checkbox"/> Yes <input type="checkbox"/> 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) 2015	(b) 2016	(c) 2017	(d) 2018	(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	141,513.	338,355.	209,661.	210,977.	900,506.
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			105.	7,321.	7,426.

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)).

Table with 3 main columns: Description, (a) Yes/No, and (b) Amount. Rows include questions about lobbying activities like influencing legislation, using volunteers, paid staff, media, mailings, publications, grants, and direct contact.

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

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

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."

Table with 5 rows and 3 columns: Question, Yes, No. Questions include: 1. Dues, assessments and similar amounts from members. 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). 3. Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues. 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 expenditure next year? 5. Taxable amount of lobbying and political expenditures (see instructions).

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.

Blank lines for providing supplemental information as requested in the instructions.

Part IV Supplemental Information *(continued)*

SCHEDULE D (Form 990)

Supplemental Financial Statements

OMB No. 1545-0047

2018

Open to Public Inspection

Department of the Treasury Internal Revenue Service

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.

Name of the organization

Employer identification number

MONTEREY BAY AQUARIUM FOUNDATION

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.

Table with 2 columns: (a) Donor advised funds, (b) Funds and other accounts. Rows include total number at end of year, aggregate value of contributions, grants, and end of year, and two yes/no questions about donor advisement.

Part II Conservation Easements.

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

Table with 2 columns: Description, Held at the End of the Tax Year. Rows include purpose(s) of conservation easements, total number of easements, acreage, and number of easements on historic structures, and several yes/no questions.

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.

Table with 2 columns: Description, Amount. Rows include 1a) works of art, historical treasures, or other similar assets held for public exhibition, education, or research; and 2) works of art, historical treasures, or other similar assets for financial gain.

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule D (Form 990) 2018

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 are a 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 programs
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?

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?
b If "Yes," explain the arrangement in Part XIII and complete the following table:
Table with columns: Description, Amount
1c Beginning balance
1d Additions during the year
1e Distributions during the year
1f Ending balance
2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?
b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

Part V Endowment Funds.

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

Table with 6 columns: (a) Current year, (b) Prior year, (c) Two years back, (d) Three years back, (e) Four years back. Rows include: 1a Beginning of year balance, b Contributions, c Net investment earnings, gains, and losses, d Grants or scholarships, e Other expenditures for facilities and programs, f Administrative expenses, g End of year balance.

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

- a Board designated or quasi-endowment 86.2500 %
b Permanent endowment 11.2900 %
c Temporarily restricted endowment 2.4600 %

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:

- (i) unrelated organizations
(ii) related organizations

Table with 2 columns: Yes, No. Rows: 3a(i), 3a(ii), 3b

b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?

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.

Table with 5 columns: (a) Cost or other basis (investment), (b) Cost or other basis (other), (c) Accumulated depreciation, (d) Book value. Rows include: 1a Land, b Buildings, c Leasehold improvements, d Equipment, e Other, Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)

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) EQUITY FUND	109,530,296.	FMV
(B) BOND FUNDS	34,352,955.	FMV
(C) HEDGE FUNDS	31,172,391.	FMV
(D) NONMARKETABLE INVESTMENTS	44,590,764.	FMV
(E) CD INVESTMENTS	4,993,045.	FMV
(F)		
(G)		
(H)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.) ▶	224,639,451.	

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. (Column (b) must equal Form 990, Part X, col. (B) line 13.) ▶		

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, col. (B) line 15.) ▶	

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	123,662.
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶	123,662.

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 FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII

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.

Table with 5 main rows and sub-rows (a-e) for adjustments. Columns include descriptions, sub-headers (2a-2d, 4a-4b), and totals (2e, 3, 4c, 5).

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.

Table with 5 main rows and sub-rows (a-e) for adjustments. Columns include descriptions, sub-headers (2a-2d, 4a-4b), and totals (2e, 3, 4c, 5).

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.

SEE PAGE 5

Part XIII Supplemental Information (continued)

INTENDED USE OF ENDOWMENT FUNDS

SCHEDULE D, PART V, LINE 4:

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

FIN 48 (ASC 740) FOOTNOTE

SCHEDULE D, PART X, LINE 2:

THE FOLLOWING FOOTNOTE APPEARED IN THE CONSOLIDATED FINANCIAL STATEMENTS FOR BOTH MONTEREY BAY AQUARIUM FOUNDATION AND MONTEREY BAY AQUARIUM SUPPORT SERVICES ("MBASS"), A RELATED ORGANIZATION:

THE MONTEREY BAY AQUARIUM FOUNDATION AND MBASS FOLLOW GUIDANCE THAT CLARIFIES THE ACCOUNTING FOR UNCERTAINTY IN TAX POSITIONS TAKEN OR EXPECTED TO BE TAKEN IN A TAX RETURN, INCLUDING ISSUES RELATING TO FINANCIAL STATEMENT RECOGNITION AND MEASUREMENT. THIS GUIDANCE PROVIDES THAT THE TAX EFFECTS FROM AN UNCERTAIN TAX POSITION CAN ONLY BE RECOGNIZED IN THE FINANCIAL STATEMENTS IF THE POSITION IS 'MORE-LIKELY-THAN-NOT' TO BE SUSTAINED IF THE POSITION WERE TO BE CHALLENGED BY A TAXING AUTHORITY. THE ASSESSMENT OF THE TAX POSITION IS BASED SOLELY ON THE TECHNICAL MERITS OF THE POSITION, WITHOUT REGARD TO THE LIKELIHOOD THAT THE TAX POSITION MAY BE CHALLENGED.

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

Part XIII Supplemental Information *(continued)*

OF THE CALIFORNIA REVENUE AND TAXATION CODE. THE MONTEREY BAY AQUARIUM FOUNDATION AND MBASS HAVE PROCESSES PRESENTLY IN PLACE TO ENSURE THE MAINTENANCE OF EACH ORGANIZATION'S TAX EXEMPT STATUS, TO IDENTIFY AND REPORT UNRELATED INCOME; TO DETERMINE THE ORGANIZATION'S FILING AND TAX OBLIGATIONS IN JURISDICTIONS FOR WHICH IT HAS NEXUS; AND TO IDENTIFY AND EVALUATE OTHER MATTERS THAT MAY BE CONSIDERED TAX POSITIONS. THE MONTEREY BAY AQUARIUM FOUNDATION AND MBASS HAVE BOTH DETERMINED THAT THERE ARE NO MATERIAL UNCERTAIN TAX POSITIONS THAT REQUIRE RECOGNITION OR DISCLOSURE IN THE FINANCIAL STATEMENTS.

**SCHEDULE F
(Form 990)**

Statement of Activities Outside the United States

OMB No. 1545-0047

2018

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

▶ 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.

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? **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
(1) EAST ASIA AND THE PACIFIC	0.	0.	PROGRAM SERVICES	CONFERENCES & FISH TAG	294,153.
(2) MIDDLE EAST AND NORTH AFRICA	0.	0.	PROGRAM SERVICES	CONFERENCES	2,958.
(3) SUB-SAHARAN AFRICA	0.	0.	PROGRAM SERVICES	CONFERENCES	6,402.
(4) NORTH AMERICA	0.	0.	PROGRAM SERVICES	CONFERENCES	150,011.
(5) EUROPE	0.	0.	PROGRAM SERVICES	CONFERENCES	3,585.
(6) CENTRAL AMERICA/CARIBBEAN	0.	0.	PROGRAM SERVICES	CONFERENCES	29,016.
(7) SOUTH AMERICA	0.	0.	PROGRAM SERVICES	CONFERENCES	25,676.
(8) CENTRAL AMERICA/CARIBBEAN	0.	0.	INVESTMENTS		31,172,391.
(9) NORTH AMERICA	0.	0.	GRANTMAKING		25,676.
(10)					
(11)					
(12)					
(13)					
(14)					
(15)					
(16)					
(17)					
3a Subtotal					31,709,868.
b Total from continuation sheets to Part I					
c Totals (add lines 3a and 3b)					31,709,868.

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule F (Form 990) 2018

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)
(1)			NORTH AMERICA	MIGRATORY MO ECOLOGY CONS	25,676.	WIRE			
(2)									
(3)									
(4)									
(5)									
(6)									
(7)									
(8)									
(9)									
(10)									
(11)									
(12)									
(13)									
(14)									
(15)									
(16)									

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter **1.**

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)
(1)							
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							
(13)							
(14)							
(15)							
(16)							
(17)							
(18)							

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 Instructions for Form 926)* **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 Instructions for Forms 3520 and 3520-A; don't file with Form 990)* **Yes** **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 Instructions for Form 5471)* **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 Instructions for Form 8621)* **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 Instructions for Form 8865)* **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 Instructions for Form 5713; don't file with Form 990)* **Yes** **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).

PROCEDURES FOR MONITORING USE OF GRANT FUNDS OUTSIDE THE UNITED STATES

SCHEDULE F, 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.

PURPOSES OF GRANTS

SCHEDULE F, PART II, COLUMN D

GRANT OF \$25,676 - MIGRATORY MOVEMENT, ECOLOGY & CONSERVATION OF RAYS IN GULF OF CALIFORNIA

SCHEDULE G
(Form 990 or 990-EZ)

Supplemental Information Regarding Fundraising or Gaming Activities

OMB No. 1545-0047

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.

2018

Department of the Treasury
Internal Revenue Service

▶ Attach to Form 990 or Form 990-EZ.

Open to Public Inspection

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

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 Mail solicitations
 - b Internet and email solicitations
 - c Phone solicitations
 - d In-person solicitations
 - e Solicitation of non-government grants
 - f Solicitation of government grants
 - g Special fundraising events
- 2a 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? 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?		(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
		Yes	No			
1 ATTACHMENT 1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
Total				231,867.	267,615.	-35,748.

- 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, AZ, AR, CA, CO, CT, DE, FL, HI, ID, IL, IN,
IA, KS, KY, LA, ME, MD, MA, MI, MN, MS, MO, MT, NE, NV, NH, NJ, NM, NY, NC, ND, OH,
OK, OR, PA, RI, SC, SD, TN, TX, UT, VT, VA, WA, WV, WI, WY,

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	(b) Event #2	(c) Other events	(d) Total events
		AWARD DINNER (event type)	(event type)	(total number)	(add col. (a) through col. (c))
Revenue	1 Gross receipts	3,696,229.			3,696,229.
	2 Less: Contributions	3,661,749.			3,661,749.
	3 Gross income (line 1 minus line 2)	34,480.			34,480.
Direct Expenses	4 Cash prizes				
	5 Noncash prizes	13,859.			13,859.
	6 Rent/facility costs	280,891.			280,891.
	7 Food and beverages	109,602.			109,602.
	8 Entertainment	6,884.			6,884.
	9 Other direct expenses	121,376.			121,376.
	10 Direct expense summary. Add lines 4 through 9 in column (d) ▶				532,612.
11 Net income summary. Subtract line 10 from line 3, column (d) ▶				-498,132.	

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	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> 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 ▶ _____

- 15 a 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 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 explanation 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).

990, SCHEDULE G, PART I - HIGHEST PAID FUNDRAISER

NAME AND ADDRESS OF FUNDRAISER	ACTIVITY	DID FUNDRAISER HAVE CUSTODY OR CONTROL OF CONTRIBUTIONS?		GROSS RECEIPTS FROM ACTIVITY	AMOUNT PAID TO (OR RETAINED BY) FUNDRAISER	AMOUNT PAID TO (OR RETAINED BY) ORGANIZATION
		YES	NO			
FELDSTEIN CO LLC 5757 WEST CENTURY BLVD., SUITE 300 LOS ANGELES CA 90045	CONSULTING MARKETING		X		156,000.	-156,000.
S D & A TELESERVICES 400 N. MICHIGAN AVE., SUITE 1650 CHICAGO IL 60611	TELEMARKET	X		231,867.	111,615.	120,252.

**SCHEDULE I
(Form 990)**

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

OMB No. 1545-0047

2018

**Open to Public
Inspection**

Department of the Treasury
Internal Revenue Service

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 the latest information.

Name of the organization

MONTEREY BAY AQUARIUM FOUNDATION

Employer identification number

94-2487469

Part I General Information on Grants and Assistance

- 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? Yes No
- 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 non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
(1) MONTEREY BAY FISHERIES TRUST 256 FIGUE. ST #1 MONTEREY, CA 93940-2478	47-1978379	501(C)(3)	38,644.				GRANTS FUNDED FOR FISHING CONSERVATION
(2) MONTEREY BAY AQUARIUM RESEARCH INSTITUTE 7700 SANDHOLDT ROAD MOSS LANDING, CA 95039	77-0150580	501(C)(3)	47,301.				RESEARCH IMPACT OF PLASTIC POLLUTION
(3) CA STATE UNIVERSITY LONG BEACH 6300 ST UNI., STE 332 LONG BEACH, CA 90815	93-1150363	115	41,940.				SUPPORT RAPID RESPON WHITE SHARK TAGGING
(4) CORNELL UNIVERSITY A3210 ANIMAL HEA. DIAG CTR ITHACA, NY 59714	15-0532082	501(C)(3)	25,000.				WHITE SHARK GENOME PROJECT
(5) UC SANTA CRUZ 1156 HIGH STREET SANTA CRUZ, CA 95064	94-1539563	115	25,000.				FUND RESEARCH AND TAG MOBULA RAYS
(6) MONTEREY BAY AQUARIUM RESEARCH INSTITUTE 7700 SANDHOLDT ROAD MOSS LANDING, CA 95039	77-0150580	501(C)(3)	41,960.				SUPPORT RESEARCH FOR AMI2 PROJECT
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table 5.

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

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule I (Form 990) (2018)

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 non-cash assistance
1 FELLOWSHIP	2.	34,909.			
2 SCHOLARSHIP	11.	10,150.			
3					
4					
5					
6					
7					

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

PROCEDURES FOR MONITORING THE USE OF GRANT FUNDS IN THE UNITED STATES

SCHEDULE I, 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)**

Department of the Treasury
Internal Revenue Service

Name of the organization

MONTEREY BAY AQUARIUM FOUNDATION

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

2018

**Open to Public
Inspection**

Employer identification number

94-2487469

Part I Questions Regarding Compensation

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.

- | | |
|---|---|
| <input type="checkbox"/> First-class or charter travel | <input type="checkbox"/> Housing allowance or residence for personal use |
| <input type="checkbox"/> Travel for companions | <input type="checkbox"/> Payments for business use of personal residence |
| <input checked="" type="checkbox"/> Tax indemnification and gross-up payments | <input checked="" type="checkbox"/> Health or social club dues or initiation fees |
| <input type="checkbox"/> Discretionary spending account | <input type="checkbox"/> 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

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?

3 Indicate which, if any, of the following the filing 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.

- | | |
|---|---|
| <input checked="" type="checkbox"/> Compensation committee | <input type="checkbox"/> Written employment contract |
| <input checked="" type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study |
| <input checked="" type="checkbox"/> Form 990 of other organizations | <input checked="" type="checkbox"/> 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?
 - b** Participate in, or receive payment from, a supplemental nonqualified retirement plan?
 - c** Participate in, or receive payment from, an equity-based compensation arrangement?
- 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?
 - b** Any related organization?
- 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?
 - b** Any related organization?
- 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.

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.

9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

	Yes	No
1a	X	
2	X	
4a	X	
4b		X
4c		X
5a		X
5b		X
6a		X
6b		X
7		X
8		X
9		

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2018

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 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 EXECUTIVE DIRECTOR	(i)	313,782.	382.	4,046.	27,500.	12,431.	358,141.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
2 TROY A GRANDE CFO & TREASURER	(i)	261,907.	764.	1,135.	27,000.	31,153.	321,959.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
3 CYNTHIA VERNON CHIEF OPERATING OFFICER	(i)	260,614.	764.	2,182.	26,772.	25,360.	315,692.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
4 CRISTINA FEKECI CHIEF DEVELOPMENT OFFICER	(i)	297,928.	12,293.	2,445.	27,500.	13,789.	353,955.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
5 MARIAN MARTHA HAHN CHIEF MARKETING OFFICER	(i)	216,947.	2,293.	465.	21,860.	12,536.	254,101.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
6 MARGARET SPRING VP CON & SCI CHIEF CNSRV OFF	(i)	206,402.	754.	1,298.	21,315.	23,555.	253,324.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
7 TERESA JEANINE MERRY CHIEF HUMAN RESOURCES OFFICERS	(i)	189,443.	754.	1,641.	20,002.	34,017.	245,857.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
8 CHARLES ASLANIAN VP OF FACILITY OPERATIONS	(i)	160,825.	754.	960.	17,149.	26,600.	206,288.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
9 DAVID ROSENBERG VP OF GUEST EXPERIENCE	(i)	160,368.	754.	198.	16,037.	1,387.	178,744.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
10 KEVIN KEARNS VP OF EXHIBITIONS THRU 11/2018	(i)	131,039.	0.	52,270.	14,918.	29,733.	227,960.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
11 RITA BELL VP OF EDUCATION	(i)	146,949.	754.	1,963.	14,916.	12,405.	176,987.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
12 JENNIFER DIANTO KEMMERL DIR, GLOBAL FISHERIES&AQUACULTR	(i)	175,128.	754.	539.	18,173.	12,283.	206,877.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
13 NANCY ENTERLINE VP OF DEVELOPMENT	(i)	166,024.	754.	606.	17,802.	36,634.	221,820.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
14 MARY C. MULLEN VP OF GIFT PLANNING	(i)	162,741.	754.	1,766.	16,575.	13,371.	195,207.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
15 JON HOESCH VP OF HUSBANDRY	(i)	146,535.	754.	526.	15,229.	19,990.	183,034.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
16 RANDALL HAMILTON FORMER VP OF HUSBANDRY	(i)	0.	9,612.	290,016.	0.	22,352.	321,980.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.

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.

GROSS-UP PAYMENTS AND HEALTH CLUB DUES:

SCHEDULE J, PART I, LINE 1A

AS PART OF THE AQUARIUM'S WELLNESS PROGRAM, ALL EMPLOYEES (INCLUDING THE LISTED EMPLOYEES IN PART VII, SECTION A) ARE ELIGIBLE TO RECEIVE A MONTHLY SUBSIDY OF \$25 FOR FITNESS CENTER DUES IF THE EMPLOYEE MEETS CERTAIN WELLNESS PROGRAM REQUIREMENTS. SINCE THIS TYPE OF SUBSIDY IS CONSIDERED A TAXABLE FRINGE BENEFIT, THE AQUARIUM GROSSES-UP THESE SUBSIDIES TO COVER THE EMPLOYEE'S TAXES. SUCH PAYMENTS WERE TREATED AS TAXABLE INCOME ON THE EMPLOYEE'S FORM W-2 AND REPORTED AS COMPENSATION ON SCHEDULE J, PART II, COLUMN B(III). ADDITIONALLY, CERTAIN EMPLOYEES RECEIVED TAX GROSS-UP PAYMENTS FOR SMALL APPRECIATION GIFTS RECEIVED DURING THE COURSE OF THE 2018 CALENDAR YEAR. SUCH PAYMENTS WERE TREATED AS TAXABLE INCOME ON THE EMPLOYEE'S FORM W-2 AND REPORTED AS COMPENSATION ON SCHEDULE J, PART II, COLUMN B(II).

SEVERANCE PAYMENTS

SCHEDULE J, PART I, LINE 4A

AN EMPLOYEE LISTED SEPARATED FROM EMPLOYMENT AND RECEIVED A SEVERANCE. DUE TO A CONFIDENTIALITY AGREEMENT WE ARE NOT DISCLOSING THE EMPLOYEE

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.

NAME AND AMOUNT, HOWEVER THE PAYMENT IS PROPERLY DISCLOSED IN SCHEDULE J

COLUMN B(III).

KEVIN KEARNS, VP OF EXHIBITIONS, ENDED EMPLOYMENT ON 11/1/2018. HE

RECEIVED SEVERANCE PAYMENTS IN 2018 OF \$40,317.

**SCHEDULE M
(Form 990)**

Noncash Contributions

OMB No. 1545-0047

2018

Department of the Treasury
Internal Revenue Service

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

Name of the organization MONTEREY BAY AQUARIUM FOUNDATION	Employer identification number 94-2487469
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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				
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	76 .	6,091,285 .	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	X	30 .	45,370 .	COST
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other ▶ (_____)				
26 Other ▶ (_____)				
27 Other ▶ (_____)				
28 Other ▶ (_____)				

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

		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 three 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.			

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule M (Form 990) 2018

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 O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

MONTEREY BAY AQUARIUM FOUNDATION

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 990-EZ.

▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No. 1545-0047

2018

**Open to Public
Inspection**

Employer identification number

94-2487469

ORGANIZATION'S MISSION

FORM 990, PART I, LINE 1 AND FORM 990, PART III, LINE 1:

MILLIONS OF PEOPLE DRAW INSPIRATION FROM THE AQUARIUM AND LOOK TO US TO
ADVOCATE FOR OCEAN WILDLIFE. IN 2018, WE STEPPED UP OUR ROLE AS A GLOBAL
PLAYER TAKING ON THE BIGGEST THREATS TO OCEAN HEALTH: UNSUSTAINABLE
FISHERIES AND AQUACULTURE, PLASTIC POLLUTION AND CLIMATE CHANGE.

2018 HIGHLIGHTS:

- WE WELCOMED 1,970,670 VISITORS IN 2018 WITH INSPIRING EXHIBITS AND PROGRAMS.
- OUR NEW BECHTEL FAMILY CENTER FOR OCEAN EDUCATION AND LEADERSHIP REPRESENTS NEW HOPE FOR THE FUTURE OF THE OCEAN.
- WE BROUGHT OCEAN ISSUES TO THE GLOBAL CLIMATE ACTION SUMMIT AND COMMITTED TO REACH NET-ZERO CARBON EMISSIONS BY 2025.
- PARTNERING WITH RED LOBSTER AND ADVISING TOP INTERNATIONAL SEAFOOD PRODUCERS, WE'RE ADVANCING GLOBAL SEAFOOD SUSTAINABILITY.
- OUR NEW JULI PLANT GRAINGER ANIMAL CARE CENTER LET US EXPAND ON NEARLY 35 YEARS OF EXCEPTIONAL ANIMAL CARE.
- NEW RESEARCH BEGAN TO UNRAVEL LONGSTANDING MYSTERIES ABOUT THE WHITE SHARK CAFE.
- WE TACKLED OCEAN PLASTIC POLLUTION THROUGH GROUNDBREAKING RESEARCH AND NEW POLICY VICTORIES.
- OUR UNDERWATER EXPLORERS SCUBA PROGRAM FOR CHILDREN CELEBRATED 40,000 PARTICIPANTS AND 17 YEARS OF INSPIRATION.

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PROGRAM SERVICE ACCOMPLISHMENT DESCRIPTION

FORM 990, PART III, LINE 4A ANIMAL CARE AND AQUARIUM EXPERIENCE:

ANIMAL CARE AND AQUARIUM EXPERIENCE COSTS OF \$50,283,297 INCLUDE THE COST OF OPERATING AND MAINTAINING THE AQUARIUM'S LIVING EXHIBIT GALLERIES.

INSPIRING OUR VISITORS

IT ALL BEGINS AT THE AQUARIUM WITH OUR LIVING EXHIBITS. FROM THE ODDLY ENDEARING SUNFISH TO THE HEARTWARMING APPEAL OF A SEA OTTER, MARINE ANIMALS INSPIRE US TO CARE ABOUT THEM AND REMIND US WHY IT'S SO IMPORTANT TO PROTECT THEIR OCEAN HOMES.

STRENGTHENING THE HEART OF OUR ANIMAL CARE

OUR NEW JULI PLANT GRAINGER ANIMAL CARE CENTER, WHICH OPENED IN NOVEMBER, MEETS TWO OF OUR MOST IMPORTANT GOALS: EXPANDING ANIMAL HEALTH CARE AND PROVIDING EDUCATIONAL OPPORTUNITIES FOR ASPIRING VETERINARIANS.

WE NOW HAVE TRIPLE THE SPACE OF OUR PREVIOUS VETERINARY FACILITY. THE CENTER HOUSES A DIAGNOSTIC LABORATORY, TWO ANIMAL HOSPITAL WARDS, OFFICE SPACE FOR VETERINARY STAFF, STUDENTS, VOLUNTEERS AND INTERNS, AND IMPROVED MEDICAL STORAGE AND EQUIPMENT STERILIZATION CAPACITIES.

THE CENTER ALLOWS US TO:

- EFFICIENTLY EMPLOY NEW DIAGNOSTIC EQUIPMENT TO EXAMINE AND TREAT ANIMALS.
- ADDRESS THE SPECIFIC NEEDS OF RESCUED WILDLIFE, INCLUDING SEA OTTERS, SEA TURTLES AND OTHER ANIMALS THAT ARE MORE LIKELY TO STRAND IN OUR

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REGION AS THE OCEAN CONTINUES TO WARM.

- EFFECTIVELY QUARANTINE SICK BIRDS AND OTHER AIR-BREATHING ANIMALS TO PREVENT THE SPREAD OF DISEASE.
- CREATE A LEARNING ENVIRONMENT WHERE OUR AQUARISTS CAN EXPAND THEIR KNOWLEDGE OF ANIMAL HEALTH ISSUES.
- CONTRIBUTE TO THE FIELD OF CONSERVATION MEDICINE BY PROVIDING FORMAL TRAINING OPPORTUNITIES FOR VETERINARY STUDENTS AND GRADUATES, ESPECIALLY THOSE FROM COMMUNITIES UNDERREPRESENTED IN THE PROFESSION TODAY.

PENGUIN PLAYGROUND

AFRICAN PENGUINS MONTY, POPPY AND BIXBY ALL HATCHED IN THE AQUARIUM'S PENGUIN COLONY IN 2018 - MONTY AND POPPY IN JANUARY, BIXBY IN JULY.

VISITORS COULD SEE THE CHICKS ON EXHIBIT FOR ABOUT A MONTH BEFORE WE MOVED THEM BEHIND THE SCENES TO GAIN WEIGHT AND LEARN SWIMMING SKILLS BEFORE REJOINING THE FLOCK IN OUR SPLASH ZONE.

TWO OTHER HATCHLINGS REMAIN IN OUR PENGUIN COLONY: REY (JUNE 2014) AND AMIGO (AUGUST 2016). TWO MALE HATCHLINGS, PEBBLE AND TOLA, WERE TRANSFERRED TO THE COLONY AT DALLAS WORLD AQUARIUM, AND A FEMALE, MAQ, IS NOW AT THE NATIONAL AVIARY IN PITTSBURGH.

ALL OF OUR BIRDS ARE PART OF A SPECIES SURVIVAL PLAN FOR THREATENED AFRICAN PENGUINS. THE PROGRAM, MANAGED BY THE ASSOCIATION OF ZOOS AND AQUARIUMS (AZA), MAINTAINS THE GENETIC HEALTH OF MORE THAN 800 AFRICAN

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PENGUINS HOUSED AT 50 AZA-ACCREDITED ZOOS AND AQUARIUMS.

SOS FOR AFRICAN PENGUINS

CURATOR OF AVICULTURE AIMEE GREENEBAUM WORKED WITH OUR AFRICAN PENGUINS FOR MORE THAN A DECADE BEFORE SEEING ONE IN THE WILD. IN THE FALL, SHE TRAVELED TO SOUTH AFRICA TO HELP REHABILITATE SICK AND INJURED PENGUINS AND FEED RESCUED, UNDERNOURISHED CHICKS.

AIMEE, LIKE OTHERS ON HER TEAM BEFORE HER, SPENT SEVERAL WEEKS WITH THE SOUTH AFRICAN FOUNDATION FOR THE CONSERVATION OF COASTAL BIRDS, THE LEADING CONSERVATION ORGANIZATION WORKING TO RECOVER THIS ENDANGERED SPECIES. DUTIES INCLUDED FEEDING AND CLEANING UP AFTER DOZENS OF PENGUINS EACH DAY. THE REWARD FOR THIS MESSY AND DIFFICULT WORK IS THE OPPORTUNITY TO RELEASE HEALTHY BIRDS BACK INTO THE WILD.

THE WILD AFRICAN PENGUIN POPULATION HAS FALLEN BY MORE THAN 97 PERCENT IN THE PAST CENTURY. ONE FACTOR IS OVERFISHING, WHICH HAS LEFT AFRICA'S ONLY PENGUIN SPECIES WITH LESS FOOD. CLIMATE CHANGE MAY ALSO BE WARMING LOCAL WATERS, FORCING PENGUINS TO SWIM MILES FARTHER TO FIND FISH IN COLDER WATER. THE EFFORT EXHAUSTS MANY PENGUINS - SOME FATALLY. THEY ARE VULNERABLE TO OTHER THREATS, TOO, SUCH AS OIL SPILLS AND PLASTIC POLLUTION.

AIMEE IS PLEASED THAT SHE AND HER TEAM COULD TRAVEL TO SOUTH AFRICA TO HELP WITH RESCUE AND RECOVERY EFFORTS FOR THE BIRDS' WILD KIN, AND GAIN

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VALUABLE EXPERIENCE IN TREATING SICK BIRDS.

BREAKTHROUGHS IN CULTURING COMB JELLIES

THANKS TO THE IMAGINATION AND PERSEVERANCE OF OUR JELLY TEAM, WE CONTINUED EXHIBITING SEVERAL STUNNING COMB JELLY SPECIES, INCLUDING THE SPOTTED COMB JELLY, LEUCOTHEA PULCHRA - ONE OF THE MOST BEAUTIFUL AND FRAGILE OF ITS KIND.

ALSO, MESMERIZING VISITORS IN OUR DRIFTERS GALLERY ARE A STEADY SUPPLY OF SEA GOOSEBERRIES, PLEUROBRACHIA BACHEI AND HORMIPHORA CALIFORNENSIS, THE COMMON NORTHERN COMB JELLY, BOLINOPSIS INFUNDIBULUM AND WARTY COMB JELLY, MNEMIOPSIS LEIDYI.

COMB JELLIES CAPTIVATE BECAUSE THEY LANGUIDLY MOVE THROUGH LIQUID SPACE WHILE REFRACTING LIGHT TO DAZZLING EFFECT, GENERATING FLASHING PATTERNS OF RAINBOW LIGHT. OUR TEAM CAN RELIABLY PRODUCE GENERATIONS OF HEALTHY COMB JELLIES, THANKS TO IMPROVED AND STREAMLINED METHODS TO CULTURE THESE CHALLENGING CTENOPHORES.

NEW SEABIRDS, NEW STORIES

WE WELCOMED TWO NEW SEABIRDS INTO OUR RESCUED FLOCK: ALIKA, A YOUNG LAYSAN ALBATROSS, AND SULA, A RED-FOOTED BOOBY.

THE TWO BIRDS JOIN 11-YEAR-OLD MAKANA, A LAYSAN ALBATROSS WHO HAS BECOME A SUPERSTAR AMBASSADOR FOR SEABIRDS AND OTHER MARINE LIFE FACING GRAVE

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THREATS FROM OCEAN PLASTIC POLLUTION. HER DAILY PROGRAM AT THE KELP FOREST EXHIBIT HELPS US SHARE WITH VISITORS WHAT'S AT STAKE FROM THIS GROWING CRISIS.

ALIKA, JUST OVER A YEAR OLD, JOINED MAKANA AS ONLY THE SECOND LAYSAN ALBATROSS AT AN ACCREDITED ZOO OR AQUARIUM IN THE UNITED STATES. ALIKA'S NAME MEANS "PROTECTOR" OR "GUARDIAN" IN HAWAIIAN. LIKE MAKANA, SHE WAS INJURED AS A CHICK, UNABLE TO SURVIVE IN THE WILD AND IN NEED OF A PERMANENT HOME. ALIKA IS A COMPANION FOR MAKANA, AND VISITORS WILL OFTEN SEE BOTH ON BEHIND-THE-SCENES TOURS.

OUR RESCUED SEABIRDS HELP VISITORS CONNECT WITH OCEAN CONSERVATION ISSUES SUCH AS PLASTIC POLLUTION AND MARINE DEBRIS.

SULA, WHOSE AGE IS UNKNOWN, WAS INJURED BY A FISHING HOOK AND UNABLE TO SURVIVE ON HER OWN. HER NAME COMES FROM THE SCIENTIFIC NAME FOR THE RED-FOOTED BOOBY, SULA SULA.

STAFF AT SEAWORLD SAN DIEGO RESCUED HER AND NURSED HER BACK TO HEALTH. BUT AFTER SEVERAL RELEASE ATTEMPTS, IT WAS DETERMINED THAT SULA COULDN'T BE RETURNED TO THE WILD. WE OFFERED HER A PERMANENT HOME. HER STORY IS AN EXAMPLE OF HOW ANOTHER OCEAN POLLUTION PROBLEM, FORGOTTEN FISHING GEAR, CAN HARM SEABIRDS AND OTHER OCEAN ANIMALS.

OUR TEAM IS NOW TRAINING SULA TO BECOME MORE COMFORTABLE AROUND PEOPLE,

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AND SHE MAY EVENTUALLY TAKE PART IN PUBLIC PROGRAMS AND INTERACT WITH GUESTS.

PROGRAM SERVICE ACCOMPLISHMENT DESCRIPTION

FORM 990, PART III, LINE 4B EDUCATION AND OUTREACH:

EDUCATION AND OUTREACH COSTS OF \$18,278,264 INCLUDE THE COST OF EDUCATION PROGRAMS FOR BOTH TEACHERS AND STUDENTS, AND AQUARIUM ADVENTURES PROGRAMS TO DEEPEN GUEST EXPERIENCES.

BUILDING FOR THE FUTURE

OUR BECHTEL FAMILY CENTER FOR OCEAN EDUCATION AND LEADERSHIP WILL HELP US DELIVER THE MOST ROBUST SUITE OF ECOSYSTEM-BASED EDUCATION AND YOUTH DEVELOPMENT PROGRAMS OF ANY AQUARIUM IN THE NATION. WE HOPE TO NURTURE A RISING GENERATION OF STEWARDS WHO WILL ENSURE A HEALTHY FUTURE FOR THE OCEAN - AND US ALL.

THE BECHTEL EDUCATION CENTER GREATLY DEEPENS OUR COMMITMENT TO PREPARING NEW GENERATIONS OF OCEAN CONSERVATION LEADERS. IT EXPANDS OUR FUNDAMENTAL PROMISE TO PROVIDE CALIFORNIA STUDENTS, TEENS AND TEACHERS WITH FREE EDUCATIONAL OPPORTUNITIES THAT FOSTER A GREATER UNDERSTANDING OF OUR OCEAN PLANET AND A COMMITMENT TO PROTECT IT. IT ALSO ENABLES US TO REACH MORE SCHOOLS IN UNDERSERVED COMMUNITIES AND INVITE THEIR STUDENTS AND TEACHERS TO THE AQUARIUM SO THEY CAN EXPERIENCE THE POWER OF SCIENCE.

EACH YEAR SINCE OPENING OUR DOORS IN 1984, WE HAVE HOSTED 80,000 SCHOOLCHILDREN FROM ACROSS CALIFORNIA FOR FREE SCHOOL FIELD TRIPS. ABOUT

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300 TEENS A YEAR DEVELOP THEIR KNOWLEDGE AND LEADERSHIP SKILLS AS THEY ENGAGE IN ENVIRONMENTAL RESEARCH, SERVICE LEARNING AND CONSERVATION ACTION. MORE THAN 1,500 TEACHERS DEVELOP THEIR SKILLS IN ECOSYSTEM-BASED APPROACHES TO SCIENCE EDUCATION AS THEY ENGAGE IN OUR PROFESSIONAL DEVELOPMENT PROGRAMS.

THE NEW \$42 MILLION CENTER MAKES IT POSSIBLE TO EXPAND THESE PROGRAMS, SHARING THE WONDERS OF THE OCEAN WITH SCHOOLCHILDREN AND TEACHERS IN NEW AND EXCITING WAYS. BY 2023, WE EXPECT THAT 90 PERCENT OF VISITING STUDENTS WILL TAKE PART IN HANDS-ON, INQUIRY-BASED CLASSES LED BY OUR EDUCATORS. THE CENTER WILL ENABLE US TO HOST TWICE AS MANY TEENS IN LEADERSHIP PROGRAMS AND TWICE AS MANY TEACHERS IN PROFESSIONAL DEVELOPMENT PROGRAMS - ALL PROVIDED FREE OF CHARGE.

A LOOK INSIDE OUR NEW CENTER

- LOCATED JUST A FEW BLOCKS FROM THE AQUARIUM ON CANNERY ROW
- 26,000 SQUARE FEET AND FOUR STORIES
- FOUR LEARNING LABS WITH LIVE ANIMAL DISPLAYS
- COLLABORATIVE LEARNING SPACES FOR TEENS AND TEACHERS
- MULTIPURPOSE ROOM FOR LARGE GATHERINGS AND STUDENT LUNCHESES
- ROOFTOP GARDEN AND MEETING SPACE
- PUBLIC EXHIBIT SPACE
- DESIGNED TO MEET U.S. GREEN BUILDING COUNCIL'S LEED GOLD STANDARDS FOR SUSTAINABILITY, INCLUDING SOLAR PANELS AND PASSIVE SOLAR ENERGY, A LIVING ROOF AND WATER CONSERVATION FEATURES

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EMPOWERING THE NEXT OCEAN LEADERS

EVERY DAY, OUR TEAM OF EDUCATORS STRIVES TO HAVE A TRANSFORMATIVE IMPACT ON THE YOUNG PEOPLE WHO TAKE PART IN OUR TEEN PROGRAMS. IT'S CENTRAL TO OUR COMMITMENT TO SHAPE NEW GENERATIONS OF OCEAN CONSERVATION LEADERS, AND IT'S THE VISION BEHIND OUR NEW BECHTEL EDUCATION CENTER.

THIS IS ESPECIALLY TRUE OF OUR FOUR IN-DEPTH PROGRAMS FOR TEENS. WE DESIGN SUPPORTIVE AND CHALLENGING LEARNING EXPERIENCES TO BUILD THEIR ENVIRONMENTAL IDENTITIES AND THEIR CONFIDENCE. THAT'S WHY OUR TEEN CONSERVATION LEADERS PROGRAM INCLUDES OPPORTUNITIES FOR PUBLIC SPEAKING, SOCIAL MEDIA SHARING AND COMMUNITY ORGANIZING.

AND WE'RE VERY PROUD THAT THEY'RE ALREADY MAKING A DIFFERENCE IN THE WORLD: AS CONSERVATION LEADERS, EDUCATORS AND OCEAN ADVOCATES.

SUPPORTING TEACHERS - OUR MOST VALUED PARTNERS

AT THE HEART OF OUR EDUCATION STRATEGY IS A FOCUS ON TEACHERS, WHO CAN HELP DEFINE CHILDREN'S ATTITUDES ABOUT SCIENCE AND INFLUENCE A GENERATION OF STUDENTS OVER THE COURSE OF THEIR CAREERS.

WE'VE DESIGNED PROFESSIONAL DEVELOPMENT PROGRAMS SO TEACHERS GROW MORE COMFORTABLE AND COMPETENT WITH SCIENCE CONTENT, PROCESSES AND TEACHING STRATEGIES - ESPECIALLY AS THEY RELATE TO THE OCEAN, CONSERVATION AND ECOSYSTEM-BASED LEARNING.

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WITH THE OPENING OF OUR BECHTEL EDUCATION CENTER, WE'LL TAKE THIS WORK TO A NEW LEVEL. OVER THE NEXT FIVE YEARS, WE EXPECT TO REACH 6,000 TEACHERS AND EDUCATORS. WE'LL HELP THEM INCREASE THEIR UNDERSTANDING OF OCEAN SCIENCE AND CONSERVATION, STEM EDUCATION AND CULTURALLY-RESPONSIVE PRACTICES TO REACH CALIFORNIA'S INCREASINGLY DIVERSE STUDENT POPULATION.

ONE EXAMPLE FROM 2018 IS OUR ONGOING PARTNERSHIP WITH PAJARO VALLEY UNIFIED SCHOOL DISTRICT TO SUPPORT ITS ENVIRONMENTAL LITERACY CAMPAIGN. WE'VE CREATED A SUMMER TEACHER INSTITUTE TO HELP THE DISTRICT TRAIN ELEMENTARY SCHOOL TEACHERS TO LEAD THE WAY IN IMPLEMENTING SCIENCE LEARNING AT THEIR SCHOOLS. THESE EDUCATORS ARE DEVELOPING WAYS TO USE THEIR LOCAL ENVIRONMENT AS THE CONTEXT FOR SCIENCE LEARNING, IN COLLABORATION WITH ENVIRONMENTAL EDUCATION FIELD TRIP PROVIDERS IN THE REGION. IN ITS FIRST YEAR, WE HELPED THE DISTRICT PREPARE 28 TEACHERS ON 16 CAMPUSES FOR THIS LEADERSHIP ROLE - AND WE'RE LOOKING AT CREATING SIMILAR PARTNERSHIPS WITH OTHER SCHOOL DISTRICTS.

OUR TEACHER INSTITUTES ARE ALSO CREATING A NETWORK OF EDUCATORS WHO CAN COLLABORATE AND SHARE THE APPROACHES THAT WORK WELL IN THEIR CLASSROOMS. TWO ELEMENTARY SCHOOL TEACHERS WHO MET THROUGH THE INSTITUTE, REBECCA CIHAK FROM ROCKLIN IN THE SACRAMENTO VALLEY AND KAREN LEVY FROM PACIFIC GROVE ON THE MONTEREY PENINSULA, HAVE PARTNERED ON A MULTI-YEAR FIELD PROJECT, IN WHICH THEIR STUDENTS COLLECT AND COMPARE WATER QUALITY DATA FROM THEIR TWO SCHOOL SITES. BY INVESTIGATING THE LINKS BETWEEN THEIR

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WATERSHEDS, THE STUDENTS ARE LEARNING HOW INLAND COMMUNITIES ARE CONNECTED TO COASTAL ONES.

WE LOOK FORWARD TO SEEING MORE COLLABORATIONS LIKE THIS FLOURISH AMONG TEACHER INSTITUTE PARTICIPANTS IN THE FUTURE.

A DEEPER DIVE FOR VISITING STUDENTS WE WELCOMED ANOTHER 80,000 SCHOOLCHILDREN FOR FREE PROGRAMS AT THE AQUARIUM IN 2018 AND EXTENDED PROGRAMS FOR HOMESCHOOLED STUDENTS TO ONCE A WEEK THROUGHOUT THE SCHOOL YEAR.

WE HAVE EXPANDED THE PROGRAMS WE'LL OFFER WHEN OUR BECHTEL EDUCATION CENTER OPENS AND WELCOMES ITS FIRST STUDENTS IN 2019. OUR NEW OFFERINGS WILL REACH AUDIENCES IN NEW WAYS - MEETING THE EVOLVING NEEDS OF 21ST CENTURY STUDENTS AND TEACHERS.

ONE PROGRAM CALLED FEATHERED FAMILIES FOR PRESCHOOL AND KINDERGARTEN STUDENTS COMBINES OUR SOARING WITH SEABIRDS EXHIBIT WITH INTERACTIVE EXPERIENCES IN OUR LEARNING LABS. WE DEVELOPED DESIGN FOR THE OCEAN, A NEW PROGRAM FOR MIDDLE-SCHOOL STUDENTS THAT EVOLVED OUT OF THE MAKER MOVEMENT. STARTING IN THE SUMMER OF 2019, STUDENTS WITH AN INTEREST IN ENGINEERING WILL HAVE ACCESS TO TECHNOLOGY AND AN OCEAN INNOVATION LAB PROGRAM SO THEY CAN DESIGN AND BUILD PHYSICAL OBJECTS THAT SOLVE OCEAN-RELATED PROBLEMS.

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IN THE COMING YEAR, WE WILL ALSO PILOT TEEN RESEARCHERS, AN EXCITING NEW PROGRAM THAT WILL HELP HIGH SCHOOL STUDENTS DEVELOP RESEARCH SKILLS THROUGH HANDS-ON SCIENTIFIC EXPLORATIONS.

PROGRAMS WILL TAKE ADVANTAGE OF A VIDEO LAB AND SOPHISTICATED SOFTWARE IN THE BECHTEL EDUCATION CENTER, ALLOWING EDUCATORS TO INTERACT WITH STUDENTS USING IPADS IN REAL TIME. THE 200-GALLON LIVE ANIMAL AQUARIUM TANKS IN OUR NEW CLASSROOMS WILL INCORPORATE INTERACTIVE TECHNOLOGY THAT EMPHASIZES COLLABORATION, CRITICAL THINKING AND PROBLEM-BASED LEARNING. STUDENTS WILL ALSO BE ABLE TO EXPERIENCE LIFE FROM THE PERSPECTIVE OF MARINE WILDLIFE USING VR HEADSETS AND 360-DEGREE VIDEO, AND ANALYZE DATA FROM A NEW ROOFTOP WEATHER STATION.

OUR PROGRAMS PROVIDE YOUNG PEOPLE WITH CHALLENGES AND OPPORTUNITIES TO HELP THEM LEARN WHO THEY ARE AND WHAT CAREERS THEY MAY WANT TO PURSUE. THEY'LL BUILD THEIR CONSERVATION IDENTITIES, ALLOWING THEM TO SEE THEMSELVES BOTH AS INDIVIDUALS AND AS MEMBERS OF A BROADER COMMUNITY THAT CARES FOR AND ACTS ON BEHALF OF THE ENVIRONMENT.

GOING GLOBAL WITH SOCIAL MEDIA
SOCIAL MEDIA LETS US EXPAND OUR MISSION BEYOND OUR WALLS, ENGAGE MILLIONS OF PEOPLE AND BRING THE OCEAN INTO HOMES AROUND THE WORLD. IT'S A POWERFUL AND EFFECTIVE WAY TO HELP PEOPLE KNOW MORE, CARE MORE AND DO MORE ON BEHALF OF THE OCEAN.

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OUR TEAM CREATES AND SHARES AROUND 4,000 POSTS PER YEAR ACROSS POPULAR PLATFORMS SUCH AS FACEBOOK, INSTAGRAM AND PERISCOPE. INSTAGRAM IS POPULAR AMONG USERS 18-34 YEARS OLD, AND THEY'RE A VERY ENGAGED AUDIENCE. WE'RE USING THE PLATFORM'S NEW "STORIES" FEATURE TO SHARE IN-DEPTH BACKGROUND ABOUT OUR WORK, PEEKS BEHIND THE SCENES AND STORIES ABOUT CONSERVATION, POLICY AND BIOLOGY.

LIVE STREAMS ON FACEBOOK, PERISCOPE, INSTAGRAM AND YOUTUBE CONTINUE TO BE ONE OF THE MOST ENGAGING WAYS TO BRING OUR MISSION INTO THE DIGITAL SPACE. LIVE STREAMS OF ANIMALS AND STAFF AT THE ACQUARIUM - AS WELL AS OUR "WILD" STREAMS FEATURING TIDEPOLS, KING TIDES, RED CRABS AND OTHER OCCURRENCES IN MONTEREY BAY - ATTRACT THOUSANDS OF VIEWERS FROM AROUND THE WORLD.

THOUSANDS OF OUR SOCIAL MEDIA FOLLOWERS RESPONDED TO INVITATIONS TO TAKE CONSERVATION ACTION IN A NUMBER OF WAYS: OPPOSING A FEDERAL EFFORT TO EXPAND OFFSHORE OIL AND GAS DRILLING, SUPPORTING A CALIFORNIA BALLOT MEASURE TO PROTECT NATURAL RESOURCES, AND URGING PASSAGE OF CALIFORNIA'S FIRST-IN-THE-NATION "STRAWS ON REQUEST" BILL.

PROGRAM SERVICE ACCOMPLISHMENT DESCRIPTION

FORM 990, PART III LINE 4C CONSERVATION AND SCIENCE:

CONSERVATION AND SCIENCE COSTS OF \$12,930,045 REPRESENT EXPENSES FOR MARINE POLICY AND ADVOCACY EFFORTS, THE SEAFOOD WATCH PROGRAM AND FIELD RESEARCH.

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ACTING FOR THE OCEAN

FROM THE AIR WE BREATHE TO THE SEAFOOD WE EAT, OUR VERY SURVIVAL DEPENDS ON A HEALTHY OCEAN. THROUGH SCIENTIFIC RESEARCH, POLICY ADVOCACY AND MARKET STRATEGIES, THE AQUARIUM INSPIRES PEOPLE, FROM THE PUBLIC TO POLITICIANS, TO TAKE ACTION ON SOME OF THE BIGGEST THREATS TO OCEAN HEALTH.

TACKLING A WHALE OF AN ISSUE

OCEAN PLASTIC POLLUTION IS AN ENORMOUS PROBLEM, ALMOST IMPOSSIBLE TO VISUALIZE. TO RAISE AWARENESS, WE BUILT AN 82-FOOT-LONG BLUE WHALE MADE ENTIRELY OUT OF PLASTIC WASTE. THE COLORFUL CREATURE REPRESENTS THE FACT THAT EVERY NINE MINUTES, PLASTIC TRASH WEIGHING AS MUCH AS EARTH'S LARGEST ANIMAL (ABOUT 300,000 POUNDS) MAKES ITS WAY TO THE OCEAN.

THE PLASTIC BLUE WHALE WAS CREATED BY SAN FRANCISCO BAY AREA ARTISTS JOEL DEAN STOCKDILL AND YUSTINA SALNIKOVA, PLUS A CREW AND DOZENS OF VOLUNTEERS. THE ARTISTS DEVELOPED A CUSTOM RECYCLING PROCESS, MANUALLY FABRICATING PANELS OUT OF DISCARDED PLASTIC BOTTLES.

WE INSTALLED THE LIFE-SIZED WHALE ON SAN FRANCISCO'S CRISSY FIELD, WITHIN SIGHT OF THE GOLDEN GATE BRIDGE. DURING ITS FIVE MONTHS THERE, THOUSANDS OF PEOPLE TOOK SELFIES WITH IT, AND OUR SOCIAL MEDIA FOLLOWERS LET US KNOW THAT THEY LOVED OUR CREATIVE APPROACH TO EXPLAINING THIS PLANETARY PROBLEM.

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MEOW WOLF, A PUBLIC BENEFIT ARTS AND ENTERTAINMENT GROUP, EVENTUALLY PURCHASED THE WHALE AND INSTALLED IT ON THE CAMPUS OF SANTA FE COMMUNITY COLLEGE TO CONTINUE RAISING AWARENESS ABOUT OCEAN PLASTIC POLLUTION.

CHANGING THE WAY WE THINK ABOUT PLASTIC

LET'S FACE IT: PLASTIC IS EVERYWHERE. WE EAT AND DRINK FROM IT, MAKE CLOTHES FROM IT AND BUY PRODUCTS WRAPPED IN IT. SCIENTISTS ESTIMATE THAT AROUND 9 MILLION TONS OF PLASTIC MAKES ITS WAY FROM LAND TO SEA EVERY YEAR. THAT'S LIKE DUMPING A GARBAGE TRUCK FULL OF PLASTIC INTO THE OCEAN EVERY MINUTE.

EVEN WHEN WE DISPOSE OF PLASTIC PROPERLY, IT CAN BLOW OUT OF GARBAGE AND RECYCLING CANS OR OFF HAULING TRUCKS TO BECOME POLLUTION. WIND, STORM DRAINS AND RIVERS CAN THEN CARRY IT TO THE OCEAN, EVEN FROM AREAS HUNDREDS OF MILES INLAND.

THE AVERAGE AMERICAN THROWS AWAY 270 POUNDS OF PLASTIC EVERY YEAR, CREATING A STREAM OF WASTE THAT CAN ESCAPE INTO THE NATURAL ENVIRONMENT.

AS THAT PLASTIC POLLUTION BUILDS UP - AND BREAKS UP - IT'S HARMING MARINE WILDLIFE FROM TURTLES TO SEABIRDS. IF WE DON'T MAKE CHANGES, THE RATE OF OCEAN PLASTIC POLLUTION COULD DOUBLE IN JUST SIX YEARS.

MANUFACTURERS ARE RAMPING UP PLASTIC PRODUCTION AROUND THE WORLD, BUT OUR ABILITY TO RECYCLE ISN'T KEEPING UP. IN FACT, LESS THAN 10 PERCENT OF ALL

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PLASTIC EVER MADE HAS BEEN RECOVERED AND TURNED INTO NEW PRODUCTS. BETTER WASTE MANAGEMENT IS AN IMPORTANT PART OF THE SOLUTION, BUT IT'S A BIT LIKE MOPPING A FLOODING BATHROOM WHILE THE FAUCET IS STILL ON FULL BLAST. WE HAVE TO TURN DOWN THE TAP WHILE WE CLEAN UP THE MESS.

THAT'S WHY THE AQUARIUM IS ENCOURAGING PEOPLE TO USE LESS PLASTIC IN THE FIRST PLACE. WE'RE CHAMPIONING PRACTICES AND POLICIES TO REDUCE PLASTIC WASTE ACROSS THE UNITED STATES, CALIFORNIA AND OUR OWN BACKYARD, COLLABORATING WITH DIVERSE PARTNERS AND WORKING FROM A FOUNDATION OF SCIENCE.

REDUCING PLASTIC IN THE AQUARIUM'S HOMETOWN

THE CITY OF MONTEREY, AMONG OTHERS ACROSS CALIFORNIA, IS LEADING THE WAY TO CUT BACK ON UNNECESSARY DISPOSABLE PLASTIC. OVER THE PAST DECADE IT HAS LIMITED THE USE OF POLYSTYRENE FOAM, PLASTIC SHOPPING BAGS AND MOST RECENTLY - WITH THE AQUARIUM'S SUPPORT - DISPOSABLE PLASTIC UTENSILS, COFFEE CUP LIDS AND TAKE-OUT CONTAINERS. THIS NEW LAW, WHICH TOOK EFFECT ON EARTH DAY 2019, IS CUTTING WASTE AND HELPING PROTECT MONTEREY BAY FROM PLASTIC POLLUTION.

MONTEREY'S POLICY ALSO ELIMINATES PLASTIC STRAWS, WITH AN IMPORTANT EXEMPTION FOR THOSE WHO NEED THEM. FOR SOME PEOPLE, A STRAW IS ASSISTIVE TECHNOLOGY THEY DEPEND ON TO EAT AND DRINK. THAT'S WHY WE REACHED OUT TO ADVOCATES OF PEOPLE WITH DISABILITIES, AND WORKED TOGETHER TO SHAPE AN INCLUSIVE STRAW POLICY.

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CALIFORNIA CUTS BACK ON UNNECESSARY STRAWS

IN SEPTEMBER, GOV. JERRY BROWN SIGNED THE STATE'S "STRAWS ON REQUEST" BILL INTO LAW, REQUIRING DINE-IN RESTAURANTS TO PROVIDE STRAWS ONLY WHEN CUSTOMERS ASK FOR THEM. THIS REDUCES PLASTIC WASTE THROUGHOUT CALIFORNIA WHILE STILL ENSURING ACCESS FOR THOSE WHO NEED STRAWS.

WE HELPED GET THE BILL OVER THE FINISH LINE, ENDORSING IT IN SACRAMENTO AND INVITING OUR SUPPORTERS TO SPEAK UP. NEARLY 2,000 AQUARIUM VISITORS, MEMBERS AND SOCIAL MEDIA FOLLOWERS URGED THEIR STATE LEGISLATORS TO SUPPORT THE BILL.

WHEN GOV. BROWN APPROVED STRAWS ON REQUEST, HE ISSUED A RARE SIGNING MESSAGE FOCUSED ON THE GROWING GLOBAL PRODUCTION OF PLASTIC AND ITS IMPACTS ON OCEAN HEALTH. "ONE THING IS CLEAR," HE STATED. "WE MUST FINDS WAYS TO REDUCE AND EVENTUALLY ELIMINATE SINGLE-USE PLASTIC PRODUCTS."

WITH MOMENTUM ON OUR SIDE, THE AQUARIUM IS NOW WORKING WITH PARTNERS ACROSS THE COUNTRY TO TURN BACK THE TIDE OF PLASTIC POLLUTION.

U.S. AQUARIUMS SLOW THE FLOW OF PLASTIC

IN 2016, WE CO-FOUNDED THE AQUARIUM CONSERVATION PARTNERSHIP, AN ALLIANCE OF 20 LEADING AQUARIUMS ACROSS THE UNITED STATES, TO RAISE A COLLECTIVE VOICE FOR OCEAN AND FRESHWATER CONSERVATION.

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FIRST, PARTNER AQUARIUMS ELIMINATED SINGLE-USE PLASTIC STRAWS AND SHOPPING BAGS FROM THEIR OPERATIONS, AND COMMITTED TO SIGNIFICANTLY REDUCE PLASTIC BEVERAGE BOTTLES, TOO. COLLECTIVELY, WE HAVE REMOVED 5 MILLION PLASTIC STRAWS FROM THE WASTE STREAM, AND ARE WORKING WITH OUR VENDORS TO FIND SUSTAINABLE ALTERNATIVES TO PLASTIC PACKAGING.

OUR AQUARIUM PARTNERS ARE NOW USING THEIR LEVERAGE WITH CONSUMERS, BUSINESSES AND DECISION-MAKERS TO REDUCE COMMON SOURCES OF PLASTIC POLLUTION WHERE THEY LIVE. THROUGH THE AQUARIUM CONSERVATION PARTNERSHIP'S "FIRST STEP" CAMPAIGN, MORE THAN 160,000 CONSUMERS HAVE PLEDGED TO REDUCE THEIR PLASTIC USE, STARTING WITH STRAWS, AND OVER 600 LOCAL BUSINESSES HAVE JOINED AQUARIUMS IN CHANGING THEIR PRACTICES.

BY RAISING OUR VOICES FOR OCEAN AND FRESHWATER CONSERVATION, AQUARIUMS ARE BUILDING NATIONWIDE MOMENTUM FOR CHANGE.

TAKING CLIMATE ACTION FOR THE OCEAN
CLIMATE CHANGE AND OCEAN ACIDIFICATION ARE PROFOUNDLY AFFECTING OCEAN HEALTH AND WILDLIFE - AND OUR OWN SURVIVAL. RISING SEA LEVELS AND INTENSIFYING STORM EVENTS PUT COASTAL COMMUNITIES AT INCREASING RISK. WARMER, MORE ACIDIC WATERS DISRUPT ANIMAL LIFE CYCLES AND THE BROADER MARINE FOOD WEB.

FORTUNATELY, THE OCEAN IS RESILIENT AND CAN RECOVER IF WE TAKE IMMEDIATE

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ACTION.

THE AQUARIUM IS A PART OF AN AMBITIOUS GLOBAL CLIMATE MOVEMENT. WHILE THE UNITED NATIONS CLIMATE NEGOTIATIONS WERE TAKING PLACE IN DECEMBER, EXECUTIVE DIRECTOR JULIE PACKARD CALLED ON AMERICANS TO TAKE ACTION.

"MAJOR SCIENTIFIC REPORTS ALL CONFIRM THAT EXTREME WEATHER EVENTS ARE GETTING WORSE AS A RESULT OF MAN-MADE CARBON POLLUTION," JULIE SAID IN A VIDEO POSTED TO SOCIAL MEDIA. "BUT ACTING TOGETHER WITH COURAGE, WE CAN PROTECT OUR BEAUTIFUL, BLUE LIVING PLANET."

PUTTING THE OCEAN ON THE GLOBAL CLIMATE CHANGE AGENDA
WE HELPED PUT THE OCEAN FRONT AND CENTER DURING AN INTERNATIONAL CLIMATE GATHERING HERE IN CALIFORNIA.

THE GLOBAL CLIMATE ACTION SUMMIT IN SAN FRANCISCO, CO-HOSTED BY GOV. JERRY BROWN, BROUGHT TOGETHER INVESTORS, CITIZENS, BUSINESSES AND CIVIC LEADERS FROM AROUND THE WORLD TO DOUBLE DOWN ON THEIR COMMITMENT TO THE PARIS AGREEMENT, THE 2015 INTERNATIONAL CLIMATE CHANGE TREATY. AT FIRST, THE OCEAN-CLIMATE CONNECTION WASN'T ON THE SUMMIT AGENDA - A GLARING OMISSION, GIVEN THAT THE OCEAN IS THE HEART OF EARTH'S CLIMATE SYSTEM.

THANKS TO A PUSH BY THE AQUARIUM TEAM, ALONG WITH OUR STATE AND NONPROFIT PARTNERS, SUMMIT LEADERS ADDED OCEAN HEALTH AS A MAJOR THEME. WE ALSO HELPED LEAD THE DEVELOPMENT OF A NEW "OCEAN CLIMATE ACTION AGENDA"

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UNVEILED AT THE SUMMIT, A ROADMAP FOR OCEAN-CENTERED CLIMATE ACTION.

JULIE DELIVERED OPENING REMARKS AT THE SUMMIT'S OCEAN PLENARY, FOLLOWED BY FORMER SECRETARY OF STATE JOHN KERRY, WHO PRAISED THE AQUARIUM'S LEADERSHIP ON OCEAN CONSERVATION. IN A SEPARATE EVENT DURING THE SUMMIT, JULIE AND SALESFORCE CEO MARC BENIOFF URGED HIGH-PROFILE BUSINESS AND CIVIC LEADERS TO LEAD THE WAY TOWARD A CLEAN-ENERGY FUTURE.

CULTIVATING OCEAN-CLIMATE LEADERS

WE WORK TO INSPIRE AND CULTIVATE CLIMATE LEADERS IN CALIFORNIA AND BEYOND. IN 2018, WE ORGANIZED HIGH-PROFILE EVENTS TO HONOR TODAY'S CLIMATE CHAMPIONS AND ENCOURAGE OTHERS TO STEP UP.

AT OUR ANNUAL RECEPTION AT OCEAN DAY CALIFORNIA IN SACRAMENTO, WE PRESENTED OUR 2018 CALIFORNIA OCEAN CHAMPION AWARDS TO ASSEMBLYMEMBERS EDUARDO GARCIA (D-COACHELLA) AND MARK STONE (D-MONTEREY). GARCIA AUTHORED SUCCESSFUL LEGISLATION TO EXTEND THE STATE'S CAP-AND-TRADE PROGRAM, KEEPING CALIFORNIA ON TRACK TO MEET ITS AMBITIOUS 2030 CLIMATE GOALS. WE HONORED STONE FOR HIS SUSTAINED COMMITMENT TO PROTECT MONTEREY BAY AND ACT FOR OCEAN CONSERVATION THROUGHOUT THE STATE.

POWERING UP FOR CLEAN ENERGY

THE MOST IMPORTANT WAY TO COMBAT CLIMATE CHANGE, AND REDUCE ITS HARMFUL EFFECTS ON THE OCEAN, IS TO REDUCE THE EMISSION OF CARBON DIOXIDE. THAT'S WHY WE WORK TO CUT CARBON, STARTING RIGHT HERE AT HOME.

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IN 2017, WE SUPPORTED THE CREATION OF MONTEREY BAY COMMUNITY POWER (MBCP) TO BRING RENEWABLE ENERGY TO OUR REGION AT A FASTER PACE. THROUGH THE STATE'S COMMUNITY CHOICE ENERGY MODEL, MBCP PROVIDES LOCALLY CONTROLLED, CARBON-FREE ELECTRICITY TO RESIDENTS AND BUSINESSES IN MONTEREY, SAN BENITO AND SANTA CRUZ COUNTIES, AND TO THE CITIES OF SAN LUIS OBISPO AND MORRO BAY.

LAST MARCH, THE AQUARIUM'S ELECTRICITY WENT CARBON-FREE WHEN MBCP BEGAN POWERING BUSINESSES IN THE REGION. THEN WE AIMED EVEN HIGHER AND CHAMPIONED CREATION OF A NEW PREMIUM SERVICE: MB PRIME, WHICH SOURCES ELECTRICITY EXCLUSIVELY FROM WIND AND SOLAR SOURCES - AVOIDING THE ENVIRONMENTAL IMPACTS OF HYDROELECTRIC ENERGY. WE BECAME THE FIRST COMMERCIAL CUSTOMER TO ENROLL.

IN SEPTEMBER, WE MADE A PUBLIC COMMITMENT TO ACHIEVE NET-ZERO CARBON EMISSIONS AND TRANSITION 100 PERCENT OF OUR VEHICLE FLEET TO RENEWABLE POWER BY 2025. CHIEF CONSERVATION OFFICER MARGARET SPRING ANNOUNCED THE COMMITMENT, ALONG WITH OUR OTHER EMISSION REDUCTION ACTIVITIES, DURING A FORUM AT THE GLOBAL CLIMATE ACTION SUMMIT, HOSTED BY THE WE ARE STILL IN COALITION.

WE ARE STILL IN REPRESENTS MORE THAN 3,500 ORGANIZATIONS GLOBALLY, ACROSS PUBLIC AND PRIVATE SECTORS, THAT HAVE DECLARED THEIR SUPPORT FOR THE PARIS AGREEMENT. THE AQUARIUM WAS ONE OF THE FIRST CULTURAL INSTITUTIONS

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TO SIGN ON, JOINING THE INTERNATIONAL COMMUNITY IN REDUCING OUR EMISSIONS
FOR A SUSTAINABLE, LOW-CARBON FUTURE.

DEFENDING CRITICAL OCEAN PROTECTIONS

WE ARE WORKING TO PRESERVE AND PROTECT MARINE ANIMALS AND THEIR OCEAN
HOMES. THROUGH OUR SCIENTIFIC EXPERTISE AND POLICY INFLUENCE, WE'RE
TAKING ACTION TO PROTECT THE OCEAN FROM OFFSHORE OIL DRILLING, AND
HOLDING STRONG FOR THE RECOVERY OF PACIFIC BLUEFIN TUNA.

MOBILIZING TO DEFEND OUR COASTS

A HEALTHY OCEAN IS THE LIFEblood OF COASTAL COMMUNITIES - SUPPORTING
TOURISM, FISHERIES AND RECREATION WHILE PROVIDING A HOME FOR
EXTRAORDINARY MARINE WILDLIFE AND ECOSYSTEMS.

OFFSHORE OIL DRILLING PUTS COASTAL ECONOMIES, JOBS AND OCEAN ANIMALS LIKE
SEA OTTERS AT UNNECESSARY RISK. THAT'S WHY WE'RE SPEAKING OUT AGAINST THE
FEDERAL ADMINISTRATION'S EFFORTS TO OPEN NEW OCEAN AREAS TO OIL AND GAS
DEVELOPMENT - INCLUDING HERE IN CALIFORNIA.

IN EARLY 2018, WE HELPED ORGANIZE 35 OTHER U.S. AQUARIUMS AND ZOOS IN
OPPOSING THE ADMINISTRATION'S PROPOSAL, AND REACHED OUT TO FEDERAL
LEGISLATORS TO PROTECT OUR COASTLINES. WE URGED OUR VISITORS, EMAIL
SUBSCRIBERS AND SOCIAL MEDIA FOLLOWERS TO SPEAK OUT AGAINST THIS PLAN -
AND THOUSANDS TOOK ACTION. AQUARIUM SUPPORTERS WERE AMONG THE 1.6 MILLION
PEOPLE WHO SUBMITTED PUBLIC COMMENTS AGAINST NEW OFFSHORE DRILLING. WE

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ALSO SUPPORTED THE PASSAGE OF A CALIFORNIA LAW BANNING NEW INFRASTRUCTURE ASSOCIATED WITH OIL DRILLING OFF THE STATE'S COAST.

TOGETHER WITH OUR PARTNERS AND ALLIES, WE'RE RAISING OUR VOICE TO PROTECT OCEAN ECOSYSTEMS FROM THREATS LIKE OFFSHORE OIL DRILLING.

WORKING TOWARD RECOVERY OF PACIFIC BLUEFIN TUNA
WE HAVE LONG BEEN A LEADING VOICE FOR THE RECOVERY OF PACIFIC BLUEFIN TUNA. THE POPULATION OF THIS REMARKABLE OCEAN PREDATOR - WHICH OUR RESEARCHERS HAVE BEEN STUDYING FOR MORE THAN TWO DECADES - HAS PLUMMETED BY ABOUT 97 PERCENT SINCE THE ONSET OF INDUSTRIAL FISHING. IN 2017, THE AQUARIUM HELPED ACHIEVE A BREAKTHROUGH AGREEMENT AMONG PACIFIC NATIONS TO RECOVER THE PACIFIC BLUEFIN TUNA POPULATION TO A SUSTAINABLE LEVEL.

IN 2018, OUR TEAM COLLABORATED WITH INTERNATIONAL SCIENTISTS, WORKED WITH A CROSS-SECTION OF STAKEHOLDERS AND ADVISED U.S. OFFICIALS TO KEEP THIS SPECIES ON THE PATH TO RECOVERY. WHEN INTERNATIONAL NEGOTIATORS PROPOSED TO WEAKEN PACIFIC BLUEFIN PROTECTIONS, THE U.S. AND SEVERAL OTHER COUNTRIES HELD A FIRM LINE TO MAINTAIN AGREED-UPON CONSERVATION MEASURES. ULTIMATELY, PACIFIC NATIONS REJECTED THE PROPOSED CHANGES - REAFFIRMING THEIR COMMITMENT TO PROTECT THIS IMPERILED, ICONIC SPECIES.

PUSHING THE BOUNDARIES OF SEA OTTER RECOVERY
HOW DO WILDLIFE MANAGEMENT AND SEA OTTER ECOLOGY COME TOGETHER TO SUPPORT A HEALTHY COAST? AFTER GROWING FROM A LOW OF ABOUT 50 ANIMALS IN THE

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EARLY 1900S TO AROUND 3,000 TODAY, THE POPULATION OF SOUTHERN SEA OTTERS HAS PLATEAUED. TO FULLY RECOVER, OTTERS MUST RETURN TO MORE OF THEIR HISTORICAL RANGE ALONG THE CALIFORNIA COAST. IN A NEW STUDY, OUR RESEARCHERS IDENTIFIED SOME OF THE BIGGEST OBSTACLES.

THE STUDY, WHICH ANALYZES DATA FROM 725 STRANDED OTTERS OVER 30 YEARS, REVEALS A CRITICAL RELATIONSHIP BETWEEN HEALTHY KELP CANOPY COVERAGE, SEA OTTER MORTALITY AND POPULATION RECOVERY. IT FINDS THAT LOSS OF KELP RAISES THE RISK OF WHITE SHARK BITES, ESPECIALLY AT THE TWO ENDS OF SEA OTTERS' RANGE ALONG THE CENTRAL COAST. THESE BITES CAN BE FATAL TO OTTERS, AND MAY PREVENT THE POPULATION FROM FULLY RECOVERING. THE PAPER PROVIDES SCIENTIFIC INSIGHT TO GUIDE THE NEXT PHASE OF OUR WORK: HELPING OTTERS REPOPULATE THE BROADER CALIFORNIA COASTLINE THEIR ANCESTORS INHABITED BEFORE THE FUR TRADE.

THE PAST YEAR BROUGHT OTHER MILESTONES. IN 2018, WE RECEIVED SPECIAL PERMISSION FOR A WILD, REHABILITATING OTTER TO PRACTICE HER DEEP-DIVING SKILLS WHILE ON EXHIBIT. THIS NOVEL EXPERIENCE ALLOWED US TO MORE FULLY PREPARE THE OTTER FOR HER SUCCESSFUL RELEASE.

WE ALSO COLLABORATED WITH GOOGLE TO SHARE THE STORY OF CALIFORNIA'S SEA OTTERS WITH A GLOBAL AUDIENCE. "THE RETURN OF THE SEA OTTER," A WEB-BASED GOOGLE VOYAGER EXPERIENCE, TAKES USERS TO THE SHORES OF POINT LOBOS, MOSS LANDING AND CANNERY ROW TO DISCOVER WHY SEA OTTERS ARE VITAL TO THE HEALTH AND ECONOMY OF CALIFORNIA'S COAST.

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AND IN A LONG-STANDING COLLABORATION WITH THE U.S. GEOLOGICAL SURVEY ALASKA SCIENCE CENTER, OUR RESEARCHERS ARE LOOKING TO NORTHERN SEA OTTERS FOR CLUES. BY STUDYING THIS THRIVING POPULATION, OUR RESEARCHERS GAIN A DEEPER UNDERSTANDING OF THEIR MORE VULNERABLE CALIFORNIA COUSINS.

THIRTY-FIVE YEARS OF PIONEERING RESEARCH THUMB THROUGH THE PHOTOS IN THE AQUARIUM ARCHIVES, AND YOU'LL FIND 1980S-ERA IMAGES OF OUR STAFF IN WETSUITS, WALKING ALONG THE SHORES OF MONTEREY BAY WITH FLUFFY SEA OTTER PUPS TUCKED UNDER THEIR ARMS.

SOUTHERN SEA OTTERS HAD BEEN BROUGHT TO THE BRINK OF EXTINCTION, AND THE SPECIES' POTENTIAL FOR RECOVERY WAS UNCERTAIN. UNTIL THE AQUARIUM BEGAN CARING FOR STRANDED PUPS IN 1984, NO ONE KNEW HOW TO KEEP THEM ALIVE ONCE THEY BECAME SEPARATED FROM THEIR MOTHERS. WE CREATED A FORMULA FOR STRANDED, NURSING PUPS AND PIONEERED A SUCCESSFUL PROTOCOL FOR SEA OTTER RESCUE, REHABILITATION AND RELEASE.

OVER THE DECADES, OUR TEAM HAS BECOME INTEGRAL TO THE RECOVERY OF CALIFORNIA'S THREATENED SEA OTTERS. TODAY, OUR ANIMAL CARE SPECIALISTS NO LONGER DON WETSUITS TO HAND-REAR OTTER PUPS. INSTEAD, THEY WEAR BODY AND FACE-CONCEALING UNIFORMS TO PREVENT OTTERS FROM BECOMING COMFORTABLE WITH HUMANS. OUR RESIDENT FEMALE ADULT OTTERS SERVE AS FOSTER MOMS TO TEACH PUPS CRITICAL SURVIVAL SKILLS.

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THIRTY-FIVE YEARS AFTER OUR FIRST RESCUES, OUR SEA OTTER PROGRAM IS LAYING THE GROUNDWORK FOR THE FUTURE. THE DIET AND CARE PROTOCOLS DEVELOPED BY OUR VETERINARIANS AND STAFF HAVE GIVEN STRANDED SEA OTTERS A STRONG CHANCE TO SURVIVE ONCE THEY'RE RELEASED BACK INTO THE WILD. STILL, SOUTHERN SEA OTTERS NEED OUR HELP TO REBUILD THEIR POPULATION ALONG THE CALIFORNIA COAST.

OUR RESEARCHERS HAVE CONTRIBUTED TO LANDMARK STUDIES ON SEA OTTERS AS A KEYSTONE SPECIES, CRITICAL TO THE HEALTH OF LOCAL ESTUARIES AND KELP FORESTS. ONE STUDY FOUND THAT NEARLY 60 PERCENT OF THE OTTERS IN ELKHORN SLOUGH, AN ESTUARY JUST NORTH OF THE AQUARIUM, ARE DESCENDANTS OF OTTERS RELEASED FROM OUR SURROGACY PROGRAM. WE'RE EXCITED ABOUT THE POTENTIAL FOR SEA OTTERS TO HELP RESTORE ECOSYSTEMS ALONG MORE OF THE CALIFORNIA COAST.

OVER THE DECADES, OUR TEAM HAS BECOME INTEGRAL TO THE RECOVERY OF CALIFORNIA'S THREATENED SEA OTTERS. AQUARIUM EXPERTS CONTINUE TO ADVANCE SCIENTIFIC KNOWLEDGE, INFLUENCE STATE AND FEDERAL MANAGEMENT, AND EDUCATE THE PUBLIC ABOUT SEA OTTERS' ESSENTIAL ROLE IN MAINTAINING THE HEALTH OF COASTAL ECOSYSTEMS.

INNOVATING AND INSPIRING TO PROTECT THE OCEAN IN THE 31 YEARS SINCE DAVID PACKARD FOUNDED THE MONTEREY BAY AQUARIUM RESEARCH INSTITUTE (MBARI), THE AQUARIUM HAS LOOKED TO MBARI AS OUR LEAD TECHNOLOGY PARTNER. TOGETHER, WE HAVE DEVELOPED INNOVATIVE RESEARCH -

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EXPLORING SOME OF THE PLANET'S MOST REMOTE PLACES - TO ILLUMINATE THE CONNECTION BETWEEN THE NEARSHORE COAST AND OFFSHORE DEEP SEA.

SHINING A LIGHT ON THE DEEP SEA

THROUGHOUT HISTORY, THE DARK REALMS FAR BELOW THE OCEAN'S SURFACE HAVE CAPTIVATED PEOPLE'S IMAGINATIONS. IN RECENT DECADES, MBARI RESEARCHERS HAVE MADE EXCITING ADVANCES IN OUR UNDERSTANDING OF LIFE IN THE DEEP. YET MUCH OF THE DEEP SEA REMAINS OBSCURED BY MYSTERY.

IN 2021 THE AQUARIUM WILL OPEN ITS MOST COMPREHENSIVE AND IMMERSIVE DEEP-SEA EXPERIENCE TO DATE. TOGETHER WITH OUR MBARI COLLEAGUES, WE'RE BRINGING THIS VISION TO LIFE BY STUDYING DEEP-SEA ANIMALS AND THEIR HABITATS. WE'LL VENTURE INTO THE MONTEREY SUBMARINE CANYON AND USE CUTTING-EDGE TECHNOLOGY TO PROVIDE A GLIMPSE OF PLACES NEVER BEFORE SEEN BY HUMAN EYES.

THE DRAMATIC IMPACTS OF HUMAN ACTIVITY ON OUR GLOBAL OCEAN, INCLUDING CLIMATE CHANGE, ARE ACCELERATING. AND WHILE MUCH OF THE DEEP OCEAN REMAINS UNKNOWN, THIS MUCH IS INCREASINGLY CLEAR: IT IS NOT AN ALIEN SEASCAPE UNTOUCHED BY HUMANITY. IT IS A VITAL PLACE ON OUR BLUE PLANET, VULNERABLE TO HUMAN IMPACTS - AND SUPPORTING REMARKABLE LIVING CREATURES WE'RE ONLY BEGINNING TO UNDERSTAND.

FINDING PLASTIC IN THE MARINE FOOD WEB

PLASTIC DOESN'T BREAK DOWN; IT ONLY BREAKS UP INTO SMALLER AND SMALLER

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PIECES. POLLUTION BY MICROPLASTIC - BITS SMALLER THAN 5 MILLIMETERS ACROSS - IS A GROWING PROBLEM IN THE MARINE ENVIRONMENT WORLDWIDE. IN A PIONEERING STUDY, AQUARIUM AND MBARI RESEARCHERS DOCUMENTED MICROPLASTIC POLLUTION IN THE MONTEREY BAY WATER COLUMN AND TRACED ITS MOVEMENT THROUGH MARINE FOOD WEBS.

THE RESEARCH TEAM DEPLOYED REMOTELY OPERATED VEHICLES TO COLLECT WATER SAMPLES FROM THE SURFACE DOWN TO 1,000 METERS. THOSE SURVEYS REVEALED THAT WHILE MICROPLASTIC IS EVERYWHERE, PLASTIC CONCENTRATIONS PEAK IN DEEPER WATERS, AT A LEVEL NEARLY FOUR TIMES THE CONCENTRATION AT THE SURFACE. SURPRISINGLY, THE AMOUNT OF PLASTIC WAS EVEN HIGHER IN THE DEEPEST AREAS OF MONTEREY BAY THAN AT THE SURFACE OF THE EAST PACIFIC SUBTROPICAL GYRE, ALSO KNOWN AS THE "GREAT PACIFIC GARBAGE PATCH."

THE TEAM ALSO STUDIED HOW TWO SPECIES NEAR THE BASE OF THE FOOD WEB - PELAGIC RED CRABS AND LARVACEANS - INGEST PLASTIC. LEVELS OF PLASTIC INSIDE THEIR BODIES MATCHED THE LEVELS IN THE SURROUNDING WATER. THAT SUGGESTS AS THEY EAT TINY PARTICLES OF FOOD, THEY'RE ALSO CONSUMING MICROPLASTIC AND TRANSPORTING IT TO OTHER ANIMALS, BOTH AT THE SURFACE AND IN THE DEEP.

TAKEN TOGETHER, THE FINDINGS REVEAL THAT MICROPLASTIC IS BOTH UBIQUITOUS THROUGHOUT THE MONTEREY BAY WATER COLUMN AND PERVASIVE IN THE MARINE FOOD WEB.

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AT THE SAME TIME, IN OUR NEW OCEAN MEMORY LABORATORY, OUR SCIENCE TEAM AIMS TO DEVELOP A HISTORICAL BASELINE DOCUMENTING MICROPLASTIC POLLUTION IN MONTEREY BAY. WE'RE DEVELOPING AN OPEN-ACCESS LIBRARY OF DEGRADED OCEAN PLASTIC SAMPLES, FOR USE BY RESEARCHERS ANYWHERE, WHICH WILL FACILITATE FUTURE STUDIES OF OCEAN PLASTIC POLLUTION. AS GOVERNMENT AGENCIES BEGIN TO TAKE ACTION, THESE DATA CAN INFORM SCIENCE-BASED TOOLS AND POLICIES TO REDUCE OCEAN PLASTIC POLLUTION.

A PACIFIC OCEAN OASIS FOR WHITE SHARKS
IN SPRING 2018, OUR WORK WITH MBARI AFFORDED AN EPIC OPPORTUNITY TO EXPLORE A REMOTE SEASCAPE IN THE MIDDLE OF THE PACIFIC OCEAN. A DIVERSE TEAM OF INTERNATIONAL RESEARCHERS - INCLUDING AQUARIUM AND MBARI SCIENTISTS - BOARDED THE SCHMIDT OCEAN INSTITUTE R/V FALKOR AND HEADED TO THE WHITE SHARK CAFE, AN AREA OF THE OPEN SEA HALFWAY BETWEEN CALIFORNIA AND HAWAII.

DECADES OF DATA FROM TRACKING TAGS TOLD OUR RESEARCHERS THAT WHITE SHARKS MIGRATE EACH YEAR FROM THE WEST COAST TO THIS VAST AREA IN THE PACIFIC. INITIAL FINDINGS FROM THE EXPEDITION, LED BY MARINE BIOLOGIST BARBARA BLOCK OF STANFORD UNIVERSITY, REVEAL THE WHITE SHARK CAFE IS AN ABUNDANT OASIS FOR WHITE SHARKS -- A FAR CRY FROM THE OCEANIC DESERT IT WAS ONCE THOUGHT TO BE.

MBARI'S REMOTELY OPERATED VEHICLES HELPED IDENTIFY MORE THAN 100 SPECIES IN THE CAFE. THESE ORGANISMS, SUCH AS SQUID, SHRIMP AND LIGHTFISH,

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PARTICIPATE IN THE LARGEST VERTICAL MIGRATION ON EARTH, CHASING FOOD BETWEEN THE MIDWATER AND THE SURFACE. BY ANALYZING TAGGING DATA FROM WHITE SHARKS, OUR RESEARCHERS DISCOVERED THE SHARKS ARE MOVING UP AND DOWN THE WATER COLUMN IN SYNCHRONY WITH THIS MASS MIGRATION.

SINCE WE MADE HISTORY IN 2004 AS THE FIRST AQUARIUM TO SUCCESSFULLY EXHIBIT A WHITE SHARK, OUR RESEARCH HAS EVOLVED TO CONSIDER THE GREATER IMPORTANCE OF APEX PREDATORS IN MARINE ECOSYSTEMS. WE ARE NOW ASKING NEW AND BETTER QUESTIONS ABOUT THE POORLY UNDERSTOOD OCEAN HABITATS THAT SUPPORT A DAZZLING ARRAY OF MARINE LIFE.

TRANSFORMING THE GLOBAL SEAFOOD INDUSTRY FISHERIES AND AQUACULTURE PLAY A SIGNIFICANT ROLE IN GLOBAL SOCIETY SUSTAINING OCEAN HEALTH. THEY'RE A PRIMARY SOURCE OF PROTEIN FOR 3 BILLION PEOPLE AROUND THE WORLD AND SUPPORT THE LIVELIHOODS OF AT LEAST 300 MILLION HOUSEHOLDS.

BUT THE OCEAN'S RESOURCES AREN'T INFINITE, AND THE WAY WE HARVEST FISH THREATENS THE SUSTAINABILITY OF THE GLOBAL SEAFOOD SUPPLY. IN THE WILD, 90 PERCENT OF FISHERIES ARE EITHER OVERFISHED OR VERY CLOSE TO OVERFISHED, AND ONE IN FIVE FISH CAUGHT IS DONE SO BY ILLEGAL, UNREPORTED OR UNREGULATED MEANS. UNSUSTAINABLE FISH FARMING CAN HARM NATIVE SPECIES AND DESTROY CRITICAL HABITATS THAT BUFFER COASTAL COMMUNITIES FROM THE IMPACTS OF CLIMATE CHANGE.

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SEAFOOD SUSTAINABILITY ISN'T JUST ABOUT THE ENVIRONMENTAL IMPACTS OF WILD FISHERIES AND AQUACULTURE. IT'S ALSO ABOUT ENSURING FAIR, SAFE WORKING CONDITIONS FOR THE PEOPLE WHO PRODUCE OUR SEAFOOD. LABOR ABUSES IN THE SEAFOOD INDUSTRY ARE TAKING A DEVASTATING TOLL. EXPERTS ESTIMATE THAT MILLIONS OF ADULTS ARE VICTIMS OF MODERN SEAFOOD SLAVERY, AND MILLIONS MORE CHILDREN ARE HARMED BY HAZARDOUS CHILD LABOR IN THE INDUSTRY.

THE AQUARIUM HAS LONG RECOGNIZED THE CONNECTIONS BETWEEN ENVIRONMENTAL, SOCIAL AND ECONOMIC HEALTH. WE'RE MAKING A MEASURABLE DIFFERENCE ACROSS ALL THREE AREAS - BOTH THROUGH OUR SEAFOOD WATCH PROGRAM, NOW IN ITS 20TH YEAR, AND THROUGH OUR NEWER POLICY INITIATIVES.

EMPOWERING BUSINESSES TO CHOOSE SOCIALLY RESPONSIBLE SEAFOOD IN COLLABORATION WITH CONSERVATION INTERNATIONAL, WE BROUGHT TOGETHER NON-GOVERNMENTAL ORGANIZATIONS TO ESTABLISH A DEFINITION OF SOCIAL RESPONSIBILITY FOR THE SEAFOOD INDUSTRY. WORKING WITH LIBERTY SHARED AND THE SUSTAINABLE FISHERIES PARTNERSHIP, WE LAUNCHED SEAFOODSLAVERYRISK.ORG, A TOOL TO HELP BUSINESSES IDENTIFY RISKS OF FORCED LABOR, HUMAN TRAFFICKING AND HAZARDOUS CHILD LABOR IN THEIR SUPPLY CHAINS.

BUSINESSES CAN USE THE TOOL TO IDENTIFY SEAFOOD SOURCED FROM FISHERIES WHERE THESE ISSUES MAY EXIST, AND WORK WITH SUPPLIERS TO ADDRESS THEM.

MAINTAINING THE GLOBAL STANDARD FOR SEAFOOD SUSTAINABILITY

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OUR SEAFOOD WATCH TEAM HELPS U.S. CONSUMERS AND BUSINESSES MAKE SEAFOOD CHOICES FOR A HEALTHY OCEAN. TO DO SO, WE DEPEND ON ROBUST, TRANSPARENT AND TIMELY DATA FROM FISHING AND AQUACULTURE OPERATIONS AROUND THE WORLD. THAT'S WHY WE'VE GROWN OUR GLOBAL NETWORK OF ANALYSTS AND PARTNER ORGANIZATIONS IN LATIN AMERICA, EUROPE, CHINA, JAPAN AND SOUTHEAST ASIA.

OUR SEAFOOD ASSESSMENTS, ORIGINALLY DESIGNED TO DRIVE DEMAND FOR SUSTAINABLE SEAFOOD IN NORTH AMERICA, NOW UNDERPIN THE SUSTAINABLE SEAFOOD MOVEMENT AROUND THE GLOBE. PRODUCERS USE SEAFOOD WATCH ASSESSMENTS TO IMPROVE THEIR PRACTICES, AND GOVERNMENTS USE THEM TO INFORM THEIR MANAGEMENT OF SEAFOOD RESOURCES.

DRIVING THE MARKET FOR SUSTAINABLE SEAFOOD FROM ITS ORIGINS AS A CONSUMER-FACING POCKET GUIDE, OUR SEAFOOD WATCH PROGRAM HAS GROWN TO BECOME THE LEADING SCIENCE-BASED GLOBAL SEAFOOD SUSTAINABILITY STANDARD.

BUSINESS COMMITMENTS THAT AFFECT INTERNATIONAL SUPPLY CHAINS, COUPLED WITH PUBLIC DEMAND FOR SUSTAINABLE SEAFOOD, ARE MOVING FISHERIES AND AQUACULTURE TOWARD MORE SUSTAINABLE PRACTICES WORLDWIDE. WE ARE DRIVING BOTH BUSINESS ENGAGEMENT AND PUBLIC DEMAND.

OVER THE PAST 20 YEARS, WE HAVE TRANSFORMED HOW BUSINESSES PURCHASE SEAFOOD. IN 2018, WE DEVELOPED AND DEPLOYED NEW TOOLS TO MEET REGIONAL NEEDS AND SUPPORT DEVELOPMENT OF THE CONDITIONS FOR SUSTAINABILITY IN KEY

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SEAFOOD-PRODUCING NATIONS.

WE'RE ACTING TO ADDRESS SUPPLY CHAIN BARRIERS, IMPROVE SOCIAL CONDITIONS AND ADVANCE GOVERNANCE REFORM THAT WILL HELP PRODUCERS MEET GROWING DEMAND FOR SUSTAINABLE SEAFOOD. WE ARE NOW FOCUSED ON TAKING THIS WORK TO SCALE IN SOUTHEAST ASIA, ONE OF THE LARGEST SUPPLIERS OF SHRIMP CONSUMED IN THE UNITED STATES.

COMMITMENTS MADE BY MULTINATIONAL SEAFOOD BUYERS ARE DRIVING CHANGE BY PRODUCERS. OUR PRIORITY NOW IS TO GET TOOLS INTO THE HANDS OF SMALL-SCALE PRODUCERS ACROSS THE REGION SO THEY KNOW HOW TO MAKE THEIR FARMS MORE SUSTAINABLE. WE'RE PROVIDING THEM WITH A PLATFORM, BASED ON SEAFOOD WATCH STANDARDS, TO INDEPENDENTLY VERIFY THEIR PROGRESS.

OUR WORK IN SOUTHEAST ASIA, ONE OF THE TOP SEAFOOD-PRODUCING REGIONS IN THE WORLD, CAN SERVE AS A MODEL TO TRANSFORM THE INDUSTRY AROUND THE GLOBE.

WELCOMING NEW PARTNER RED LOBSTER

IN THE U.S., MAJOR SEAFOOD RETAILERS ARE INCENTIVIZING THEIR SUPPLIERS ACROSS THE OCEAN TO MAKE CHANGES. IN 2018, WE PARTNERED WITH RED LOBSTER - THE WORLD'S LARGEST SEAFOOD RESTAURANT CHAIN, WITH MORE THAN 700 NORTH AMERICAN RESTAURANTS. RED LOBSTER HAS COMMITTED TO SELLING ONLY SEAFOOD WATCH RECOMMENDED ITEMS BY 2025. BUSINESS PARTNERS LIKE RED LOBSTER ARE MOTIVATING LEADING SEAFOOD PRODUCERS AROUND THE WORLD TO MEET THE GROWING

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MARKET DEMAND FOR SUSTAINABLE PRODUCTS.

ADVISING THE WORLD'S BIGGEST SEAFOOD PRODUCERS

NINETY PERCENT OF THE SEAFOOD CONSUMED IN THE UNITED STATES IS IMPORTED.

THAT MEANS THE AQUARIUM'S SEAFOOD SUSTAINABILITY GOALS ARE GLOBAL - AND

HAVE A GLOBAL IMPACT. OVER THE LAST 20 YEARS SEAFOOD WATCH HAS SET THE

BAR FOR SEAFOOD SUSTAINABILITY AND IS NOW ADVISING SOME OF THE BIGGEST

COMPANIES IN THE GLOBAL SEAFOOD INDUSTRY.

WE RECENTLY PARTNERED WITH FORMER U.S. SECRETARY OF STATE JOHN KERRY AND

THE CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE TO LAUNCH THE SOUTHEAST

ASIA FISHERIES AND AQUACULTURE INITIATIVE. THE INITIATIVE IS WORKING TO

OVERCOME OBSTACLES TO SUSTAINABLE SEAFOOD PRODUCTION - BOTH ENVIRONMENTAL

AND SOCIETAL - IN THAILAND, INDONESIA, MYANMAR, VIETNAM AND THE

PHILIPPINES, IN COLLABORATION WITH REGIONAL GOVERNMENTS AND SEAFOOD

PRODUCERS.

WE'RE ALREADY SEEING RESULTS. AT THE 2018 OUR OCEAN CONFERENCE IN BALI,

EXECUTIVE DIRECTOR JULIE PACKARD AND SECRETARY KERRY ANNOUNCED TWO MAJOR

COMMITMENTS TO ADVANCE COMPREHENSIVE SOLUTIONS AND IMPROVE GOVERNMENT

POLICIES TO SUPPORT SUSTAINABLE SEAFOOD DEVELOPMENT IN SOUTHEAST ASIA.

TOGETHER WITH MAJOR SEAFOOD PRODUCER MINH PHU SEAFOOD CORPORATION, THE

ASIAN SEAFOOD IMPROVEMENT COLLABORATIVE AND GLOBAL CERTIFICATION BODY

SGS, WE'LL HELP BRING 20,000 SMALL-SCALE SHRIMP FARMS IN VIETNAM'S

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MEKONG DELTA TO A LEVEL EQUIVALENT TO SEAFOOD WATCH'S BEST CHOICE - THE HIGHEST RATING FOR ENVIRONMENTAL SUSTAINABILITY - BY 2025.

THIS COMMITMENT IS A COLLABORATION BETWEEN THE PRIVATE SECTOR AND NON-GOVERNMENTAL ORGANIZATIONS, ALL WORKING TOGETHER TO ADDRESS CHALLENGES FOR THE SMALL-SCALE FARMING FAMILIES WHO MAKE UP MOST OF THE REGION'S SHRIMP PRODUCTION. THE COLLABORATORS WILL ALSO WORK WITH THE CARNEGIE ENDOWMENT TO ENCOURAGE POLICIES THAT MAKE IT EASIER FOR FARMERS TO RAMP UP THE SUSTAINABILITY OF THEIR OPERATIONS.

WE ALSO JOINED WITH THAI UNION GROUP PCL, ONE OF THE WORLD'S LARGEST SEAFOOD PRODUCERS, AND ITS CHICKEN OF THE SEA BRAND TO LAUNCH SEACHANGE IGNITE - AN INITIATIVE TO ADVANCE AND IMPROVE SUSTAINABILITY THROUGHOUT THAI UNION'S SUPPLY CHAIN. THAI UNION'S COMMITMENT PLEDGES \$73 MILLION THROUGH 2025 TO FOCUS ON IMPROVEMENTS IN SOUTHEAST ASIA AND OTHER KEY SEAFOOD-PRODUCING REGIONS. LIKE MINH PHU SEAFOOD CORPORATION, SEACHANGE IGNITE WILL WORK WITH THE SOUTHEAST ASIAN FISHERIES AND AQUACULTURE INITIATIVE TO ENGAGE GOVERNMENTS, INDUSTRY AND OTHER STAKEHOLDERS TO ADVANCE COMPREHENSIVE APPROACHES FOR SUSTAINABLE SEAFOOD DEVELOPMENT.

"THIS COMMITMENT IS AN IMPORTANT FIRST STEP IN ACCELERATING SUSTAINABILITY IN FISHERIES AND AQUACULTURE IN SOUTHEAST ASIA," JULIE SAYS, "AND WILL SERVE AS A MODEL FOR ENGAGEMENT FOR NGOS, GOVERNMENTS AND SEAFOOD PRODUCERS."

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SPEAKING UP FOR SCIENCE-BASED FISHERY MANAGEMENT IN THE U.S.

CHEF SAMMY MONSOUR - CO-OWNER OF RENOWNED PREUX & PROPER AND SOUTH CITY FRIED CHICKEN IN LOS ANGELES - TAKES HIS SUPPORT FOR SUSTAINABLE SEAFOOD BEYOND THE KITCHEN. A PASSIONATE ADVOCATE FOR BETTER FOOD SYSTEMS, HE BELIEVES NOT ONLY IN LEADING BY EXAMPLE, BUT ALSO IN SPEAKING UP.

"CHEFS HAVE A VOICE," SAMMY SAYS, "AND MANY COMPELLING OPPORTUNITIES TO SPEAK AND ACT."

SAMMY IS A MEMBER OF OUR BLUE RIBBON TASK FORCE, A GROUP OF HIGH-PROFILE CHEFS AND CULINARY LEADERS RAISING THEIR VOICES FOR MORE ENVIRONMENTALLY RESPONSIBLE FOOD SYSTEMS. NOW, WE'RE ACTIVATING TASK FORCE MEMBERS- AND THEIR PEERS AROUND THE COUNTY - TO DEFEND OUR NATION'S STRONG, SCIENCE-BASED FISHERY MANAGEMENT LAW, THE MAGNUSON-STEVENSON FISHERIES CONSERVATION AND MANAGEMENT ACT.

THE UNITED STATES HAS SOME OF THE WORLD'S MOST SUSTAINABLE FISHERIES, THANKS IN LARGE PART TO THIS LAW. THE MAGNUSON-STEVENSON ACT IS ALSO INFLUENCING THE SUSTAINABILITY OF FISHERIES AROUND THE GLOBE. IN RECENT YEARS, GOVERNMENT OFFICIALS FROM JAPAN HAVE ENGAGED WITH CHIEF CONSERVATION OFFICER MARGARET SPRING, A LEAD ARCHITECT OF THE U.S. LAW, TO HELP INFORM THEIR OWN NATIONAL FISHERY MANAGEMENT POLICIES. BY KEEPING THE MAGNUSON-STEVENSON ACT STRONG HERE AT HOME, WE WILL CONTINUE TO HELP GUIDE PROGRESS ABROAD.

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BUT IN 2018, CONGRESS INTRODUCED BILLS TO WEAKEN THE ACT. WE ENGAGED CHEFS LIKE SAMMY - ALL LONGTIME CHAMPIONS OF SUSTAINABLE U.S. SEAFOOD - TO TELL THEIR FEDERAL LEGISLATORS THAT SCIENCE-BASED FISHERY MANAGEMENT IS IMPORTANT TO THEIR BUSINESSES.

MORE THAN 60 RESTAURANTS ACROSS THE COUNTRY, INCLUDING PREUX & PROPER, PARTICIPATED IN OUR #CHEFSFORFISH EVENT IN JUNE 2018, FEATURING SUSTAINABLE U.S. SEAFOOD DISHES ON THEIR MENUS AND CALLING ON CUSTOMERS TO HELP DEFEND THE MAGNUSON-STEVENSON ACT. THE EVENT WAS COVERED BY LOCAL AND NATIONAL NEWS OUTLETS, REACHED OVER 5 MILLION PEOPLE ON SOCIAL MEDIA, AND CAUGHT THE ATTENTION OF ELECTED OFFICIALS IN WASHINGTON, D.C.

ON THE SAME DAY, OUR CHEF PARTNERS SENT A JOINT LETTER TO CONGRESS OPPOSING THE HARMFUL BILLS. THE LETTER EMPHASIZED THAT STRONG FISHERY MANAGEMENT ISN'T JUST A FISHERMAN'S ISSUE, OR A COASTAL ISSUE - IT'S A FOOD ISSUE.

THE CULINARY COMMUNITY FROM LAND-LOCKED STATES KNOWS THIS BETTER THAN MOST. "FISHERY MANAGEMENT MAY SEEM LIKE A WEIRD TOPIC FOR INLAND CHEFS TO GET INVOLVED IN," SAYS DANIELLE LEONI, CHEF AND CO-OWNER OF THE BREADFRUIT & RUM BAR IN PHOENIX, ARIZONA. "BUT WE ALL LOVE FISH. AND AS A BUSINESSPERSON, I WANT ACCESS TO A CONSISTENT SUPPLY OF SUSTAINABLE SEAFOOD - EVEN THOUGH MY RESTAURANT IS HUNDREDS OF MILES FROM THE NEAREST COAST."

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SHEILA LUCERO, EXECUTIVE CHEF OF JAX FISH HOUSE, AGREES. "WE MAY BE SURROUNDED BY MOUNTAINS IN MY HOME STATE OF COLORADO, "SHE WROTE IN AN OP-ED FOR ONLINE CULINARY MAGAZINE CULINARY EPICENTER, "BUT WE STILL HAVE A MAJOR STAKE IN THE HEALTH OF OUR OCEANS AND IN SUSTAINABLE SEAFOOD."

STRONG FISHERY MANAGEMENT ISN'T JUST A FISHERMAN'S ISSUE, OR A COASTAL ISSUE - IT'S A FOOD ISSUE.

IN ADDITION TO AUTHORIZING OP-EDS IN MAJOR NEWSPAPERS, MANY OF OUR CHEF PARTNERS HAVE SIGNED ON TO THE PORTLAND PACT FOR SUSTAINABLE SEAFOOD - A DECLARATION OF SUPPORT FOR THE MAGNUSON-STEVENSON ACT AND SUSTAINABLE U.S. FISHERIES.

LEADING SEAFOOD SUPPLIERS JOINED OUR EFFORT AS WELL, ISSUING A PUBLIC STATEMENT OPPOSING LEGISLATION THAT WOULD UNDERMINE THE MAGNUSON-STEVENSON ACT. WE ALSO ACTIVATED U.S. AQUARIUM AND ZOO PARTNERS - ALONG WITH OUR MEMBERS, VISITORS AND SOCIAL MEDIA FOLLOWERS - TO DEFEND THIS LANDMARK LAW.

TOGETHER, WE WERE SUCCESSFUL IN DEFEATING THE THREATS TO U.S. FISHERY MANAGEMENT. WE WILL CONTINUE TO WORK WITH CONGRESS TO MAINTAIN THE SUSTAINABILITY OF AMERICA'S FISHERIES.

FAMILY OR BUSINESS RELATIONSHIPS
FORM 990, PART VI, SECTION A, LINE 2:

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JULIE PACKARD, CHRIS SCHOLIN AND BARBARA WRIGHT HAVE A BUSINESS RELATIONSHIP. JULIE PACKARD AND MEG CALDWELL HAVE A BUSINESS RELATIONSHIP. MICHAEL MANTELL AND MARK WAN HAVE A BUSINESS RELATIONSHIP.

FORM 990 REVIEW PROCESS

FORM 990, PART VI, SECTION A, LINE 11A:

THE FORM 990 IS PREPARED BY GRANT THORNTON LLP BASED ON AUDITED FINANCIAL STATEMENTS AND WITH THE ASSISTANCE OF THE AQUARIUM'S FINANCE AND ACCOUNTING STAFF. THE DRAFT OF THE 990 IS REVIEWED BY THE CONTROLLER, CFO, SECRETARY AND LEGAL COUNSEL, AND EXECUTIVE DIRECTOR 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.

MONITORING AND ENFORCEMENT OF CONFLICT OF INTEREST POLICY

FORM 990, PART VI, SECTION B, LINE 12C:

THE AQUARIUM REGULARLY AND CONSISTENTLY MONITORS AND ENFORCES COMPLIANCE WITH ITS CONFLICT OF INTEREST POLICIES.

TRUSTEES AND OFFICERS CONFLICT OF INTEREST POLICY - THE EXECUTIVE DIRECTOR'S OFFICE ASSURES THAT ALL DISCLOSURES FORMS (AND MITIGATION PLANS, IF APPLICABLE) HAVE BEEN RECEIVED BY JANUARY 31 OF EACH YEAR FROM ALL TRUSTEES AND OFFICERS, PREPARES A SUMMARY OF DISCLOSURES, AND FORWARDS THE COMPLETED FORMS AND THE SUMMARY TO THE AQUARIUM'S CONFLICTS REVIEW PANEL, CONSISTING OF THE EXECUTIVE DIRECTOR, LEGAL COUNSEL, CHIEF HUMAN RESOURCES OFFICER, THE CHIEF FINANCIAL OFFICER (CFO), CONTROLLER

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AND DIRECTOR OF FINANCE. TRUSTEES AND OFFICERS ALSO ACKNOWLEDGE RECEIPT AND UNDERSTANDING OF THE AQUARIUM'S COI POLICY IN CONJUNCTION WITH PROVIDING THE ANNUAL DISCLOSURES. FOLLOWING REVIEW BY THE PANEL, THE PANEL'S FINDINGS AND THE DISCLOSURES ARE PROVIDED TO THE BOARD'S AUDIT COMMITTEE, WHICH REVIEWS THE DISCLOSURES AND MAKES A REPORT TO THE BOARD AT ITS MARCH BOARD MEETING. BOTH THE PANEL AND THE AUDIT COMMITTEE ANNUALLY EVALUATE THE EFFECTIVENESS OF THE PROCESS. THE CFO AND CONTROLLER ASSURE APPROPRIATE REPORTING TO THE EXTERNAL AUDITORS AND TAX FILINGS PREPARER. TRUSTEES AND OFFICERS HAVE A CONTINUING DUTY TO MAKE ADDITIONAL DISCLOSURES THROUGHOUT THE YEAR IF WARRANTED.

EMPLOYEES CODE OF ETHICAL CONDUCT POLICY - THE CHIEF HUMAN RESOURCES OFFICER FORWARDS THE CODE, WHICH INCLUDES A SECTION ON CONFLICTS OF INTEREST, TO ALL MANAGERS IN EARLY JANUARY EACH YEAR, AND ASSURES THAT EACH MANAGER RESPONDS THAT THEY HAVE READ IT AND ARE IN COMPLIANCE BY JANUARY 31. 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 EXECUTIVE DIRECTOR, CHIEF HUMAN RESOURCES OFFICER AND CFO BY MARCH. THIS TEAM ALSO EVALUATES THE EFFECTIVENESS OF THE PROCESS. THE CFO ASSURES APPROPRIATE REPORTING TO THE EXTERNAL AUDITORS AND TAX FILINGS PREPARER. EMPLOYEES HAVE A CONTINUING DUTY TO MAKE ADDITIONAL DISCLOSURES THROUGHOUT THE YEAR IF WARRANTED.

PROCESS FOR DETERMINING COMPENSATION
FORM 990, PART VI, SECTION B, LINES 15:

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THE BOARD OF TRUSTEES MAINTAINS A PERFORMANCE EVALUATION PROCESS FOR THE CHIEF EXECUTIVE OFFICER, REFERRED TO AS THE EXECUTIVE DIRECTOR, WHO IS A MEMBER OF THE BOARD. THE BOARD'S EXECUTIVE COMPENSATION COMMITTEE, COMPRISED OF INDEPENDENT DIRECTORS, REVIEWS THE CEO'S PERFORMANCE WITH INPUT FROM THE OTHER BOARD MEMBERS, AND RECOMMENDS THE COMPENSATION OF THE CEO TO THE BOARD. THE COMMITTEE OBTAINS AND REVIEWS MARKET SURVEY DATA FROM SEVERAL INDEPENDENT ORGANIZATIONS (IN 2018 THIS WAS FIVE NATIONAL AND REGIONAL FIRMS, INCLUDING ONE CUSTOM SURVEY) CONTAINING DATA FOR COMPARABLE POSITIONS AT COMPARABLE ORGANIZATIONS. THE COMMITTEE PROVIDES THE PERFORMANCE REVIEW AND COMPARABLE SALARY INFORMATION TO THE BOARD AND RECOMMENDS THE CEO'S COMPENSATION. BASED UPON THE PERFORMANCE REVIEW AND COMPARABLE SALARY INFORMATION, THE INDEPENDENT MEMBERS OF THE BOARD DETERMINE THAT THE COMPENSATION IS FAIR, JUST AND REASONABLE AND THEN APPROVES TOTAL COMPENSATION FOR THE CEO.

THE BOARD DELEGATES TO THE EXECUTIVE COMPENSATION COMMITTEE THE PERFORMANCE REVIEW AND COMPENSATION APPROVAL OF THE CHIEF FINANCIAL OFFICER, WHO IS NOT A MEMBER OF THE BOARD, AND ANY OTHER OFFICERS OR SENIOR STAFF WHO ARE HIGHLY COMPENSATED. BASED UPON THE PERFORMANCE REVIEW AND COMPARABLE SALARY INFORMATION, THE COMMITTEE DETERMINES THAT THE COMPENSATION IS FAIR, JUST AND REASONABLE AND APPROVES THE EXECUTIVE DIRECTOR'S RECOMMENDATION OF TOTAL COMPENSATION FOR THE CFO AND ALL OTHER KEY EMPLOYEES.

IN EACH CASE, THE REVIEW AND APPROVAL IS CONTEMPORANEOUSLY DOCUMENTED IN

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THE MINUTES OF THE COMMITTEE AND THE BOARD, RESPECTIVELY.

DOCUMENTS MADE AVAILABLE TO THE PUBLIC

FORM 990, PART VI, SECTION C, LINE 19:

THE AQUARIUM MAKES ITS AUDITED FINANCIAL STATEMENTS AND FORM 990 FOR THE MOST RECENT THREE YEARS AVAILABLE TO THE PUBLIC BY POSTING ON ITS WEBSITE. THE CONFLICTS OF INTEREST POLICY AND GOVERNING DOCUMENTS ARE PROVIDED UPON REQUEST WITHIN TWO BUSINESS DAYS.

OTHER CHANGES IN NET ASSETS

FORM 990, PART XI, LINE 9:

UNREALIZED GAIN ON INTEREST IN CHARITABLE REMAINDER TRUST: 57,423

ATTACHMENT 1

990, PART VII- COMPENSATION OF THE FIVE HIGHEST PAID IND. CONTRACTORS

<u>NAME AND ADDRESS</u>	<u>DESCRIPTION OF SERVICES</u>	<u>COMPENSATION</u>
BLACH CONSTRUCTION COMPANY 2020 FORTUNE DRIVE SUITE 100 SAN JOSE, CA 95131	CONSTRUCTION	12,901,588.
IMPACTS RESEARCH AND DEVELOPMENT 3720 FALCON RIDGE DRIVE MEDINA, OH 44256	ADVERTISING	4,685,625.
DASHER TECHNOLOGIES, INC. 675 CAMPBELL TECHNOLOGY PKWY, SUITE 100 CAMPBELL, CA 95008	IT	1,245,161.
BOGARD CONSTRUCTION, INC. 350 CORAL STREET STE A-106 SANTA CRUZ, CA 95060	CONSTRUCTION	4,344,847.

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ATTACHMENT 1 (CONT'D)

990, PART VII- COMPENSATION OF THE FIVE HIGHEST PAID IND. CONTRACTORS

<u>NAME AND ADDRESS</u>	<u>DESCRIPTION OF SERVICES</u>	<u>COMPENSATION</u>
HUB STRATEGY AND COMMUNICATION, INC. 39 MESA #212 SAN FRANCISCO, CA 94129	MARKETING	1,156,873.

ATTACHMENT 2FORM 990, PART IX - OTHER FEES

<u>DESCRIPTION</u>	(A) <u>TOTAL FEES</u>	(B) <u>PROGRAM SERVICE EXP.</u>	(C) <u>MANAGEMENT AND GENERAL</u>	(D) <u>FUNDRAISING EXPENSES</u>
OUTSIDE SERVICES	11,509,010.	8,858,997.	1,640,770.	1,009,243.
OTHER FEES	1,356,711.	1,013,644.	145,763.	197,304.
TOTALS	<u>12,865,721.</u>	<u>9,872,641.</u>	<u>1,786,533.</u>	<u>1,206,547.</u>

**SCHEDULE R
(Form 990)**

Related Organizations and Unrelated Partnerships

OMB No. 1545-0047

2018

**Open to Public
Inspection**

▶ 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.

Department of the Treasury
Internal Revenue Service

Name of the organization

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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
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					

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
(1) MONTEREY BAY AQUARIUM SUPPORT SERVICES 77-0569564 99 PACIFIC STREET MONTEREY, CA 93940	PROPERTY MGMT	CA	501(C)(3)	12-I	MBAF	X	
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule R (Form 990) 2018

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?		(i) Code V - UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
(1)												
(2)												
(3)												
(4)												
(5)												
(6)												
(7)												

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	No
(1)									
(2)									
(3)									
(4)									
(5)									
(6)									
(7)									

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) MONTEREY BAY AQUARIUM SUPPORT SERVICES	K	140,575.	RECORDED VALUE
(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 section 501(c)(3) organizations?		(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V - UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
				Yes	No			Yes	No		Yes	No	
(1)													
(2)													
(3)													
(4)													
(5)													
(6)													
(7)													
(8)													
(9)													
(10)													
(11)													
(12)													
(13)													
(14)													
(15)													
(16)													

Part VII **Supplemental Information**

Provide additional information for responses to questions on Schedule R. See instructions.
