

Oceanário de Lisboa

16 Raising awareness for ocean conservation

ANNUAL REVIEW



16 Annual Review

Oceanário de Lisboa

1.2 million visitors

A record number of visitors

109,000 participants in environmental education activities about the ocean

53% growth vs. previous year

Support for 6 conservation projects in Portugal, São Tomé and Príncipe, Brazil and Japan

Involvement in **European breeding programmes for 14 species**

The best financial results ever

Net profit: €2 million

Vision

Ocean conservation is a responsibility shared by all.

Mission

To encourage people to learn more about the ocean and make all citizens aware of their duty to conserve their natural heritage, by changing their behaviour.



Governing bodies

Presiding board of the general meeting

Chairman

Tiago Ferreira Lemos

Secretary

Nuno de Deus Pinheiro

Board of directors

Chairman

José Manuel da Silveira e Castro Soares dos Santos

Members

João Miguel Meister Falcato Pereira

Tiago Filipe Olavo de Pitta e Cunha

Pedro Miguel de Frias Torres Curto Simões

David José Ferreira Azevedo Lopes

Statutory auditor

Permanent

J. Camilo & Associados, SROC, Lda.

Substitute

ABC – Azevedo Rodrigues, Batalha e Costa, SROC, Lda.

Message from the chairman

José Soares dos Santos



I firmly believe that this closing year will leave a lasting mark on Oceanário de Lisboa. I am saying this without any fear or hesitation since it is grounded in specific events.

Let's see: once again, there was strong growth without compromising visit quality (according to reviews on TripAdvisor) and the management team was also able to fulfil a three-year investment plan in 15 months.

The revised human resources policy finally recognises and values operational excellence: an employee earned on average 17% more in 2016 than in 2014 (complete years, which allow for comparison).

This year, Oceanário spread its mission across the entirety of Portugal and left Esplanada de D. Carlos I to visit and support the country and its residents at an unprecedented scale. For example, our education programmes involved more than 100,000 children, accounting for a 50% increase on 2015.

Our results are evident throughout this review, both quantitatively and qualitatively. And I am sure this will be the new normal for Oceanário.

Nevertheless, a lasting mark will be left on Oceanário by the change in controlling shareholder, after Sociedade Francisco Manuel dos Santos made a commitment to the country by acquiring Oceanário in September 2015.

The Oceano Azul Foundation, officially recognised on 1 March 2017 but created on 12 December 2016, is the new controlling shareholder of Oceanário. I am certain that this major event will enable Oceanário to fulfil its ambition and mission: to work on behalf of the ocean for the good of all Portuguese people and of the country itself and, why not, for the good of the whole planet.

Thank you very much to all of you who believed in us and helped us achieve this milestone in the history of Oceanário de Lisboa.

There is no lack of ambition, eagerness and capacity. Now, we just need to make our dreams come true.



Public aquarium

an aquarium dedicated to the ocean and its conservation, offering a unique experience

21 million visitors

In 2106, 1,264,952 people from 180 countries visited the exhibitions at Oceanário de Lisboa, the highest number of visitors ever. Since it opened, the aquarium has offered a unique and exclusive experience to more than 21 million visitors, enriching their knowledge of the ocean. The aquarium's leading position (classified by TripAdvisor as the top attraction in Lisbon) reflects visitors' satisfaction.



“One planet, one ocean.” exhibition with renovated aquariums

In 2016, integrated work was carried out on aquariums and habitats in the permanent exhibition at Oceanário de Lisboa in order to improve the exhibition's quality.



Pacific rocky reef



Tropical jellyfish



South Australia fishes



Indian Ocean habitat

“Forests underwater by Takashi Amano” with 1.5 million visitors

In April 2016, the temporary exhibition “Forests Underwater by Takashi Amano” celebrated its first anniversary. Since the opening, the exhibition has been seen by 1,470,466 visitors.



Interactive area about the sustainable consumption of fish and shellfish

From 15 June to 30 July, an interactive area focused on the sustainable consumption of fish and shellfish. Through direct interaction with the public, the area encouraged actual changes in behaviour.



Panel exhibition reveals the importance of the ocean for humanity

In partnership with WWF, this exhibition of 19 information panels promotes knowledge of the ocean, particularly their importance for the planet and Humankind, and raises awareness about the negative impact of humans regarding the exploitation of marine resources.



Introducing new marine species

New species were introduced to the aquariums in the permanent exhibition. They represent a great addition to the collection and add value to the visit while raising awareness about the threats these species currently face.



First aquarium in Europe to welcome a school of six manta rays, *Mobula hypostoma*, known as lesser devil ray



Zebra shark born at “The Deep”, an aquarium in the United Kingdom, can be seen in the Indian ocean habitat



Breeding programme of European aquariums transfers two blacktip reef sharks to Oceanário de Lisboa

Public aquarium certified to international quality and environmental standards



Visitor satisfaction

88%

Net Promoter Score (NPS)

73

Perception of Oceanário as a conservation institution

27%

Species knowledge centre

scientific knowledge plays a key role in biodiversity survival

Newborns at Oceanário

Over the last few years, Oceanário has successfully worked to breed several species. There were several births in 2016, including:

4 Magellanic penguins



4 Inca terns



5 Common eagle rays



2 Spotted ratfish



Animals bred at Oceanário de Lisboa sent to 12 aquariums

In line with one of our mission pillars, i.e. to contribute to biodiversity survival, several species bred at Oceanário de Lisboa were sent to 12 other aquariums in Portugal and abroad.

Coordination and participation in european breeding programmes

Oceanário de Lisboa plays an active role in *ex situ* conservation by participating in several European conservation projects.

Breeding programme for *Taeniura lymma* (Ribbontail stingray) managed by Oceanário de Lisboa

Oceanário de Lisboa heads the breeding programme for the *Taeniura lymma* (Ribbontail stingray) by the European Association of Zoos and Aquaria, as the European Studbook Keeper.

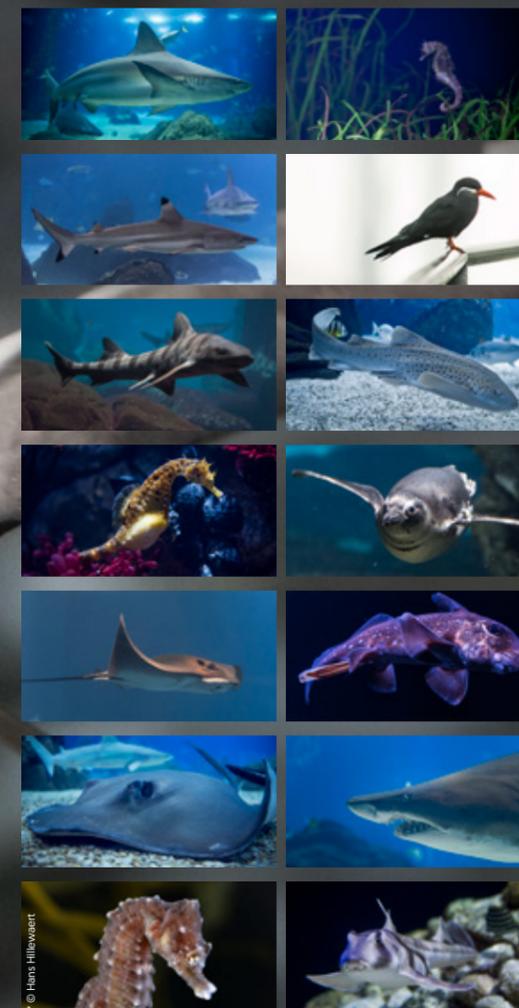


Oceanário de Lisboa becomes coordinator for the “Jellyfish taxon advisory group”

During the annual meeting of the “Fish and Invertebrate Taxon Advisory Group” (FAITAG), held at Oceanário de Lisboa, it was decided to create the “Jellyfish Taxon Advisory Group” to be coordinated by Oceanário de Lisboa.

Oceanário de Lisboa participates in breeding programmes for 14 species

Oceanário participates in breeding programmes for several sharks, seahorses and sea birds, 14 different species in total.



“Animal acquisitions working group” defines guidelines for sustainable animal acquisition

In 2016, in the context of the activities of the “Fish and Invertebrate Taxon Advisory Group” (FAITAG), Oceanário de Lisboa remained a member of this working group of the European Union of Aquarium Curators. Its aim is to define guidelines for sustainable animal acquisition, helping European Aquarium Curators to make better choices.



“Elasmobranchs taxon advisory group” contributes to the activity of european public aquariums

Oceanário de Lisboa is a member of the Steering Committee of this working group, which is dedicated to organising all the activity related to elasmobranchs across european aquariums.

Action for conservation

technical and financial investment to learn more about and improve the protection of marine ecosystems

In 2016, in the field of biodiversity protection (one of its mission pillars), Oceanário de Lisboa continued to support in-situ conservation by funding projects developed by several Portuguese and international institutions.

More sustainable octopus fishing

Octoparque project | The octopus in Luiz Saldanha marine park

This project has been developed in partnership by Oceanário de Lisboa, Instituto Português do Mar e Atmosfera and Instituto da Conservação da Natureza e das Florestas.



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Conservation of sea turtles in São Tomé and Príncipe

Sea turtle conservation programme in São Tomé and Príncipe

Project by the Associação para a Proteção, Pesquisa e Conservação das Tartarugas Marinhas nos Países Lusófonos.



© Associação Tartarugas Marinhas

Conservation of Amazon's tropical forests

Piaba project | "Train the trainers best handling practices"

Oceanário de Lisboa sponsors the PIABA project, in the Rio Negro region (Amazon, Brazil), whose mission is to promote environmental and social sustainability in ornamental fish collection and trade.



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© Coastwatch



© SPVS



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Conservation of Scalloped hammerhead sharks in Japan

"Using science and art to conserve Japan's hammerheads"

Implemented by the Zoological Society of London, with the support of Oceanário de Lisboa, this projects aims to increase knowledge about these sharks by monitoring them and raising awareness among the local population through educational activities in Japan, Singapore and Hong Kong.

Better knowledge and monitoring of Portugal's coast

Coastwatch project

European environmental volunteering programme, coordinated in Portugal by GEOTA (Grupo de Estudos de Ordenamento do Território e Ambiente). It consists in involving the general public in coastline characterization.

Reducing the bycatch of seabirds

"Inaqua – Conservation fund by Oceanário de Lisboa and National Geographic Channel" award

"Capredux", a project to reduce the bycatch of seabirds in the special protection area of Aveiro-Nazaré, was the winner of the third edition of the "InAqua" Award.

Co-management of CRAM-ECOMARE, a marine animal rehabilitation centre in Ilhavo

Ecomare

A partnership with Aveiro University, the co-management of CRAM-ECOMARE, a marine rehabilitation centre, aims to turn the centre into a leading international facility in the rehabilitaton of marine animals and their reintroduction into the wild.

Collaboration for science and research

sharing knowledge that helps to achieve advances in conservation research

Oceanário de Lisboa maintains collaboration and partnership links with an extended international network of similar institutions and with Portuguese and international scientific organisations. This network plays a major role in sharing knowledge that contributes to conservation research.

Participation in specialised national and international conferences

In 2016, the Oceanário de Lisboa team participated in several Portuguese and international conferences on the following subjects:

- | "Ultrasonography and endoscopy as a method of assessing embryo development in eggs of Port Jackson sharks"
- | "Serum biochemical and hematologic, values from alcids: a 17-year retrospective study in the Oceanário de Lisboa"
- | "Oceanário de Lisboa support for in-situ conservation projects"
- | "Temporary exhibition strategy at Oceanário de Lisboa"
- | "Engaging with Audiences – Reshaping the content mix"
- | "Advanced medicine in aquatic animals"
- | "Bacterial resistance to antibiotics in public aquaria – should we be worried? Preliminary report on 6 years of bacterial cultures and resistance to antibiotics in fish, seabirds and amphibians"

| "Raising awareness about the ocean through performing arts"

Involvement in training activities

In response to the constant challenge to expand and apply the latest knowledge in several areas, the Oceanário de Lisboa team participated in 28 external training activities (internships, forums and conferences) throughout the year.

Scientific articles by Oceanário de Lisboa employees

"The role of artificial reefs to promote biodiversity and sustainability of the ecotourism in Cape Verde: ecological, biological and management aspects."

Oliveira M.T., 2016, School of Science and Technology of Universidade do Algarve. PhD thesis in Science of the Sea, Land and Environment (CMTA), Sea Science [CM], specialising in Marine Biodiversity.

"Effect of temperature on the growth, survival, development and foraging behaviour of *Sardina pilchardus* larvae."

Garrido, S., Cristóvão, A., Caldeira, C., Ben-Hamadou, R., Baylina, N., Batista, H., Saiz, E., Peck, M.A., Ré, P. and Santos, A.M.P., 2016. Marine Ecology Progress Series, 559, pp.131-145.

Internships for students from portuguese universities at Oceanário de Lisboa

The Biology Department hosted six interns from several Portuguese universities.

Training for staff from six aquariums

Oceanário de Lisboa hosted and provided training to staff from six other public aquariums: Zaragoza Aquarium [Spain], L'Oceanogràfic in Valencia [Spain], Longleat Aquarium [UK], Duisburg Zoo [Germany], AquaRio [Brazil] and Basel Zoo [Switzerland].

Representation in committees and associations

Oceanário de Lisboa is a member of several national and international committees and associations and participates in the decision-making processes of some of the leading organisations linked to management of public aquariums and ocean conservation.

- | European Union of Aquarium Curators, President of the Board
- | World Association of Zoos and Aquariums, Conservation and Sustainability Committee
- | European Association of Zoo and Aquaria, Executive, Aquarium, Communication, Education Committee
- | European Union of Aquarium Curators, Animal Acquisitions Working Group
- | European Studbook Keeper of the *Taeniura lymma* species
- | Fish and Invertebrate Taxon Advisory Group

[FAITAG] | Chair of the "Jellyfish Taxon Advisory Group"

| Elasmobranchs Taxon Advisory Group, Elasmobranch Steering Committee

| Fórum Oceano – Associação da Economia do Mar, Board



Training activities for several institutions

| **Universidade de Lisboa**

Coral reproduction | Aquaculture course for the Veterinary Medicine degree
Aquariology course | Master's degree in Marine Ecology

| **Associação Brasileira de Veterinários de Animais Selvagens (ABRAVAS), Goiânias, Brazil**

Medicine for seabirds, otters and amphibians

| **Universidade do Algarve**

SPCAL: Practical course in animal experimentation

| **CIIMAR-BOGA, Porto**

10th Science course in lab animals-aquatic organisms

| **Saxion University of Applied Sciences in the Netherlands**

Oceanário de Lisboa – Mission and Tourism

| **Faculdade de Ciências Sociais e Humanas e Instituto de Tecnologia Química e Biológica da UNL**

The role of public aquariums in changing emotions, knowledge and behaviour | Master's degree in Science Communication

Strategies and techniques for public engagement | Master's degree in Science Communication

| **Universidade de Évora e Instituto Superior de Agronomia**

Education for conservation and the role of public aquariums | Master's degree in Management and Conservation of Natural Resources

Work across the world



Animals bred at Oceanário de Lisboa sent to other aquariums

- | L'Oceanogràfic, Valencia, Spain
- | Haus des Meeres, Austria
- | Fakieh Aquarium, Saudi Arabia
- | Palma Aquarium, Mallorca, Spain
- | The Deep, United Kingdom
- | National Aquarium UK, United Kingdom
- | Sea Life Porto, Portugal
- | Acquario di Genova, Italy
- | National Aquarium Denmark, Denmark
- | Loro Parque, Tenerife, Spain
- | Burgers Zoo, The Netherlands
- | Horniman Museum & Gardens, United Kingdom

Participation in specialised national and international conferences

- | Joint AAZV/EAZWV/IZW Conference, Atlanta, USA
- | IAC - International Aquarium Congress 2016, Vancouver, Canada
- | XIX Congress and XXV Meeting of ABRAVAS, Goiânia, Brasil
- | III Iberian Meeting of the European Association of Zoo and Wildlife Veterinarians, Oceanário de Lisboa, Portugal
- | National Marine Educators Association Conference, Orlando, USA
- | RAW – Regional Aquatics Workshop, New Orleans, USA
- | International Seadragon Husbandry Symposium, San Diego, USA

Involvement in training activities

- | Internship at the Museum of Natural History and Zoologic Society of London, England
- | Conference 2016 VSA - Visitors Studies Association, Boston, USA
- | EAZA Conservation Forum 2016, Fuengirola, Spain
- | Conference of the American Association of Zoos and Veterinarians, Atlanta, USA
- | Internship/learning about *Mobula hypsotoma* at Dynasty Marine, USA

Training initiatives for university-level institutions

- | Faculdade de Ciências, Universidade de Lisboa
- | Universidade de Évora
- | Universidade do Algarve
- | Faculdade de Ciências Sociais e Humanas da UNL, Lisbon
- | Instituto de Tecnologia Química e Biológica da UNL, Lisbon
- | Instituto Superior de Agronomia, Lisbon
- | CIIMAR - Centro Interdisciplinar de Investigação Marinha e Ambiental, Porto
- | BOGA - Biotério de Organismos Aquáticos, Porto
- | Saxion University of Applied Sciences, The Netherlands

Conservation projects

- | Octoparque Project |Luiz Saldanha Marine Park, Arrábida, Portugal
- | Sea Turtle Conservation Programme, São Tomé and Príncipe
- | Piaba Project – “Train the trainers best handling practices, Amazon, Brazil
- | “Using science and art to conserve Japan’s Hammerheads”, Japan, Singapore, Hong Kong
- | Coastwatch Project, Portugal
- | Capredux Project – Reducing the bycatch of seabirds in the special protection area of Aveiro-Nazaré, Portugal
- | Co-management of the marine animal rehabilitation centre, Ílhavo, Portugal

Education and ocean literacy

promoting the creation of a blue generation



109,582

Oceário de Lisboa hosts 109,582 participants in educational programmes

Oceário de Lisboa's Education Programme explores ocean literacy through an ample programme of educational activities that aim to enhance ocean literacy in Portugal. Its pillars are the values of sustainability and the need to conserve marine biodiversity. Including more than 30 activities, the approaches and formats vary according to the target public, school level and content.



Birthday parties with 4,300 children with the ocean as a present

In 2016, the new birthday party for 8 to 12-years-old was launched. "Operação Pinguim" challenges children to collect evidence, identify suspects, solve clues and identify the mastermind behind the case of a missing Magellanic penguin.

2,700

"Marine plasticology" | 2,700 students found out more about pollution caused by plastic

The new environmental education initiative is aimed at students (year 1 to 6) from schools in Lisbon and Oporto. The activities raise their awareness about the plastic pollution in the ocean and share ways of minimising our impact. Up to December 2016, 2,694 children had been involved in the initiative and a total of 25,000 students will participate by the end of the 2016-2017 school year.



New 2016/17 programme for schools: new perspectives on the ocean

The new programme for the 2016/2017 school year includes curriculum content for the various school levels. The goal is for students to increase their knowledge about the ocean, and to train them as active citizens that can make a difference.



2,000

"Sleeping with sharks" draws the interest of 2,000 young people to the fascinating life of marine animals

Education and ocean literacy



200,000

Environmental education on the go | 200,000 participants in Vaivém Oceanário

After 11 years on the road, the environmental education project exceeded 200,000 participants. Since it was created, Vaivém Oceanário has visited 176 municipal areas with programmes for publics of varying ages. In 2016, Vaivém Oceanário was on the road 16 times during 87 days of activity, and it was visited by 21,022 people.

New “Escola azul” project will increase ocean literacy of children and young people

In 2016, Ocenário, Estrutura de Missão para a Extensão da Plataforma Continental [Task Group for the Extension of the Continental Shelf] and the agency Ciência Viva partnered to coordinate the “Escola Azul” project. This initiative will reward public and private institutions that develop projects linked to the ocean in a consistent, structured, continuous and interdisciplinary manner, in the context of the Portuguese national curriculum.



190 teachers

190 teachers in the workshops and teacher’s open day

Multidisciplinary training sessions for teachers and educators from all school levels. These workshops offer tools and activities that can be integrated into the classroom, raise awareness about topics connected with ocean conservation and promote behaviour changes.



3,400

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“Holidays under water” offers unique days dedicated to the ocean to 3,400 children

At Oceanário, holidays are always spent under water, researching, travelling, exploring, creating, cooking or role playing. Children enjoy unique, fun-filled days and learn to conserve the ocean.

Oceanário de Lisboa certified as a training institution

In 2016, the Portuguese Employment and Labour Relations Directorate [DGERT] renewed Oceanário de Lisboa’s certification as a training institution.



27,000

Children’s musical “The incredible factory of the ocean” reaches 27,000 children

Acknowledged by the Portuguese Ministries of Education and of the Sea as a public education project that promotes ocean literacy, the musical “The Incredible Factory of the Ocean” is aimed at 3 to 8-years-old. Since December 2016, it has been seen by 27,781 people.



Communication and involvement in ocean conservation

initiatives that publicise and promote behavioural changes

314 beaches

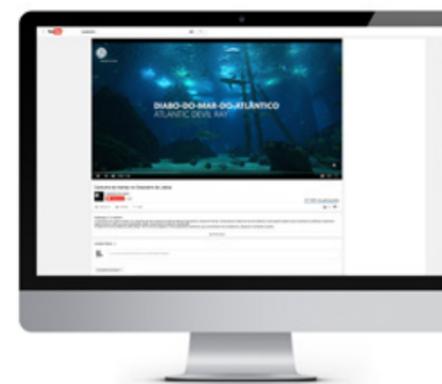
Blue flag campaign in 314 beaches

Partnering with the Blue Flag Campaign, Oceanário de Lisboa shared its conservation message at 314 beaches and 17 marinas and ports in Portugal and, as such, raised the public's awareness about the importance of changing their behaviours.



New films publicise Oceanário de Lisboa's activity to 114,700 people

Three new videos were developed, produced and posted on YouTube: "Reproduction of the Round stingray", "School of Atlantic devil rays" e "Piaba project". They focus on Oceanário's activities for the conservation of biodiversity and the ocean. They were viewed 114,698 times.



WEBSITE
4,256,719 page views
1,100,296 visitors

INSTAGRAM
10,697 followers
76,626 likes

FACEBOOK
75,383 fans

YOUTUBE
603,611 views

€50,000
for conservation

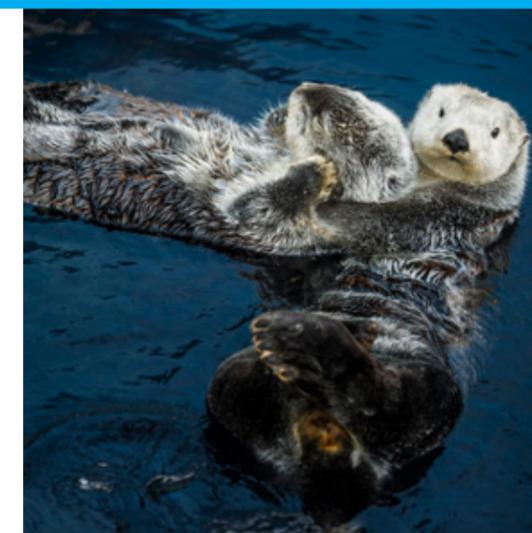
Ice cream shows how you can protect the ocean and raises €50,000 for conservation projects

Innovative partnership to increase knowledge about the ocean. With the slogan "Juntos pelos oceanos!" (Together for the ocean!), Max and Vasco introduced a new OLÁ ice cream, "Orange Calippo". For each ice cream sold, five cents were given to help research and conserve marine biodiversity.



Sea Otter Awareness Week

Oceanário de Lisboa participated in the "Sea Otter Awareness Week" (18 to 24 September), organised by the "Friends of the Sea Otter", to raise awareness about the importance of sea otter conservation. The event included daily environmental education sessions, which involved interaction and activities for the visitors.



Communication and involvement in ocean conservation

Socially responsible Oceário opens the ocean to special guests

Oceário offered 874 tickets to visitors from institutions that help the disadvantaged. Sixty-four children also participated in Educational Programme activities, specifically "Holidays under water" and "Sleeping with the sharks".



socially responsible

inspiring

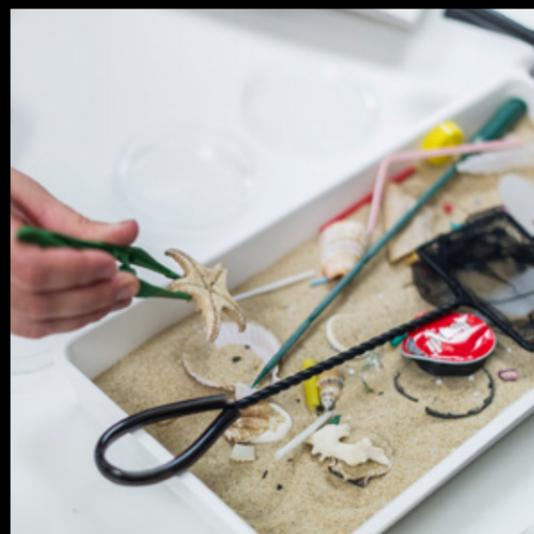
Voxmar | 16 stories inspired by the "portuguese sea" on the radio with an audience of 22,000 people

From a fisherman to a scientist, from a businessman to a surfer, the guests came from all walks of life and explained how the sea changed the path of their lives. Initiative developed by Oceário de Lisboa and Shift Thinkers, partnered with TSF Radio.



Oceário de Lisboa gives christmas present to Lisbon by connecting space and the ocean

In a joint initiative with the Calouste Gulbenkian Planetarium, the public travelled between space and the ocean, their phenomena and mysteries. Visitors to the Planetário between 8 and 18 December were invited to visit Oceário de Lisboa. The campaign resulted in 4,778 visits.



Greenfest | largest sustainability event in portugal

Participation in Greenfest with workshops for teachers about ocean plastic pollution; 30 participants.

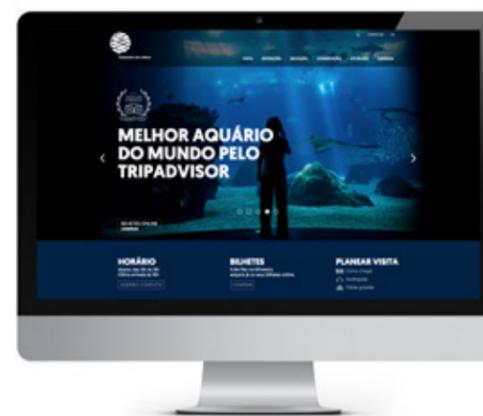


Human Habitat Conferences | New sustainable development models

During this series of conferences by "Construção Sustentável", nine prestigious national and international speakers shared their views about new models of sustainable urban development.

sustainable

educational



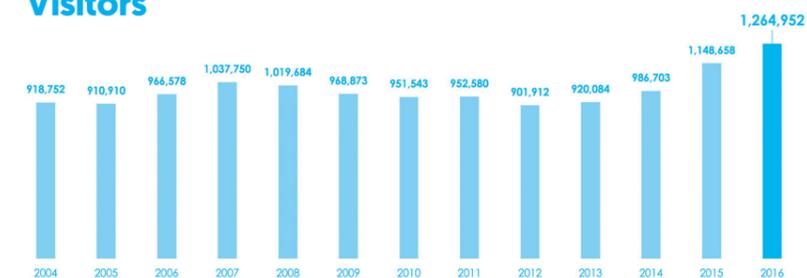
250,000 online visits for 300 species from Oceário de Lisboa

Oceário's website includes a new database with information about more than 300 marine species from its biological collection. The database was visited 250,000 times and immersed the users in the universe of ocean.

Financial information



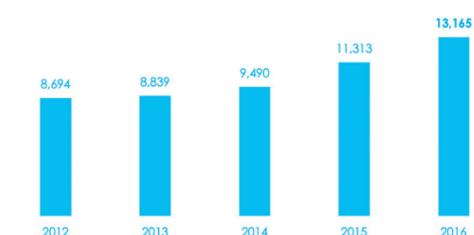
Visitors



Revenue thousands euros

	2016	2015	"VARIATION VALUE"	"VARIATION %"
Admissions	13,165	11,313	1,852	16%
Shop/Rentals	901	866	35	4%
Sponsorship	150	100	50	50%
Rental of event facilities	94	62	32	51%
Other income and gains	365	519	33	151%
TOTAL REVENUE	14,675	12,861	1,816	14%

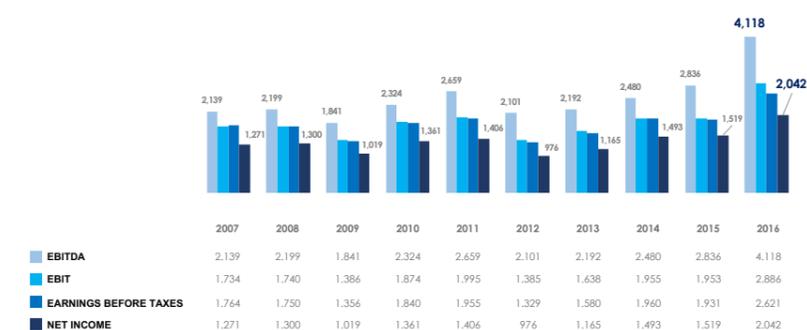
Admission Revenue thousands euros



Costs thousands euros

	2016	2015	"VARIATION VALUE"	"VARIATION %"
External supplies and services	8,030	7,970	60	1%
Staff costs	2,174	1,887	287	15%
Depreciation and amortisation costs	1,232	883	349	40%
Interest	279	23	256	1111%
Other costs and losses	340	168	172	102%
TOTAL COSTS	12,054	10,930	1,123	10%

Financial results thousands euros





Acknowledgements

The Board of Directors would like to thank all those who supported and helped Oceanário de Lisboa to achieve its goals, specifically:

| Sociedade Francisco Manuel dos Santos for their trust and commitment to the institution's values and mission;

| The recently created Ocean Azul Foundation for representing a strengthened commitment to ocean conservation;

| Oceanário de Lisboa's official sponsor, Pingo Doce;

| Oceanário's franchisees and suppliers – without their cooperation it would have been hard to face the challenges;

| The governing bodies for their cooperation and accessibility;

| Oceanário de Lisboa's employees – their dedication, efforts and commitment once again were the keys to our success;

| All visitors, the "raison d'être" of Oceanário de Lisboa – their preference led to an outstanding year.



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