



Impact Report 2025



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AMY WESENBERG | Secretary and Treasurer
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DR. WILF CARTER (1926-2009) | President Emeritus

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Lloyd, Stephen
MacDonald, Timothy
McArthur, Susan
McCone, Curtis
McDougall, John Lorn
Mercier, Patrick
Michel, André
Mosher, Corey
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Wilbur, Nathan
Bird, J.W. Bud
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Langlois, Charles
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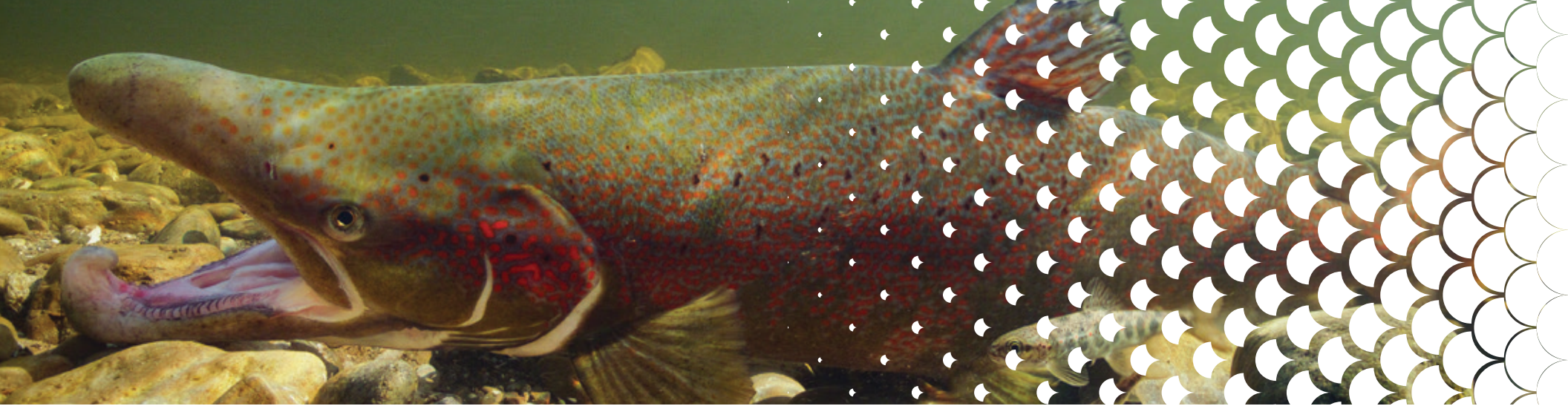
ASF (U.S.) DIRECTORS IN 2025

Berger, Jonathan
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Byers, W. Russell
Calder, Ann
Calder, Donald
Caldwell, Hardwick
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Fitzgerald, Paul
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Kennon, Aaron
McLanahan, William
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Sieniewicz, Tom
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Taylor, Alex
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Warren, Richard
Watson III, Tom
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Whiting, Gordon
Wilbur, Nathan
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Winthrop, Jonathan
Zegers, Gerard



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From the Chairs

ASF members can be defined by two distinct characteristics: a generosity of spirit and a commitment to conservation. Those attributes were once again on full display in 2025.

Over the past 12 months, thanks to your support, ASF helped launch one of the largest river restoration projects in history and expanded the scope and scale of its programs – all to meet an urgent need. ASF also experienced a change in leadership.

When Nathan Wilbur was hired as President in July, he set a clear goal: one million adult salmon returning to North America, a mark last met in 1988. It's an ambitious goal, particularly when you consider that only 400,000 adult Atlantic salmon returned to North American rivers in 2024 – the lowest estimate on record.

Ups and downs are expected, but the trend in some regions is critical. Against this backdrop, our goal is more important, and ASF's accomplishments in 2025 will help get us there.

Through ASF Headwaters, we reconnected nearly 100 kilometres (62 miles) of river and stream habitat to the sea. We also launched a new initiative in northern Canada, taking measured steps into the world's wild Atlantic salmon stronghold.

Our campaign to stop salmon farm expansion generated record public participation in 2025. We increased support for the Indigenous-led striped bass commercial fishery in the Gulf of St. Lawrence and expanded efforts to truck Miramichi salmon smolt safely past hundreds of thousands of spawning stripers.

ASF's signature achievement in 2025 was partnering with The Nature Conservancy to purchase four antiquated dams on the Kennebec River in Maine that have blocked fish passage for 200 years. Once all the dams are removed, 1,325 kilometres (825 miles) of river and stream will run free to the Gulf of Maine, reopening some of the best spawning habitat in the U.S. for Atlantic salmon and 10 other migratory fish species.

In Canada, the federal government released *Canada's National Strategy to Ensure the Future of Atlantic Salmon*, a long-awaited 12-year plan to conserve, protect, and restore Atlantic salmon. The strategy is a major step toward one million returning salmon in our waterways.

Brian Porter
Chair of ASF Canada

Eric Roberts
Chair of ASF U.S.



State of Wild Atlantic Salmon

Adult Atlantic salmon returns to North America in 2024 were the lowest since recordkeeping began in 1971 – an estimated 400,000 fish compared to 850,000 just a few years earlier, in 2021.

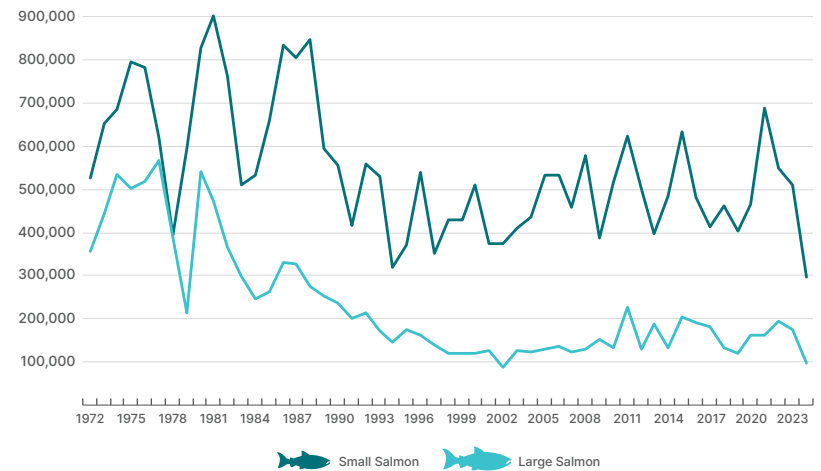
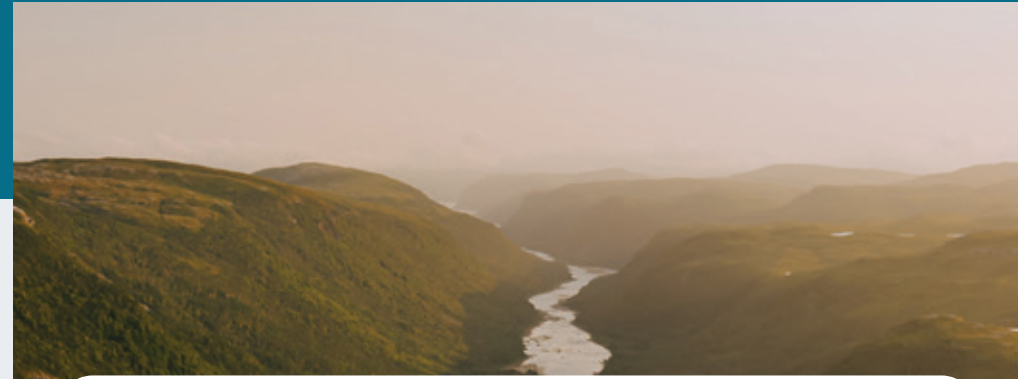
While continental returns have been relatively stable since 1990, trends in some regions are cause for serious concern. For example, rivers emptying into the southern Gulf of St. Lawrence, including the Restigouche, Miramichi, and Margaree watersheds, show a declining trend in juveniles and adults since at least 2012.

Globally, the greatest constraint on Atlantic salmon populations is a decline in marine productivity. This leads to elevated mortality of juvenile salmon, especially in the first weeks and months after the juveniles leave freshwater for their first ocean migration.

In some regions, acute factors create compound marine threats, like excessive predation from striped bass in the Gulf of St. Lawrence and sea-cage salmon farms in parts of Maine, New Brunswick, Nova Scotia, and Newfoundland and Labrador.

The relative stability of overall adult Atlantic salmon returns to North America since 1990 disguises contrasting trends between populations near the southern extent of the species' range and those farther north.

Considering ASF's goal of one million adult Atlantic salmon returning to North America, our aim is to increase the number of wild smolt entering the ocean. We can do this by expanding freshwater habitat through barrier removals and bypasses, reducing the severity of acute estuarine threats from striped bass and salmon farms, and protecting land and water to build resilience against climate change.



A graph showing the returns of large salmon (light blue) and small salmon (dark blue) to North America. Large salmon are fish that have spent two or more winters and sea. Small salmon, known as grilse, return after a single winter at sea.





Kennebec River restoration

In September, ASF and The Nature Conservancy kicked off one of the largest river restoration projects in the world by agreeing to purchase four dams on the Kennebec River in Maine. The dams have blocked migratory fish from reaching their spawning grounds since the 1860s.

The agreement with Toronto-based Brookfield Renewable Partners is the culmination of more than 30 years of effort by local, state, and Indigenous partners to sustain Atlantic salmon in the Kennebec.

In the next decade, as the dams are removed, more than 825 miles (1,327 kilometres) of river habitat will be reconnected to the Gulf of Maine. This will trigger whole-ecosystem recovery and provide access to some of the highest-quality spawning habitat in the United States for Atlantic salmon and 10 other species of migratory fish.

ASF helped secure \$46 million USD in private funding over less than 12 months for the \$168 million USD deal. Total project costs are expected to exceed \$310 million USD. This includes a significant investment in nearby communities and businesses to mitigate any downside effects from the removal of the structures, and to leverage economic, cultural, and health benefits.

A restored Kennebec offers the clearest pathway to removing Atlantic salmon from the *Endangered Species Act* and securing its future in the United States. Closing of the purchase is expected in fall 2026.

Growing the salmon community

Having a growing and engaged base of support is critical for achieving ASF's conservation goals. In 2025, we hosted and participated in dozens of events and added over 7,000 people as followers on social media and as email subscribers. This represents ASF's largest year-over-year audience growth.

Our strategy of partnering with value-aligned brands has proved successful. In 2024 we signed a two-year agreement with Hooké to produce a line of co-branded merchandise and promote ASF in film and online.

ASF and Hooké co-produced a 45-minute documentary called *Scale of Change*, which was screened at over 20 locations to more than 2,000 people and has been viewed 43,000 times on YouTube. Based on the success of the 2024–2025 contract with Hooké, we extended it to 2027.

The other major source of audience growth was our documentary *Rock | Plastic | Salmon*, which toured Newfoundland, attracting over 500 people to screening events and generating hundreds of new followers and subscribers.

Engaged in Ottawa

ADVOCATING FOR THE WILD ATLANTIC SALMON STRATEGY

In March 2025, the Government of Canada released Canada's National Strategy to Ensure the Future of Atlantic Salmon, a 12-year plan to help the species thrive. Work on the strategy started in 2001, and over the years, ASF staff contributed to the process and rallied support – like 730 letters from individuals in 2024 urging the Minister of Fisheries to finish and fund the work.

The strategy recognizes the need for partnership, prioritizing places for investment, and the connection between salmon fishing and conservation, all points consistently raised by ASF.

Following the announcement – which did not include multi-year funding – ASF staff, led by President Nathan Wilbur, redoubled advocacy efforts, making a budget submission to Finance Canada and trips to Ottawa for meetings with politicians and officials.

We have been persistent, patient, and in line with the current government priorities like 30×30 nature protections and public-private partnerships: ASF committed to spending \$25 million CAD on strategy-aligned programs and projects if federal funding comes forward.

SCIENCE-BASED PUSH FOR STRIPED BASS CHANGES

We continue to advocate for changes to striped bass management in the Gulf of St. Lawrence, where Miramichi Atlantic salmon are being pushed to critical levels by excessive predation.

Throughout 2025 we took every opportunity to make submissions and meet with politicians and decision makers at Fisheries and Oceans Canada, including during in-person Ottawa visits.

Our position is based on over 20 years of ASF-led tracking research, and is shared by the North Shore Mi'kmaq Tribal Council and partners like the Miramichi Salmon Association and New Brunswick Salmon Council. We're asking for:

- A management target of 100,000 spawning age striped bass.
- Allocation of the entire Indigenous commercial striped bass quota.
- By-catch allowance in the commercial gaspereau fishery.

With 100,000 spawning striped bass, our models show roughly half the smolt leaving the Miramichi would survive. We're confident that ASF and its partners have been heard, and we anticipate changes for the 2026 season.



Left to right: ASF Vice President of Communications and Special Projects, Neville Crabbe, ASF President, Nathan Wilbur, Minister of Fisheries, Joanne Thompson, and ASF Marketing Director, Tom Cheney, met in Ottawa to discuss the future of wild salmon



Freshwater work

Wild Salmon Watersheds

Wild Salmon Watersheds is ASF's long-term freshwater conservation initiative. In 2025, we expanded our work in existing watersheds and found partners in new watersheds who will join the program in 2026.

On the Cheticamp River in Nova Scotia, the Terra Nova in Newfoundland, and the Nepisiguit in New Brunswick, we used live traps to estimate the number of smolt leaving each river. By combining our smolt counts with counts of returning adults, we will be able to calculate the rate of sea survival and measure the effectiveness of our work over time.

Counting returning salmon is notoriously difficult and labour intensive. ASF is experimenting with technology to overcome these barriers, and in 2025 we installed a Riverwatcher at the fishway over Big Falls on the Terra Nova River. The Riverwatcher uses cameras and infrared sensors to count, measure, and identify fish passing by in real time. Early indications suggest that the equipment is both reliable and accurate.

Wild Salmon Watersheds recognizes that conservation is a human activity, and long-term success requires capable, active local partners. In 2025 we partnered with the Coady Institute at St. Francis Xavier University and the Canadian Wildlife Federation to study the social dimensions of salmon conservation in Eastern Canada.

The outcome of this work will be a guide for engagement, allowing us to neatly match community priorities with ASF's goals and with biological imperatives.

Headwaters

ASF Headwaters focuses on habitat restoration by supporting partner-led projects in Maine and Canada. In 2025, Headwaters invested \$241,000 CAD in 12 Canadian projects over five provinces. This contribution led to an eight-times multiplier, with the total value of the work exceeding \$2 million CAD.

The work included removing in-stream barriers, reducing siltation runoff from forestry and agriculture activity, and enhancing cold-water pools. In total, the 12 projects reconnected 48.6 kilometres (30.2 miles) of river



habitat to the sea and improved the quality of 44.2 kilometres (27.5 miles) of river habitat.

Also in Canada, ASF launched a range-wide barrier mapping and prioritization project with the Canadian Wildlife Federation. The project will help ASF and the salmon community prioritize investments in fish passage for years to come. The work was funded through Canada's Atlantic salmon strategy.

In Maine, ASF's U.S. Programs team restored access for migratory fish to 8.1 miles (13 kilometres) of river habitat in the Penobscot watershed, and 19.2 miles (30.9 kilometres) in the Narraguagus and Sabattus rivers.

ASF's U.S. programs reached a milestone in 2025 when the town of Dover-Foxcroft voted to remove the Mayo Mill Dam on the Piscataquis River, a major tributary of the Penobscot.



Greenland

In 2025, ASF and the North Atlantic Salmon Fund (NASF) began designing a new and expanded salmon conservation program in Greenland based on close partnership with government agencies, on-the-ground projects, and enhanced public education.

Since the 1990s, when ASF and NASF signed the first Greenland Salmon Conservation Agreement with KNAPK, the union representing commercial fishers in the country, we have saved hundreds of thousands of large, mostly female Atlantic salmon.

Over time, our agreements contributed to lower harvests and changes like mandatory licensing and reporting. With the Greenland government engaged, and solid fishery management in place, ASF will continue to incentive low harvests and expand hands-on conservation and education programs in the country.

In 2025, we struck an educational partnership with Qupanuk Olsen, a social media entrepreneur and Member of Parliament in Greenland.

Using an updated illustrated poster about the life of Atlantic salmon that ASF translated into Greenlandic and Danish, Olsen delivered programming in five schools spread throughout the country. ASF and NASF awarded 10,000 DKK (\$2,150 CAD or \$1,600 USD) in cash prizes to classes that completed follow-up assignments.

Additionally, 2025 was the third year for the ASF | NASF–sponsored raffle for salmon fishing licence holders who report their catch, which ensures timely closure of the fishery. Reporting in the fishery is the highest in North America, with 68% of all licence holders having submitted their catches in 2025. ASF and NASF provided 88,500 DKK in total rewards (approximately \$19,000 CAD or \$14,000 USD).

The total catch in the 2025 fishery was 29.6 metric tons, slightly below the 30 metric ton total allowable harvest for all sectors in the country. In-season reporting, encouraged by the ASF | NASF raffle, provides near real-time data to the Greenland government, which closes fishing when 49% of the quota has been reached.



Aquaculture

Sea-cage salmon farming is a leading cause of decline and collapse among wild Atlantic salmon populations, especially in rivers close to the industry. Caged fish shed viruses and parasites, and escaped farmed salmon can spawn with wild Atlantic salmon, causing a loss of fitness and poor survival of offspring.

ASF's goal is to prevent sea-cage expansion into new areas where wild Atlantic salmon are present. In 2025 we rallied unprecedented support for "no expansion" in Newfoundland, where at least two major companies are eyeing locations for new licences.

- More than 5,800 people submitted comments of concern during the environmental assessment of an expansion proposed by Mowi.
- Over 16,000 people have watched *Rock | Plastic | Salmon*, an ASF-produced exposé of plastic dumping by salmon farming companies in Newfoundland.
- Thirty boats and more than 100 people joined ASF's Draw the Line boat rally in Bay de Loup, Newfoundland.

We also completed a major investigation of plastic dumping, in conjunction with the *Rock | Plastic | Salmon* film. Satellite image analysis found six locations used as dumping grounds for obsolete and abandoned salmon farming equipment from at least 2011 to the present day. In one location, images revealed more than 130 broken, partially sunken sea cages.

Exposing the extent and persistence of this illegal dumping by salmon farming companies led to a provincial clean up order, but no fines or charges. The investigation also revealed that 56 of the 112 licensed salmon farming sites in Newfoundland are abandoned, strengthening ASF's argument against the need to expand.

In support of our local campaigns, we have joined partners like WildFish, Patagonia, and the North Atlantic Salmon Fund to bring the Off the Table campaign to North America. We launched in October 2025, and already more than 1,200 chefs, restaurants, and individuals have pledged not to serve ocean farmed salmon.

Broken, discarded sea cages litter Roti Bay near St. Alban's, N.L.

Research

ADVANCING SCIENCE TO INFORM CONSERVATION ACTION

ASF's research program provides the scientific foundation for conservation, restoration, and advocacy efforts throughout the North Atlantic. In 2025, we secured major funding through six multi-partner grants to support conservation decision-making through applied research.

We expanded marine research infrastructure to better understand Atlantic salmon at sea, including in Kaipokok Bay, Labrador, and the Bay of Fundy. These networks, combined with ASF's long-term smolt tracking and Greenland tagging data, are improving understanding of migration routes and marine survival in a changing climate.

We also launched range-wide resilience mapping, genetic introgression monitoring, and environmental flow tools. These help identify priority habitats for restoration and protection under future climate conditions.

Finally, ASF published five peer-reviewed papers and advanced modelling on thermal habitat and cumulative stressors. We also began developing watershed-scale decision tools to help prioritize conservation actions.





The Watershed Movement campaign

In 2025, ASF raised a record amount from foundations and individuals through our first-ever comprehensive fundraising campaign known as The Watershed Movement. The campaign kicked off in 2022.

Over three years, thanks to the overwhelming generosity of our directors and supporters, we are over 80% of the way to our \$135 million goal. Funds from the campaign are already being directed to urgent, on-the-ground conservation work.

We are deeply appreciative of everyone who supported ASF in 2025. The generosity drives our work.



Alex Taylor, Chad Pike, and Eric Roberts (L-R), at ASF's New York Gala where Mr. Pike was recognized for his long-term commitment to the partnership between ASF and the North Atlantic Salmon Fund.

Financials

ASF (CANADA) & ASF (U.S.), INC. COMBINED STATEMENT OF ACTIVITIES AND OPERATIONS

October 1, 2024 to September 30, 2025, with comparative figures for 2023/24

Canadian Currency*

Individual ASF (Canada) and ASF (US) financial statements are audited by KPMG LLP, Chartered Professional Accountants and are available upon request.

*US dollar amounts have been converted to Canadian at the applicable rates

**Contributions with donor-imposed restrictions are reported in unrestricted revenues, during the year in which the expenses, that meet the restrictions, have been incurred.

NOTE:

1. Endowment contributions are not included as a revenue source
2. Where changes have been made in the statement's presentation for 2025, the 2024 fiscal year figures have been re-stated for comparative purposes.

Revenues	2024/25	2023/24
Annual Giving**	25,356,400	17,548,300
Dinners	2,296,700	2,100,500
Earned income and other support	768,000	633,900
	<u>28,421,100</u>	<u>20,282,700</u>
Investing & financing activities		
Investment income	700,400	894,700
Foreign exchange gain/(loss)	202,500	23,900
Realized gain on sales of investments	1,231,600	1,768,400
Unrealized gain/(loss) on financial derivative	(54,000)	55,900
Unrealized gain on investments	867,000	1,862,700
	<u>3,055,500</u>	<u>4,605,600</u>
Total revenues	<u>31,368,600</u>	<u>15,278,700</u>

Expenses		
Advocacy	1,898,900	998,400
General	538,100	538,800
Regional programs – Canada & U.S.	3,083,500	1,909,600
Maine Headwaters Projects	2,973,100	9,650,400
Wild Salmon Nature Centre	27,900	38,600
Communications & Marketing	3,484,900	887,000
Publications	309,000	323,600
Research & Environment	1,697,800	1,472,200
Administration	850,000	490,200
Development & Fundraising	1,605,500	1,340,400
Dinners	642,400	702,800
Facilities	441,900	407,300
	<u>17,553,000</u>	<u>19,192,300</u>
Total expenses		
Excess/ (Deficiency) of revenues over expense	\$ 13,815,600	\$ 6,129,000

Donors

(OCT 1, 2024–SEPT 30, 2025)

PLATINUM BENEFACTOR \$100,000+

Anonymous

Mr. and Mrs.
Donald G. Calder

Bridget and Mark Colman

Mr. Marshall Field V

Mr. Christopher B. Galvin

Mr. Frederic C. Hamilton Jr.

Mr. Scott Jones

Tim and Alexandra
MacDonald

The Honorable
Michael A. Meighen KC

Stephen and Nancy Molson

Mr. Eric W. Roberts

Mr. David J. Stine

Mr. Alex Taylor

Mr. and Mrs. John M.
Thompson III

GOLDEN BENEFACTOR \$50,000–\$99,999.99

Rachel and Colin Baxter

Ms. Claudine Blondin and
Mr. Stephen Bronfman

Mr. Yvon Chouinard

Mr. Edgar M. Cullman Jr.

Mr. and Mrs.
Lawrence Flinn Jr.

Mr. and Mrs. Richard Hamm

Ms. Andrea Brinton and
Mr. James C. Lawley

Mr. Ernest J. Mc Fadzen

Mr. Brian J. Porter

Mr. Eric Thomson

Mr. Remy W. Trafelet

Mr. Thomas J. Watson III

Mr. Gordon J. Whiting

SILVER BENEFACTOR \$25,000–\$49,999.99

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Mr. Albert H. Burchfield

John Cleghorn and Family

Mr. John R. Cornell

Ms. Cynthia M. Gordon

Mrs. Patricia Gray

Ms. Barbara Crook and
Mr. Daniel Greenberg

Mr. Peter R. Kellogg

Mr. Dan W. Lufkin

Estate of Bill and Gail Mapel

Mr. William D. McLanahan

Dr. Catherine A. Milne

Mr. and Mrs. David Moore

Bill and Fayre Mynatt

Mr. G. Ernest Nutter

Mr. John C. Oliver

Mr. Andy Pforzheimer

Mr. Chad Pike

Ms. Candace Platt

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Mr. and Mrs. Andrew
M. Pringle

Ms. Dorothy Shipley

Mr. and Mrs. William C. Smart

Mr. Donald Valentine

Ms. Anne Warren and
Mr. Scott Golding

Mr. Richard J. Warren

Mr. and Mrs. David K.
Welles Jr.

Mr. Robert N. Wilson

Mr. and Mrs. Jonathan
Winthrop

BRONZE BENEFACTOR \$10,000–\$24,999.99

Camp Fire
Conservation Fund

Mr. Gísli Ásgeirsson

Mr. Bruce A. Bauman

Crosby and Linda Beane

Mr. Alain Bergeron

Mr. Josh Bradstreet

The Breneman Family

Mr. Earl Brewer and
Ms. Sandy Kitchen

Mr. W. Russell G. Byers Jr.

Mr. J. Hardwick Caldwell

Mr. and Mrs.
Richard Carpenter

Mr. Tom Ciardelli

Tracey and C. D. Clarke

Mr. Charles R. Conn III

Mr. Charles Cusson

Mr. Yvan Dupont

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Mr. Paul Fitzgerald

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Mr. Graham W. S. Scott KC

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Mr. John Shipley

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Mr. Robert Walsh

Mr. James G. Wheeler Jr.

Mr. and Mrs. Gregory Winsor

Mr. Michael Wisniewski

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Mrs. Susan Barrow

Ms. Catharine T. Barrow
McGauley and
Mr. Thomas A. McGauley

Mr. Mark Baxter

Lia and Tony Bohannon

Mr. Robert R. Bonczek

Mr. Michael Cardozo V

Mr. David Comb and Ms.
Coleen Fitzgibbon

Ms. Katie Cusack

Mr. and Mrs. Frederick
M. Danziger

Mrs. Peggy Danziger

Mr. Michael Eberstadt and
Ms. Nina Beattie

Mr. Peter Born Foreman

Mr. and Ms. Richard Fortin

Mr. James L. Hambrick

Mr. Benjamin Harris

Mr. John Hettinger

Mrs. Karen Hixon

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and Mr. John W. Livey

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Mr. Robert Vanier

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Mr. Mauro Mazzo

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\$1,000-\$4,999.99

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Gary J. Anderson
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Ms. Melissa Balbach and
Mr. John K. Bace
Mr. Brendan Banahan
Mr. Robert V. Banker
Mr. and Mrs. Bruce A. Barnett
Mr. Michael L. Bateman
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Mr. David Berman
Mr. John Berryman
Mr. Richard Bérubé
Mr. Robert Bishop CA
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Mr. James Budelman
Ms. Martha Bullock
Mr. and Mrs.
William C. Bullock III
Dr. and Mrs. Greg A. Burk
Mr. Monte Burke
Mr. Kerry Burkheimer
Mr. Robert E. Busby
Mr. and Mrs. Marc Cabot
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Mr. Stephen Campbell
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Mr. and Mrs.
Benjamin L. Chapman
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Mr. Payson Coleman
Mr. Reed Coleman
Mr. Bryan D. Colket
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