

WILD SALMON CENTER

Audited Consolidated Financial Statements

For the Years Ended December 31, 2025 and 2024



McDONALD JACOBS

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
Wild Salmon Center

Opinion

We have audited the accompanying consolidated financial statements of Wild Salmon Center (a nonprofit organization), which comprise the consolidated statements of financial position as of December 31, 2025 and 2024, and the related consolidated statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Wild Salmon Center as of December 31, 2025 and 2024, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are required to be independent of Wild Salmon Center and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Wild Salmon Center's ability to continue as a going concern within one year after the date that the consolidated financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Wild Salmon Center's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Wild Salmon Center's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The consolidating information in Schedules I and II (supplementary information) is presented for purposes of additional analysis and is not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the consolidated financial statements as a whole.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated May 20, 2026 on our consideration of Wild Salmon Center's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Wild Salmon Center's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Wild Salmon Center's internal control over financial reporting and compliance.

McDonald Jacobz, P.C.

Portland, Oregon
May 20, 2026

WILD SALMON CENTER
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
December 31, 2025 and 2024

	<u>2025</u>	<u>2024</u>
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 21,817,198	\$ 5,634,038
Pledges receivable, current portion	7,624,948	7,803,530
Prepaid expenses, deposits, and other assets	692,976	510,406
Investments	<u>11,179,399</u>	<u>11,903,052</u>
Total current assets	41,314,521	25,851,026
Long-term pledges receivable, net	5,603,974	7,574,694
Property and equipment, net	234,108	231,995
Operating lease right-of-use assets	<u>1,204,068</u>	<u>1,420,134</u>
 TOTAL ASSETS	 <u>\$ 48,356,671</u>	 <u>\$ 35,077,849</u>
 LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$ 1,530,268	\$ 1,249,548
Current portion of operating lease liabilities	<u>138,168</u>	<u>183,179</u>
Total current liabilities	1,668,436	1,432,727
Operating lease liabilities	<u>1,245,414</u>	<u>1,365,726</u>
Total liabilities	<u>2,913,850</u>	<u>2,798,453</u>
Net assets:		
Without donor restrictions:		
Undesignated	4,990,378	3,340,662
Property and equipment, net	234,108	231,995
Board designated	<u>775,000</u>	<u>775,000</u>
Total without donor restrictions	5,999,486	4,347,657
With donor restrictions	<u>39,443,335</u>	<u>27,931,739</u>
Total net assets	<u>45,442,821</u>	<u>32,279,396</u>
 TOTAL LIABILITIES AND NET ASSETS	 <u>\$ 48,356,671</u>	 <u>\$ 35,077,849</u>

See notes to consolidated financial statements.

WILD SALMON CENTER
CONSOLIDATED STATEMENTS OF ACTIVITIES
For the years ended December 31, 2025 and 2024

	2025			2024		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
Revenue and support:						
Grants and contributions	\$ 2,680,370	\$ 21,219,115	\$ 23,899,485	\$ 2,630,010	\$ 14,072,996	\$ 16,703,006
Government grants	-	7,310,783	7,310,783	-	5,221,123	5,221,123
Investment income, net	98,488	225,055	323,543	96,605	193,622	290,227
Change in value of investments	143,774	701,476	845,250	155,134	546,223	701,357
Other income	13,179	548,979	562,158	7,039	217,823	224,862
Net assets released from restrictions:						
Satisfaction of purpose and time restrictions	<u>18,493,812</u>	<u>(18,493,812)</u>	<u>-</u>	<u>13,925,756</u>	<u>(13,925,756)</u>	<u>-</u>
Total revenue and support	<u>21,429,623</u>	<u>11,511,596</u>	<u>32,941,219</u>	<u>16,814,544</u>	<u>6,326,031</u>	<u>23,140,575</u>
Expenses:						
Program services:						
North America Program	12,387,219	-	12,387,219	9,319,031	-	9,319,031
Western Pacific Network	406,519	-	406,519	491,528	-	491,528
Science Program	1,052,440	-	1,052,440	749,846	-	749,846
The Stronghold Fund	301,978	-	301,978	635,537	-	635,537
Communications and other programs	<u>2,366,586</u>	<u>-</u>	<u>2,366,586</u>	<u>2,630,580</u>	<u>-</u>	<u>2,630,580</u>
Total program services	16,514,742	-	16,514,742	13,826,522	-	13,826,522
Management and general	1,176,028	-	1,176,028	1,085,681	-	1,085,681
Development and fundraising	<u>2,087,024</u>	<u>-</u>	<u>2,087,024</u>	<u>1,601,566</u>	<u>-</u>	<u>1,601,566</u>
Total expenses	<u>19,777,794</u>	<u>-</u>	<u>19,777,794</u>	<u>16,513,769</u>	<u>-</u>	<u>16,513,769</u>
Change in net assets	1,651,829	11,511,596	13,163,425	300,775	6,326,031	6,626,806
Net assets:						
Beginning of year	<u>4,347,657</u>	<u>27,931,739</u>	<u>32,279,396</u>	<u>4,046,882</u>	<u>21,605,708</u>	<u>25,652,590</u>
End of year	<u>\$ 5,999,486</u>	<u>\$ 39,443,335</u>	<u>\$ 45,442,821</u>	<u>\$ 4,347,657</u>	<u>\$ 27,931,739</u>	<u>\$ 32,279,396</u>

See notes to consolidated financial statements.

WILD SALMON CENTER
CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES
For the year ended December 31, 2025

	Program Services						Development and Fundraising		
	North America Program	Western Pacific Network	Science Program	The Stronghold Fund	Communication and Other	Total Program Services	Management and General		Total
Salaries and related expenses	\$ 2,746,990	\$ 238,205	\$ 635,197	\$ 204,387	\$ 716,336	\$ 4,541,115	\$ 665,195	\$ 1,361,464	\$ 6,567,774
Subgrants	4,706,692	2,000	15,551	88,075	-	4,812,318	-	-	4,812,318
Professional services	4,528,703	58,462	268,307	1,779	1,379,731	6,236,982	173,869	208,608	6,619,459
Advertising and promotion	7,283	1,416	3,500	-	25,708	37,907	27	36,628	74,562
Rent and occupancy	54,221	12,083	29,802	2,917	51,237	150,260	101,839	66,383	318,482
Office and telecommunication	47,375	21,976	71,746	446	42,238	183,781	57,370	31,222	272,373
Travel	249,096	63,793	25,136	259	5,576	343,860	44,945	129,261	518,066
Conference	11,024	4,539	555	-	125	16,243	-	186,638	202,881
Insurance	500	1,950	-	-	-	2,450	45,702	1,800	49,952
Dues and subscriptions	18,617	200	778	-	94,786	114,381	6,268	7,265	127,914
Other operating costs	<u>16,718</u>	<u>1,895</u>	<u>1,868</u>	<u>4,115</u>	<u>50,849</u>	<u>75,445</u>	<u>80,813</u>	<u>57,755</u>	<u>214,013</u>
Total expenses	<u>\$ 12,387,219</u>	<u>\$ 406,519</u>	<u>\$1,052,440</u>	<u>\$ 301,978</u>	<u>\$ 2,366,586</u>	<u>\$ 16,514,742</u>	<u>\$ 1,176,028</u>	<u>\$2,087,024</u>	<u>\$ 19,777,794</u>

See notes to consolidated financial statements.

WILD SALMON CENTER
CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES
For the year ended December 31, 2024

	Program Services						Development and Fundraising		
	North America Program	Western Pacific Network	Science Program	The Stronghold Fund	Communication and Other	Total Program Services	Management and General		Total
Salaries and related expenses	\$ 2,354,614	\$ 382,571	\$ 628,818	\$ 189,599	\$ 673,508	\$ 4,229,110	\$ 548,147	\$ 1,144,717	\$ 5,921,974
Subgrants	3,081,457	8,000	15,547	439,000	-	3,544,004	-	-	3,544,004
Professional services	3,641,329	14,800	23,415	1,864	1,733,760	5,415,168	150,365	95,400	5,660,933
Advertising and promotion	6,761	-	-	-	33,673	40,434	638	40,565	81,637
Rent and occupancy	37,319	8,367	17,754	2,420	34,060	99,920	162,748	44,497	307,165
Office and telecommunication	41,706	13,499	29,345	456	67,117	152,123	75,174	43,521	270,818
Travel	123,783	61,061	32,164	-	20,130	237,138	38,975	84,879	360,992
Conference	9,631	164	615	-	611	11,021	8,509	94,106	113,636
Insurance	-	2,600	-	-	-	2,600	34,009	73	36,682
Dues and subscriptions	13,441	-	35	-	31,930	45,406	4,728	9,308	59,442
Other operating costs	8,990	466	2,153	2,198	35,791	49,598	62,388	44,500	156,486
Total expenses	<u>\$ 9,319,031</u>	<u>\$ 491,528</u>	<u>\$ 749,846</u>	<u>\$ 635,537</u>	<u>\$ 2,630,580</u>	<u>\$ 13,826,522</u>	<u>\$ 1,085,681</u>	<u>\$ 1,601,566</u>	<u>\$ 16,513,769</u>

See notes to consolidated financial statements.

WILD SALMON CENTER
CONSOLIDATED STATEMENTS OF CASH FLOWS
For the years ended December 31, 2025 and 2024

	<u>2025</u>	<u>2024</u>
Cash flows from operating activities:		
Cash received from grants, contracts, and contributions	\$ 33,218,612	\$ 15,888,499
Other cash receipts	500,152	113,735
Investment earnings	387,852	354,004
Cash paid to employees and suppliers	(19,320,577)	(15,623,853)
Cash paid for operating leases	<u>(248,950)</u>	<u>(291,902)</u>
Net cash flows from operating activities	<u>14,537,089</u>	<u>440,483</u>
Cash flows from investing activities:		
Proceeds from the sale of investments	5,064,942	4,187,275
Purchases of investments	(3,362,684)	(3,468,231)
Additions to property and equipment	<u>(56,187)</u>	<u>(218,783)</u>
Net cash flows from investing activities	<u>1,646,071</u>	<u>500,261</u>
 Net change in cash and cash equivalents	 16,183,160	 940,744
Cash and cash equivalents - beginning of year	<u>5,634,038</u>	<u>4,693,294</u>
Cash and cash equivalents - end of year	<u>\$ 21,817,198</u>	<u>\$ 5,634,038</u>
Non-cash investing and financing activities:		
Obtaining right-of-use assets in exchange for lease liabilities	<u>\$ -</u>	<u>\$ 1,444,722</u>

See notes to consolidated financial statements.

WILD SALMON CENTER
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
December 31, 2025 and 2024

I. NATURE OF ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Organization

Wild Salmon Center (the Organization or WSC), founded in 1992, is an incorporated association. The mission of Wild Salmon Center is to promote the conservation and sustainable use of wild salmon ecosystems across the Pacific Rim. WSC identifies science-based solutions to sustain wild salmonids and the human communities and livelihoods that depend on them. The primary source of revenue is contributions from foundations, individuals, government and businesses.

The Organization's primary programs include:

North America Program: The North America Program conducts conservation activities in the states of California, Oregon, Washington, and Alaska as well as British Columbia, Canada. Through collaboration with public and private partners, this Program focuses on building and leading coalitions to ensure the long-term abundance and viability of North America's strongest remaining wild salmon and steelhead populations.

Western Pacific Network: Wild Salmon Center is collaborating with partners to ensure effective long-term conservation of high priority taimen rivers in Mongolia.

Science Program: Wild Salmon Center's Science Program conducts research and draws together the best available information and data, so that the Organization and its partners can best conserve the North Pacific's wild salmon ecosystems.

The Stronghold Fund: WSC has established an impact fund, to be spent on high priority wild salmon conservation and partnership initiatives throughout the Pacific Rim.

Principles of Consolidation

The consolidated financial statements include the accounts of Wild Salmon Center and The Stronghold Fund, a nonprofit organization established to facilitate one of WSC's programs (collectively, the Organization). All inter-organization transactions and balances have been eliminated.

WILD SALMON CENTER
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, Continued
December 31, 2025 and 2024

I. NATURE OF ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, Continued

Net Assets

Net assets, revenues, gains, and losses are classified based on the existence or absence of donor or grantor imposed restrictions. Accordingly, net assets and changes therein are classified and reported as follows:

- *Net Assets Without Donor Restrictions* - Net assets available for use in general operations and not subject to donor (or certain grantor) restrictions.
- *Net Assets With Donor Restrictions* - Net assets subject to donor- (or certain grantor) imposed restrictions. Some donor-imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity. Donor-imposed restrictions are released when a restriction expires, that is, when the stipulated time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled, or both.

Cash and Cash Equivalents

For the purposes of the consolidated statements of cash flows, the Organization considers all highly liquid investments available for current use with maturities of three months or less, at the time of purchase, to be cash equivalents.

Pledges Receivable

Pledges receivable are reported at the amount management of the Organization expects to collect on balances outstanding at year-end. Pledges receivable expected to be collected in future years are initially recorded at fair value using present value techniques incorporating risk-adjusted discount rates designed to reflect the assumptions market participants would use in pricing the asset. In subsequent years, amortization of the discounts is included in contribution revenue in the consolidated statements of activities. Management considers history with donors, and current economic and industry trends when determining the collectability of specific accounts. As a result, management determined that an allowance for doubtful accounts is not necessary.

Investments

Investments are carried at fair value. Investment income earned on donor restricted investments is reported as an increase in net assets without donor restrictions unless restricted by the donor in which case it is classified according to the nature of the restriction until appropriated for expenditure. Cash and cash equivalents included with investments are considered investments.

WILD SALMON CENTER
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, Continued
December 31, 2025 and 2024

I. NATURE OF ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, Continued

Property and Equipment

Additions to property and equipment with values exceeding \$5,000 are capitalized. Property and equipment purchased are recorded at cost. Donated assets are reflected as contributions at their estimated values on the date received. Depreciation is computed using the straight-line method over the estimated useful lives of the assets.

Leases

The Organization determines if an arrangement is or contains a lease at inception. Under FASB ASC 842, *Leases*, a contract is (or contains) a lease if it conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Control is defined under the standard as having both the right to obtain substantially all of the economic benefits from use of the asset and the right to direct the use of the asset. Management only reassesses its determination if the terms and conditions of the contract are changed.

Leases are included in right-of-use (ROU) assets and lease liabilities in the consolidated statements of financial position. ROU assets represent the Organization's right to use an underlying asset for the lease term, and lease liabilities represent the Organization's obligation to make lease payments. Operating lease ROU assets and liabilities are recognized at the lease commencement date based on the present value of lease payments over the lease term. To determine the present value of lease payments, management has made an accounting policy election to use a risk-free rate based on the information available at lease commencement. Lease expense for lease payments is recognized on a straight-line basis over the lease terms. The Organization's lease terms may include options to extend or terminate the leases when it is reasonably certain that the Organization will exercise the option.

The Organization does not report ROU assets and leases liabilities for its short-term leases (leases with a term of 12 months or less). Instead, the lease payments of those leases are reported as lease expense on a straight-line basis over the lease term.

Revenue Recognition

Revenues from various sources are recognized as follows:

Grants and Contributions: Grants and contributions, which include unconditional promises to give (pledges), are recognized as revenues in the period the Organization is notified of the commitment. Conditional promises to give, that is, those with a measurable performance or other barrier, and a right of return, are not recognized until the conditions on which they depend have been substantially met. Bequests are recorded as revenue at the time the Organization has an established right to the bequest and the proceeds are measurable.

WILD SALMON CENTER
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, Continued
December 31, 2025 and 2024

I. NATURE OF ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, Continued

Revenue Recognition, Continued

Revenues from various sources are recognized as follows:

Government Grants: A portion of the Organization's revenue is derived from cost-reimbursable contracts and grants, which are conditional upon certain performance requirements and/or incurring allowable qualifying expenses. Amounts received are recognized as revenue when the Organization has incurred expenditures in compliance with specific contract or grant provisions. Amounts received prior to incurring qualifying expenditures are reported as advances on government grants in the consolidated statements of financial position. The Organization has been awarded cost-reimbursable grants of approximately \$20 million for the period through December 2028 that have not been recognized at December 31, 2025 because qualifying expenditures have not yet been incurred.

Donated Materials and Services: In-kind contributions of equipment and other materials are recorded where there is an objective basis upon which to value these contributions and where the contributions are an integral part of the Organization's activities.

The Organization reports as revenue the fair value of contributed services received where the services require specialized skills, are provided by individuals possessing these skills, and represent services that would have been purchased had they not been donated.

Functional Expenses

The costs of providing various programs and other activities have been summarized on a functional basis in the consolidated statements of activities and in the consolidated statements of functional expenses. Accordingly, certain costs have been allocated among the programs and supporting services benefited. The expenses that are allocated include salaries and related costs, rent and occupancy, office and telecommunication, and other, which are allocated on the basis of estimates of time and effort.

Advertising

The Organization uses advertising to promote its programs and services. Advertising costs are expensed as incurred.

WILD SALMON CENTER
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, Continued
December 31, 2025 and 2024

1. NATURE OF ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, Continued

Income Taxes

Wild Salmon Center and The Stronghold Fund are exempt from federal and state income taxes under Internal Revenue Code Section 501(c)(3) and applicable state law. No provision for income taxes is made in the accompanying consolidated financial statements, as the Organization has no activities subject to unrelated business income tax. At times, the Organization may engage in lobbying activities. To the extent that activities exceed allowable limits, the Organization accrues estimated excise taxes. Accrued amounts included in the consolidated financial statements are not material. The Organization are not private foundations.

The Organization follows the provisions of FASB ASC Topic 740 *Accounting for Uncertainty in Income Taxes*. Management has evaluated the Organization's tax positions and concluded that there are no uncertain tax positions that require adjustment to the consolidated financial statements to comply with provisions of this Topic.

Use of Estimates

The preparation of consolidated financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Subsequent Events

The Organization has evaluated all subsequent events through May 20, 2026, the date the consolidated financial statements were available to be issued.

2. AVAILABLE RESOURCES AND LIQUIDITY

The Organization regularly monitors liquidity required to meet its operating needs and other contractual commitments, while also striving to maximize the investment of its available funds. For purposes of analyzing resources available to meet general expenditures over a 12-month period, the Organization considers all expenditures related to its primary operations to be general expenditures. It excludes financial assets with donor or other restrictions limiting their use.

WILD SALMON CENTER
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, Continued
December 31, 2025 and 2024

2. AVAILABLE RESOURCES AND LIQUIDITY, Continued

Financial assets available for general expenditure consist of the following at December 31:

	2025	2024
Financial assets:		
Cash and cash equivalents	\$ 21,817,198	\$ 5,634,038
Pledges receivable, current	7,624,948	7,803,530
Investments	11,179,399	11,903,052
Total financial assets	40,621,545	25,340,620
Less amounts unavailable for general expenditure:		
Net assets with donor restrictions	(33,839,361)	(20,357,045)
Board designations	(775,000)	(775,000)
Financial assets available for general expenditure	<u>\$ 6,007,184</u>	<u>\$ 4,208,575</u>

Board designated funds may be released for spending upon approval of the Board. See Note 8 regarding board designated net assets. See Note 7 for information about other financial resources available through the Organization's line of credit.

3. PLEDGES RECEIVABLE

Pledges receivable represent unconditional promises to give that are unsecured. Management believes that all amounts are fully collectible and, therefore, no allowance for uncollectible balances has been recorded. Pledges receivable are due as follows at December 31:

	2025	2024
Due within one year	\$ 7,624,948	\$ 7,803,530
Due in two to five years	5,854,000	7,655,976
Over five years	300,000	800,000
Total pledges receivable	13,778,948	16,259,506
Less discount on long-term pledges	(550,026)	(881,282)
Net pledges receivable	<u>\$ 13,228,922</u>	<u>\$ 15,378,224</u>
Current	\$ 7,624,948	\$ 7,803,530
Long-term	5,603,974	7,574,694
Net pledges receivable	<u>\$ 13,228,922</u>	<u>\$ 15,378,224</u>

Long-term pledges are discounted to present value at a rate of 5%.

WILD SALMON CENTER
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, Continued
December 31, 2025 and 2024

4. INVESTMENTS

Investments are carried at fair value and consist of the following at December 31:

	2025	2024
Cash - bank deposits	\$ 69,740	\$ 232,110
Cash equivalents - money market	635,000	550,000
U.S. treasury securities	3,221,042	3,161,739
Agency securities - fixed income	149,109	142,219
Corporate bonds	2,899,038	3,329,014
Equities	4,205,470	4,487,970
Total investments	<u>\$ 11,179,399</u>	<u>\$ 11,903,052</u>

5. PROPERTY AND EQUIPMENT

Property and equipment consist of the following at December 31:

	2025	2024
Furniture	\$ 340,934	\$ 340,934
Office equipment	34,636	34,636
Computer equipment	29,257	29,257
Leasehold improvements	108,666	108,666
Vehicle	109,149	52,962
	622,642	566,455
Less accumulated depreciation	<u>(388,534)</u>	<u>(334,460)</u>
Property and equipment, net	<u>\$ 234,108</u>	<u>\$ 231,995</u>

Depreciation expense totaled \$54,074 and \$41,869 for the years ended December 31, 2025 and 2024, respectively.

6. OPERATING LEASES

The Organization evaluated current contracts to determine which met the criteria of a lease. The right-of-use (ROU) assets represent the Organization's right to use underlying assets for the lease term, and the lease liabilities represent the Organization's obligation to make lease payments arising from these leases. The ROU assets and lease liabilities, all of which arise from operating leases, were calculated based on the present value of future lease payments over the lease terms.

The Organization's operating leases consist of leases for office space and equipment with remaining lease terms of approximately 2 to 6.5 years.

WILD SALMON CENTER
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, Continued
December 31, 2025 and 2024

6. OPERATING LEASES, Continued

The following summarizes the line items in the consolidated statements of financial position which include amounts for the operating leases as of December 31:

	<u>2025</u>	<u>2024</u>
Operating leases:		
Right-of-use-assets	<u>\$ 1,204,068</u>	<u>\$ 1,420,134</u>
Lease liability-current portion	\$ 138,168	\$ 183,179
Noncurrent lease liabilities	<u>1,245,414</u>	<u>1,365,726</u>
Total operating lease liabilities	<u>\$ 1,383,582</u>	<u>\$ 1,548,905</u>

The following summarizes the weighted average remaining lease term and discount rate as of December 31:

	<u>2025</u>	<u>2024</u>
Weighted average remaining lease term	6.4 years	7.1 years
Weighted average discount rate	5.75%	5.75%

The maturities of the operating lease liabilities as of December 31, 2025 are as follows:

Year ending December 31, 2026	\$ 214,586
2027	256,783
2028	258,392
2029	266,119
2030	274,082
Thereafter	<u>401,866</u>
	1,671,828
Less discount/interest	<u>(288,246)</u>
Present value of lease liabilities	<u>\$ 1,383,582</u>

For the years ended December 31, 2025 and 2024, total operating lease cost of approximately \$299,700 and \$309,700, respectively, are included in rent and office expense in the accompanying consolidated statements of functional expenses.

WILD SALMON CENTER
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, Continued
December 31, 2025 and 2024

7. LINE OF CREDIT

The Organization has a \$500,000 line of credit with Wells Fargo Bank. The line of credit is secured by all supplies, receivables and equipment of the Organization and matures on June 1, 2026. There were no advances on the line at December 31, 2025 and 2024.

At December 31, 2025, interest on the outstanding balance is payable monthly at a the Daily Simple Secured Overnight Financing Rate (SOFR) rate plus 4.3 (8.17% at December 31, 2025), but no less than prime rate (6.75% at December 31, 2025).

At December 31, 2024, interest on the outstanding balance is payable monthly at a the Daily Simple Secured Overnight Financing Rate (SOFR) rate plus 4.3 (8.82% at December 31, 2024), but no less than prime rate (7.5% at December 31, 2024).

8. BOARD DESIGNATED NET ASSETS

Board designated net assets are held as an operating reserve and total \$775,000 at December 31, 2025 and 2024.

9. NET ASSETS WITH DONOR RESTRICTIONS

Net assets with donor restrictions, including time restricted pledges, are restricted to the following activities at December 31:

	2025	2024
The Stronghold Fund	\$ 36,552,220	\$ 23,174,483
North America Program	98,558	2,700,947
Western Pacific Network	-	60,913
Salmon Science	2,792,557	1,995,396
Total net assets with donor restrictions	<u>\$ 39,443,335</u>	<u>\$ 27,931,739</u>

10. EMPLOYEE BENEFIT PLAN

The Organization has a defined contribution salary deferral 401(K) plan covering all eligible full-time employees based in the United States. Under the plan, these employees are eligible to contribute to the plan after six months of employment. Employees may contribute up to the statutory limit of their pre-tax earnings each period and the Organization will match employee contributions up to 7.5%. The Organization's contributions to the plan during 2025 and 2024 totaled approximately \$311,300 and \$274,600, respectively.

WILD SALMON CENTER
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, Continued
December 31, 2025 and 2024

11. CONCENTRATIONS OF CREDIT RISK

The Organization maintains its cash balances in several financial institutions. Balances in each institution are insured by the Federal Deposit Insurance Corporation (FDIC) up to \$250,000. Cash balances in excess of insured limits total approximately \$19.3 and \$4.3 million at December 31, 2025 and 2024, respectively.

Credit risk for pledges receivable is concentrated at December 31, 2025 in that 61% of the balance, before discount, is due from two unrelated individuals and one board member. Credit risk for pledges receivable is concentrated at December 31, 2024 in that 57% of the balance, before discount, is due from two unrelated individuals and one board member.

Investment securities are exposed to various risks such as interest rate, market, and credit risks. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the values of investment securities will occur in the near term and that such changes could materially affect the amounts reported in the consolidated statements of financial position.

12. FAIR VALUE MEASUREMENTS

Assets and liabilities, including investments, are recorded at fair value in the consolidated statements of financial position and are categorized based upon the level of judgment associated with the inputs used to measure their fair value. Level inputs are defined as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets and liabilities.

Level 2: Observable inputs other than those included in Level 1, such as quoted market prices for similar assets or liabilities in active markets, or quoted market prices for identical assets or liabilities in inactive markets.

Level 3: Unobservable inputs reflecting management's own assumptions about the inputs used in pricing the asset or liability. Level 3 assets and liabilities include financial instruments whose value is determined using pricing models, discounted cash flow methodologies, or similar techniques, as well as instruments for which the determination of fair values requires significant management judgment or estimation.

WILD SALMON CENTER
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, Continued
December 31, 2025 and 2024

12. FAIR VALUE MEASUREMENTS, Continued

Fair values of assets measured on a recurring basis are as follows at December 31:

	Fair Value	Level 1	Level 2
<u>December 31, 2025</u>			
Investments:			
Money market fund	\$ 635,000	\$ 635,000	\$ -
U.S. treasury securities	3,221,042	3,221,042	-
Agency securities - fixed income	149,109	-	149,109
Corporate bonds	2,899,038		2,899,038
Equity securities	2,517,345	2,517,345	-
Exchange traded funds	1,626,275	1,626,275	-
Real estate investment trust	61,850	-	61,850
	<u>\$ 11,109,659</u>	<u>\$ 7,999,662</u>	<u>\$ 3,109,997</u>
<u>December 31, 2024</u>			
Investments:			
Money market fund	\$ 550,000	\$ 550,000	\$ -
U.S. treasury securities	3,161,739	3,161,739	-
Agency securities - fixed income	142,219	-	142,219
Corporate bonds	3,329,014	-	3,329,014
Equity securities	3,219,971	3,219,971	-
Exchange traded funds	1,174,255	1,174,255	-
Real estate investment trust	93,744	-	93,744
	<u>\$ 11,670,942</u>	<u>\$ 8,105,965</u>	<u>\$ 3,564,977</u>

Fair value of investments in money market funds, U.S. treasury and equity securities and exchange traded funds are determined by reference to quoted market prices and other relevant information generated by market transactions. Fair value for investments in fixed income, corporate bonds and the real estate investment trust are provided by custodians and are based on pricing models that incorporate available trade, bid and other market information.

13. COMMITMENTS AND CONTINGENCIES

Amounts received or receivable from various contracting agencies are subject to audit and potential adjustment by the contracting agencies. Any disallowed claims, including amounts already collected, would become a liability if so determined in the future. It is management's belief that no significant amounts received, or receivable will be required to be returned in the future.

The Organization has made grant commitments totaling approximately \$5.5 million which are contingent upon the awardee meeting grant conditions.

SUPPLEMENTARY INFORMATION

WILD SALMON CENTER
SCHEDULE I - CONSOLIDATING STATEMENT OF FINANCIAL POSITION
December 31, 2025

	Wild Salmon Center	The Stronghold Fund	Eliminating Entries	Consolidated Total
ASSETS				
Current assets:				
Cash and cash equivalents	\$ 1,363,182	\$ 20,454,016	\$ -	\$ 21,817,198
Pledges receivable, current portion	4,048,948	3,576,000	-	7,624,948
Prepaid expenses, deposits, and other assets	692,976	-	-	692,976
Investments	3,022,666	8,156,733	-	11,179,399
Total current assets	9,127,772	32,186,749	-	41,314,521
Long-term pledges receivable, net	1,207,048	4,396,926	-	5,603,974
Property and equipment, net	234,108	-	-	234,108
Operating lease right-of-use assets	1,204,068	-	-	1,204,068
 TOTAL ASSETS	 <u>\$ 11,772,996</u>	 <u>\$ 36,583,675</u>	 <u>\$ -</u>	 <u>\$ 48,356,671</u>
 LIABILITIES AND NET ASSETS				
Current liabilities:				
Accounts payable and accrued expenses	\$ 1,498,813	\$ 31,455	\$ -	\$ 1,530,268
Current portion of operating lease liabilities	138,168	-	-	138,168
Total current liabilities	1,636,981	31,455	-	1,668,436
Operating lease liabilities	1,245,414	-	-	1,245,414
Total liabilities	2,882,395	31,455	-	2,913,850
Net assets:				
Without donor restrictions:				
Undesignated	4,990,378	-	-	4,990,378
Property and equipment, net	234,108	-	-	234,108
Board designated	775,000	-	-	775,000
Total without donor restrictions	5,999,486	-	-	5,999,486
With donor restrictions	2,891,115	36,552,220	-	39,443,335
Total net assets	8,890,601	36,552,220	-	45,442,821
 TOTAL LIABILITIES AND NET ASSETS	 <u>\$ 11,772,996</u>	 <u>\$ 36,583,675</u>	 <u>\$ -</u>	 <u>\$ 48,356,671</u>

See independent auditor's report.

WILD SALMON CENTER
SCHEDULE II - CONSOLIDATING STATEMENT OF ACTIVITIES
For the year ended December 31, 2025

	Wild Salmon Center	The Stronghold Fund	Eliminating Entries	Consolidated Total
Revenue and support:				
Grants and contributions	\$ 11,225,274	\$ 17,172,711	\$ (4,498,500)	\$ 23,899,485
Government grants	7,310,783	-	-	7,310,783
Investment income, net	98,488	225,055	-	323,543
Change in value of investments	143,774	701,476	-	845,250
Other income	483,185	78,973	-	562,158
Total revenue and support	<u>19,261,504</u>	<u>18,178,215</u>	<u>(4,498,500)</u>	<u>32,941,219</u>
Expenses:				
Program services:				
North America Program	12,387,219	-	-	12,387,219
Western Pacific Network	406,519	-	-	406,519
Science Program	1,052,440	-	-	1,052,440
The Stronghold Fund	-	4,800,478	(4,498,500)	301,978
Communications and other programs	2,366,586	-	-	2,366,586
Total program services	16,212,764	4,800,478	(4,498,500)	16,514,742
Management and general	1,176,028	-	-	1,176,028
Development and fundraising	2,087,024	-	-	2,087,024
Total expenses	<u>19,475,816</u>	<u>4,800,478</u>	<u>(4,498,500)</u>	<u>19,777,794</u>
Change in net assets	(214,312)	13,377,737	-	13,163,425
Net assets:				
Beginning of year	<u>9,104,913</u>	<u>23,174,483</u>	<u>-</u>	<u>32,279,396</u>
End of year	<u>\$ 8,890,601</u>	<u>\$ 36,552,220</u>	<u>\$ -</u>	<u>\$ 45,442,821</u>

See independent auditor's report.