

..... DON'T WAIT FOR HOPE.  
..... CREATE IT.

..... ANNUAL REPORT  
..... FISCAL YEAR 2020

# 20 20

*I wish to have  
a blue electric  
guitar*

**Deonna, 12**  
brain tumor

Photo: Katie Barber

Make-A-Wish®



*I wish to have  
an accordion*  
**Mayte, 14**  
cancer

I am a  
Wish Kid!  
★ Make-A-Wish. ★



Photo: Adam Kent

# 8,800+

WISHES GRANTED  
FISCAL YEAR 2020



# Don't Wait for Hope.

CREATE IT.

FY20 was a year of unexpected challenges. The world came to a halt and we all got a glimpse of what it feels like to have to wait for hope. But FY20 was also a year of resilience, strength and innovation. The global pandemic challenged the core of our mission, as wishes that involved travel or large gatherings were no longer safe. In such challenging times, our mission has never been more essential. For Make-A-Wish, FY20 was not defined by the pandemic. It was defined by your ongoing commitment to creating life-changing wishes for children with critical illnesses. Thank you for being there for wish kids, no matter the circumstances.

Because of you, we found new and creative ways to deliver hope and encouragement to children who were waiting for their wish to come true. We pivoted our mission to more virtual and socially distant wish experiences, which led to more than 8,800 children's wishes being granted in FY20 – a true testament to your resilience. You also delivered Messages of Hope for wish kids who were isolated and vulnerable, sharing your words of encouragement via social media. You have truly built a community that rallies around wish kids, and we are so grateful.

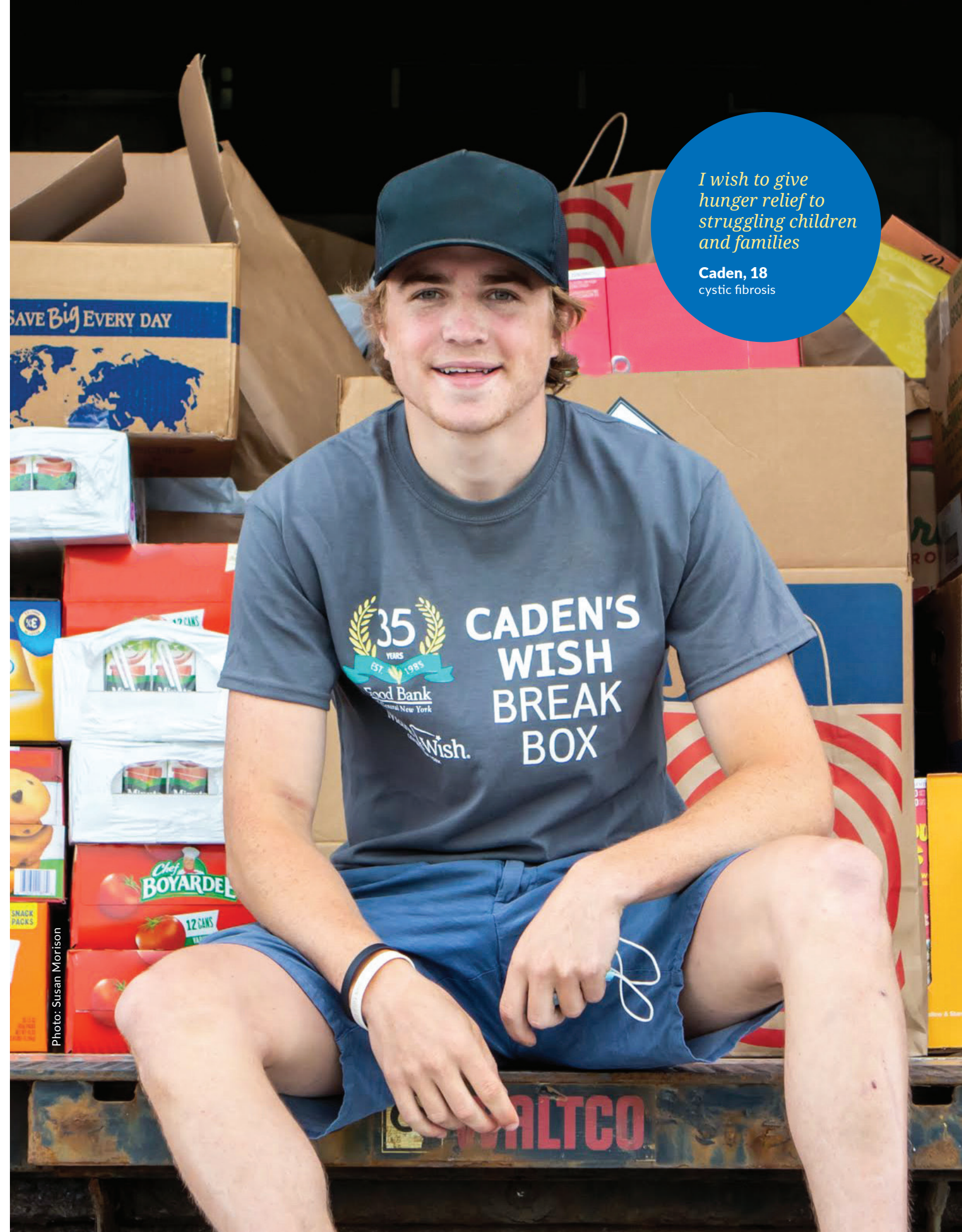
You also helped us celebrate our 40th anniversary in FY20 – an exciting milestone that honored Chris Greicius, the young boy who, in 1980, wished to be a police officer and inspired the founding of Make-A-Wish. This moment was yet another wonderful opportunity in which you helped children and their families shift conversations from fear to hope.

How we approach our mission continues to evolve, and your support also positioned the organization to re-evaluate how we reach underserved communities. Systemic racial injustice teaches us that while it has long been a priority for our organization to reach the underserved, we must move forward at an even more accelerated pace in this area. It is our vision to reach every eligible child, so we will continue to do the hard work required to ensure that children in underserved communities can experience the wish journey and its everlasting impact.

Thanks to caring people like you, the innovation we pursue today lays the foundation for delivering continued hope and joy tomorrow. We wouldn't have been able to navigate the past year with such strength and innovation without you. As one Make-A-Wish community, we should all be proud to look back on FY20 and say: We didn't wait for hope. We created it. Thank you for standing with wish kids.



Richard Davis  
President and CEO  
Make-A-Wish America



*I wish to give hunger relief to struggling children and families*

**Caden, 18**  
cystic fibrosis

Photo: Susan Morrison

I wish to have my own videography equipment

Puanani, 15  
cancer

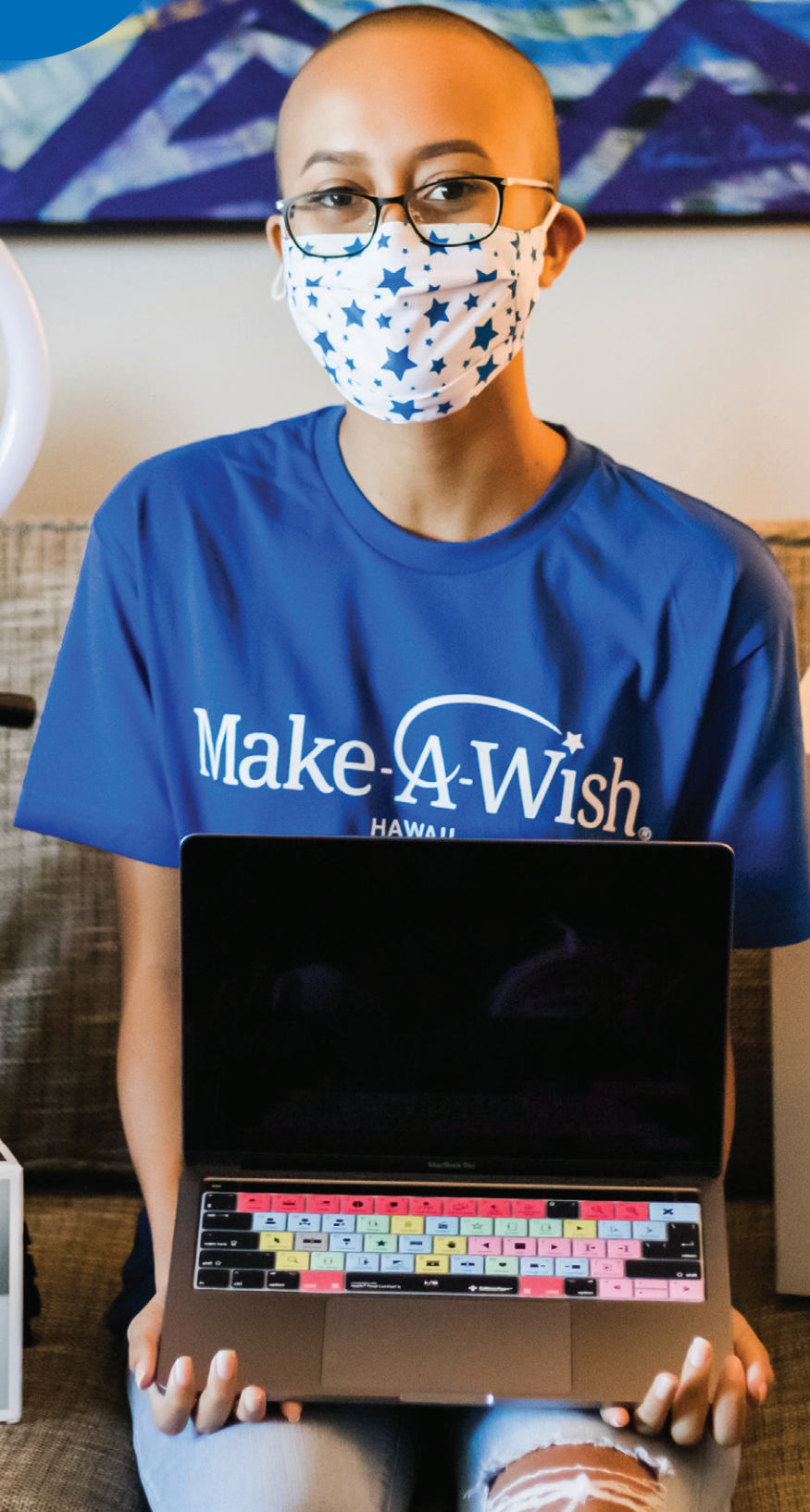


Photo: Anna Kim

MAKE-A-WISH FOUNDATION®

# Financials



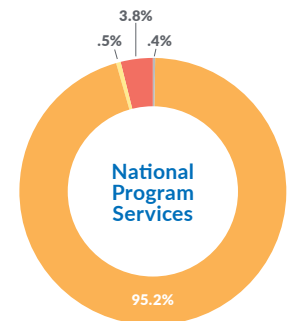
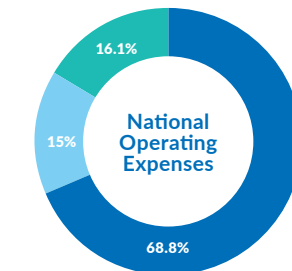
## National Office Only

Year ended August 31, 2020

Total Revenue	\$272.0M	Total Net Assets	\$46.6M
Total Expenses	\$270.2M		

### Operating Expenses\*

● Program Services	\$76.1M
● Wish Granting	\$0.4M
● Chapter Support	\$72.5M
● Training & Development	\$0.3M
● Public Information	\$2.9M
● Fundraising	\$16.6M
● Management and General	\$17.8M



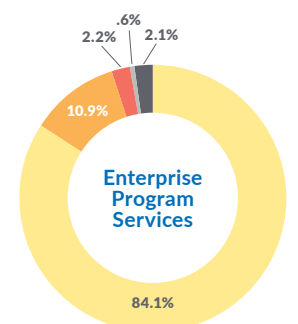
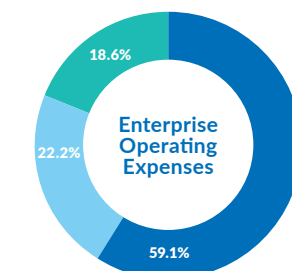
## Combined Enterprise

Year ended August 31, 2020

Total Revenue	\$459.1M	Total Net Assets	\$386.4M
Total Expenses	\$440.6M		

### Operating Expenses\*

● Program Services	\$164.9M
● Wish Granting	\$138.6M
● Chapter Support	\$18.0M
● Program Related Support	\$3.6M
● Training & Development	\$1.0M
● Public Information	\$3.7M
● Fundraising	\$61.8M
● Management and General	\$51.9M



\*Excluding donated advertising and media

Copies of our audited financial statements for the year ended August 31, 2020, are available on our website at [wish.org/about-us/making-a-difference/managing-funds](http://wish.org/about-us/making-a-difference/managing-funds).

## BRINGING

# Hope for Today – And Tomorrow

The Fiscal Year 2020 Report represents all the progress and initiatives that we have worked on this past year to positively impact lives. We worked tirelessly every day to create wish experiences for children and their families while also keeping their health and safety our top priority. No matter the circumstances, we are ever-focused on our vision of granting the wish of every eligible child.



## COVID-19 and Wish Kid Safety

Make-A-Wish prioritizes the safety of our wish kids and families, community supporters, volunteers and employees. In response to COVID-19, Make-A-Wish America made the difficult decision to postpone wish travel, as well as wish kid participation in all activities and events related to Make-A-Wish that involve large gatherings until further notice.

Based on current guidance from the World Health Organization and the Make-A-Wish National Medical Advisory Council, we do not anticipate resuming wish travel before the end of 2021. As a result, Make-A-Wish has implemented new wish granting policies designed to continue granting wishes during these challenging times because the hope that comes with a wish is more important now than ever.

We will continue to monitor guidance from national and international public health and government organizations, including the Centers for Disease Control Prevention, WHO and the U.S. State Department, and are working closely with our National Medical Advisory Council, keeping the best interest of the children and families we serve at the center of all policy decisions we make.



## The Make-A-Wish Mission Remains Strong

Despite the challenges of Fiscal Year 2020, wishes continue to be granted daily. Make-A-Wish also continues to invest in the people, products and processes that will allow us to grant as many wishes as possible as fast as possible as soon as it is deemed safe.

At Make-A-Wish America, we took this unexpected year as an opportunity to reimagine various roles and processes to ensure we are adapting to the needs of our 59 chapters and the children we serve. While some roles were eliminated, new roles in areas of need were created. We also anticipated around a 30 percent decrease in revenue nationwide, but we quickly saw a recovery thanks to the generous donations of individuals and corporate sponsors.

"I've been particularly inspired to see that many of the devoted supporters who have given to us for many years are continuing to give at pre-pandemic levels, which is a true testament to their belief in the power of a wish," said Richard Davis, President and CEO, Make-A-Wish America.

*I wish to have  
an online  
shopping spree*

**Tre'Mars, 7**  
nervous system  
disorder



## Reemergence Task Force

In response to COVID-19, Make-A-Wish established a Reemergence Task Force to ensure we are prepared to resume all wish fulfillment at an expedited rate once it is safe to do so. The task force has positioned the organization to quickly evolve our wish granting, fundraising and special event processes, so we can safely grant the wish of every eligible child – now and into the future. We continue to find creative ways to deliver ongoing hope and encourage wish kids who are waiting for their wishes to come true.

The Reemergence Task Force includes three subgroups that are critical to the task force's success:

- **Wish Granting**, which reviews all current wish and volunteer policies and seeks opportunities to recommend temporary policy changes;
- **Fundraising**, which is creating a framework to customize development plans based on current organizational needs;
- **Future Opportunities**, which is focused on better defining the wish community, as well as the evolution and sustainability of the wish granting model.

SUCCESSFUL CAMPAIGNS. LIFE-CHANGING

# Partnerships.

Our corporate sponsors understand that now, more than ever, hope is essential for children with critical illnesses. Their commitment to Make-A-Wish helps us bring experiences of hope and joy to children who are isolated and vulnerable. We are so grateful to our sponsors for their dedication to advancing our mission. Without their support, we wouldn't have been able to do what we did in this unexpectedly challenging year. We are thrilled to share campaign highlights from our two mission champions: Disney and Macy's.

## Mission Champions (\$5 Million+)



The Walt Disney Company has a longstanding relationship with Make-A-Wish, dating back to 1980 when the first official wish came true at Disneyland Resort, and lasting through today as Disney CEO Bob Chapek sits on the Make-A-Wish America National Board of Directors. In that time, Disney has helped fulfill more than 140,000 wishes. In fiscal year 2020 alone, Disney's support surpassed \$16 million, helping to grant 3,782 wishes.

As Disney's theme parks and film sets were shut down due to the pandemic, and with travel and other safety restrictions in place, nearly all in-person wish granting was paused. But Disney cast members quickly found ways to grant wishes virtually. For example, 4-year-old Makala received the Disney-themed backyard of her dreams so she could enjoy a piece of Disney magic at home.

Disney also delivered extra magic to children waiting for their wish, such as complimentary six-month Disney+ subscriptions; an exciting early screening of the Disney Channel Original Movie "Upside-Down Magic," followed by an exclusive video chat with the film's stars; and a special Message of Hope from Mickey Mouse himself! While Disney's wish-granting programs have had to adapt to support COVID-19 safety guidelines, they continue to deliver personalized, life-changing experiences to wish kids.



Photo: Betsy Muirhead

*I wish to have a Disney-themed backyard*  
**Makala, 4**  
 heart condition



Since 2003, Macy's has brought joy to thousands of wish kids across the country. Their creativity knows no limits; they have helped us grant wishes for kids like Hank, who wished to be a model and appeared in Macy's holiday catalog and was featured on his very own billboard; and Brantley, who wished to see snow and was accompanied by Macy's Santa to build his first snowman. Macy's and its colleagues raised more than \$10M in fiscal year 2020 for Make-A-Wish through their Thanks for Sharing and Believe campaigns, helping to grant nearly 900 life-changing wishes. 2019 saw the most successful Believe campaign in history raising \$2M to help grant wishes for children with critical illnesses. Macy's continues to be an incredible partner of Make-A-Wish, and their support helps us continue to create hope for kids who need it most.



*I wish to build a snowman*  
**Brantley, 3**  
 congenital heart disease

## Wish Champions (\$1 Million+)



## Cause Champions (\$500,000+)



## Fundraising Advocates (\$250,000+)

- |                                 |           |                                                      |
|---------------------------------|-----------|------------------------------------------------------|
| Airbnb, Inc.                    | GameStop  | Royal Caribbean                                      |
| Blizzard Entertainment          | Genentech | Service Experts Heating, Air Conditioning & Plumbing |
| Ferrara Candy Company (Keebler) | Luxaire®  | UnitedHealth Group                                   |
| Frigo® Cheese Heads®            | Marquis   | Zurich                                               |

## Corporate Advocates (\$50,000+)

- |                             |                          |                             |
|-----------------------------|--------------------------|-----------------------------|
| Atlantis Paradise Island    | Humble Bundle            | NCAA Division II            |
| Blue Star Nutraceuticals    | Isagenix                 | Nobu Restaurants            |
| Claire's                    | Kretschmar Deli          | Topgolf                     |
| Discover®                   | Life Time                | Torchy's Tacos              |
| Ensemble Travel Group       | Maggiano's Little Italy® | Universal Studios Hollywood |
| Eurail Group, LLC           | Master Class             | World Travel Holdings       |
| Fairmont Hotels and Resorts | Mt. Olive                |                             |
| Helzberg Diamonds®          | Pickle Company           |                             |

I wish to have an  
Easter egg hunt

Ayla, 3  
cancer

Photo: Asea Tremp

FISCAL YEAR 2020 NATIONAL BOARD OF

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TrailRunner International

## Xavier Williams

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American Virtual Cloud Technologies

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Business Leadership Coach, New York  
Times Best-Selling Author and Longtime  
Associate Editor for Sports Illustrated

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### Elizabeth Reich

President and Chief Executive Officer,  
Make-A-Wish Arizona

### Jared Perry

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Make-A-Wish Utah

### Billi Jo Zielinski

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Make-A-Wish North Dakota

### Dr. Jeremy Edwards

Chief, Department of Pediatrics and Chief,  
Palliative Medicine, Tripler Army  
Medical Center  
*National Medical Advisory Council Chair*



Last year, more than **14,000** children began their **life-changing wish journey** with Make-A-Wish. But for every wish that came true, **there were three more children with critical illnesses** whose wishes still needed financial support.


Thank you for your continued dedication to the Make-A-Wish mission, so that we can continue to grant more wishes.



*I wish to have a car makeover for my family heirloom Mustang*

**Mano, 17**  
brain tumor





“The past year has been the worst of my life, and your gifts and kindness are one of the few great memories I have from my time battling cancer. With all that happened with COVID-19, [Make-A-Wish was] willing to adapt and help me with my wish, and I thank you for that.”



- PAUL, 17, CANCER,  
I WISH TO HAVE AN ONLINE SHOPPING SPREE



## Join the Conversation!

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MakeAWishFoundation

Make-A-Wish®

Make-A-Wish America  
1702 E. Highland Ave., Suite 400, Phoenix, AZ 85016