Reflection and Renewal

2015 ANNUAL REPORT

Reflection and Renewal

Mahlia, 4
leukemia
I wish to be a ballerina

MAKE A WISH®
If you read any organization’s annual report, you know what you’re getting nearly every time: “It’s been a great year, record numbers, incredible achievements.”

Thanks to you – our corporate sponsors, our donors, our volunteers – we could say all of that. We have the numbers to back it up.

But we want to be bolder. We want to talk to you about the shape of things to come – and about how our success depends on you.

We have identified a near-term goal to provide extra focus on our journey to granting the wish of every eligible child: Our plan is to reach **17,000 children by the year 2020.**

Consider where we are now, just coming off of yet another record-breaking year of granting wishes; we granted nearly 15,000 wishes in Fiscal Year 2015. That’s a great number, but we estimate that 27,000 children were diagnosed with life-threatening medical conditions that qualified them for a wish in FY15. Nearly 12,000 children didn’t get to take control of their lives, to feel normal or to gain strength in their fight against their illnesses.

This goal is achievable, but difficult. **It requires us to raise over $100 million more per year than we did this year.** It requires every metric to soar higher than ever to address staffing, capacity and the public perception of Make-A-Wish®. This means we need more staff members and volunteers to handle more wishes. We need processes and funding in place. We also need to ensure that parents understand the beneficial impact a wish can have on their children -- and that Make-A-Wish isn’t a “last wish” reserved only for children with terminal conditions.

We view the goal of reaching every eligible child as an opportunity to be our best. **And you are the most-important factor in helping us rise to it.**

Everything we achieve is the result of people who care, whether by donating, volunteering, referring children or becoming a corporate sponsor.

**Thank you for all you have made possible** – and for all you’ll do to make the journey to a vital benchmark in our commitment to serving every eligible child.

David Williams, President and CEO

John Crowley, Chairman of the Board
Before this Fiscal Year 2015 Annual Report begins, let’s take a step back in time to 1976. It’s the nation’s bicentennial year, and just a few years before a group of caring community volunteers established the charity we now know as Make-A-Wish.

This was a time when it was hard to help children with life-threatening medical conditions. Illnesses that medical professionals can successfully treat today were then fatal. And ordinary people? They had nothing to offer aside from kind words.

The people who granted the first wish changed that. They redefined everything the world knew about how seriously ill children cope with their circumstances.

The most critical clinical point is that quality of life is what the child says it is, as exemplified by the mission of the Make-A-Wish Foundation.

—“Psychosocial Issues in Pediatric Oncology,” The Ochsner Journal, 2012 Joel Marcus, PsyD
A GAME-CHANGER
FOR SERIOUSLY ILL KIDS

Our founders couldn’t prescribe chemotherapy. They couldn’t perform a transplant. By granting that first wish, though, they discovered what they could do.

They could lift kids from the emotional trauma of their condition. They could help them cope with their treatments. They could renew their optimism.

Make-A-Wish grants the wishes of children with life-threatening medical conditions to enrich the human experience with hope, strength and joy.

An inspirational wish

Chris Greicius was a 7-year-old boy with leukemia. But more importantly, he had a dream of being a police officer.

Caring people in his community used their energy and connections to make Chris the first and still only honorary Arizona Department of Public Safety officer in the agency’s history. His experience included a helicopter ride, a tour of DPS headquarters and receiving his own custom-tailored uniform. Chris passed away days after his wish. The people who granted his wish realized there were other children just like him – and that living their truest wish could help them cope with a life-threatening medical condition. The organization they formed has become an international phenomenon.

“He was only seven years, 269 days old when he died. But he taught me about being a man. Even though he was only a boy. I can tell you that because of meeting Chris, I am an entirely different man.”

– Tommy Austin, US Customs Officer, retired Make-A-Wish co-founder
BECOMING A PHENOMENON

What came from the vision of our founders was a game-changing children’s charity – an organization that focuses on the emotional health of seriously ill children and their families. Others followed, but our volunteers and supporters ensure that Make-A-Wish remains by far the most-influential, best-known and most-respected wish-granting organization.

At this point, we don’t measure ourselves against other wish-granting charities. Your support has built a Top 10 charity with a global reach. In the United States alone, you have made it possible for more than 270,000 children to receive a wish. You have made the Make-A-Wish name a mark of instant recognition, credibility and trust.
IMAGINATION, HOPE AND WISHES: THE DISNEY® CONNECTION

The best-case scenario for Ayesha was that she would live to the age of 16. Today, she’s engaged to be married at the age of 30.

Ayesha was diagnosed with a rare cancer when she was in kindergarten. In the time it took to get the test results, her life transformed. Everything revolved around a desperate effort to prolong her life with chemotherapy and radiation.

During one of the low points for Ayesha’s family, they connected with Make-A-Wish. She wished to go to the Walt Disney World® Resort.

“It was going to be our last trip as a family,” Ayesha said. “To think about it that way was terrifying.”

Ayesha defied the odds. She now works at Disneyland® Resort and recently signed up as a Make-A-Wish volunteer. “That trip reaffirmed what my parents taught me about charity, caring and giving. That’s what Disney is all about – hopes and wishes and dreams coming true,” Ayesha said.

And we believe that Ayesha and all of our Walt Disney Company friends are a reflection of heartfelt support for kids with life-threatening medical conditions.

Disney has supported Make-A-Wish since our first official wish, granting more than 100,000 wishes globally and counting. The connection goes beyond financial support, though: It’s a deep mutual understanding of the role imagination plays in kids’ lives, and how engaging the imagination has a positive impact on seriously ill children.
MACY’S BELIEVES IN WISHES

When it’s time for the Believe and Thanks For Sharing campaigns, you’ll find nearly 170,000 Macy’s associates engaged and ready to grant wishes. Many also participate directly in wish experiences by stepping in as personal shoppers or by performing makeovers. But few have experienced first-hand the benefits of a Make-A-Wish experience as 23-year-old Chris has.

He was diagnosed with brain cancer, and had his wish granted – to meet his favorite baseball team – when he was 17. Today, he is an associate at Macy’s Stonestown Galleria.

Chris looks back at his wish as a game-changer in his recovery. Memories of his wish also inspire him to stand with his fellow Macy’s associates to share his time and talents to help Make-A-Wish kids in his community. Chris and his colleagues show care and concern that helps wish kids and their families realize that they’re not alone – that people care and are willing to help them feel better.

Macy’s is a huge reason why wish kids – more than 11,000 since 2003 – and their families can count on a wish experience. Their support goes beyond donations: Macy’s associates and leaders are always ready to step forward in every community they serve. Together, we reach more kids like Chris with the empowerment and optimism of wishes.

THE MACY’S ALLIANCE

Sponsor Since: 
2003

Total FY15 Support: 
$10.3 million

Impressive Fact: 
more than $83 million raised

Good to Know: 
Macy’s set a new GUINNESS WORLD RECORD for longest wish list to Santa (121,138 letters) during the 2014 Believe campaign.

Chris, 17 [now 23] 
brain cancer
I wish to meet my favorite baseball team
### NATIONAL SPONSORS

**MISSION CHAMPIONS: $5 MILLION+**

- Disney
- Macy's

**WISH CHAMPIONS: $1 MILLION+**

- American Airlines
- AVIS
- CHI Omega
- Dave's Markets

**CAUSE CHAMPIONS: $500,000+**

- Atlantis, Paradise Island, Bahamas
- Brooks Brothers
- Jewelers for Children
- Mattel

### FUNDRAISING ADVOCATES: $250,000+

- Allegiant
- BioTRUST Nutrition®
- Build-A-Bear Workshop
- Claire’s Stores
- Luxaire® Heating and Air Conditioning
- Marquis®
- RMH Franchise Corporation
- Things Remembered
- Toys “R” Us
- Universal Studios Hollywood
- Watertree Health®
- Wells Enterprises, Inc., makers of Blue Bunny® Ice Cream
- WWE®

### CORPORATE ADVOCATES: 50,000+

- Black Bear Diner
- California Pizza Kitchen
- Calvin Klein
- CheapCaribbean.com
- Discover
- Frigo® Cheese Heads®
- Helzberg Diamonds
- Henkel Consumer Goods, Inc.
- Hilton Worldwide
- Humble Bundle
- Hyatt Hotels & Resorts
- Kretschmar® Premium Deli Meats & Cheeses
- Maquet Medical Systems, USA
- Menchie’s Frozen Yogurt
- Monograms®
- Nature Made®
- Norwegian Cruise Line®
- Planet Fitness
- ServiceMaster
- Sony Interactive Entertainment
- The QBE Foundation
- UL
- World Travel Holdings
- Zurich
THE DRIVE TO IMPROVE

When an organization grows quickly, it’s obvious that it fills a void. The world was missing something before it existed. And growth is a cause for celebration.

It’s also a cause for reflection and regrouping. Make-A-Wish is committed to operating effectively. We constantly refine our practices to meet emerging opportunities, just as donors expect.

MISSION OPTIMIZATION

Chapter volunteers are counting on us to grant the best wishes possible; that’s why we’re providing best practices that make every wish a life-changing event. We’re continually examining our policies and procedures to efficiently use our donated resources.

DATA UTILIZATION

We’re turning data into meaningful directives for the organization. Data is our roadmap to creating tools to help chapters, and also to be sure we’re reaching children spanning every demographic.

REVENUE EXPANSION

Today, people donate in ways nonprofit professionals never imagined 10 years ago. We’re looking to the future to make it easy for donors of all levels to grant wishes – from digital donations to peer-to-peer efforts and beyond.

BRAND ADVANCEMENT

It’s more important than ever to understand our audience. We’re researching what matters to supporters, and refreshing our brand identity to resonate more than ever.
Right now, we have the opportunity to positively affect the lives of 27,000 children every year. That’s how many children are diagnosed with conditions that make them eligible for a wish.

Last year, we granted the wishes of more than 14,800 of them. That’s a record number. We view closing the gap between these numbers as our key opportunity. These are the topics we must address to succeed:

• While people recognize the Make-A-Wish name, they may not have a complete idea of our purpose and mission. Many people believe we are only for terminally ill children; some parents even believe that accepting a wish experience means they’ve given up on their child’s chances of living with or overcoming their medical condition. Healthcare professionals, though, are more convinced than ever that wishes improve their patients’ quality of life and can even lead to improved outcomes.

• According to the 2016 Harris Equitrend Study, Make-A-Wish is a top-ranked charity for familiarity and quality. However, this does not always lead to support. We are improving this metric by showing the public how Make-A-Wish matters in their lives.
THE MOTIVATION
OF A FORMER BOARD MEMBER

When TSS Photography CEO and co-founder Carl Hansson accepted an invitation to a Make-A-Wish Foundation of Greater Atlanta and North Georgia golf tournament, he was teeing up a philanthropic legacy.

After the tournament, Hansson had one question. “So I asked, ‘what do you need right now?’ They had a wish that Saturday where they needed help. We simply wrote a check to get the wish done. Days later, I got a call asking me to have lunch and join the local board.”

Hansson graduated from local board member to national board office. During Hansson’s service as vice-chair and chair of Make-A-Wish America from 2003-2005 and 2005-2007 respectively, Make-A-Wish annual revenues went up 63 percent and chapter distributions increased by 178 percent.

Hansson’s entrepreneurial spirit spurred him to do more. He became a lead donor to the Wishes Forever® endowment program to grant wishes in perpetuity.

Every year, Hansson’s endowment grants a wish. He collaborates with his wife and grown children, Erik and Kate, to decide which wish to grant. In time, the next generation of the family will get the privilege of selecting a wish kid.

“We don’t need to make sure the kids will do it. Both grew up with Make-A-Wish, so the passion lives in them,” said Hansson. “Instead, we’re simply providing the vehicle and enabling them to carry on the mission – and expand it through their networks as well.”

For more information about contributing to Make-A-Wish, please contact: customerservice@wish.org • 1.866.880.1382 • wish.org

The members of the Make-A-Wish America Board of Directors do more than chart the course for the organization. They are also prolific, enthusiastic donors. Together, they donated more than $24 million in FY15.
NATIONAL BOARD MEMBERS

John F. Crowley
Chairman of the Board
President and Chief Executive Officer
Amicus Therapeutics Inc.

Edward R. Allen
Retired

George A. Barrios
Audit & Finance Committee Chair
Chief Strategy & Financial Officer
World Wrestling Entertainment

Brenda Yester Baty
President of University of Miami Alumni Association

Christopher Beard
Chief Executive Officer & Member of the Board of Directors
Mozilla

Dolf A. Berle
President & Chief Operating Officer
Dave & Buster’s Inc.

Peter J. Blatman
Former Principal
Deloitte Consulting LLP

Carlos F. Catá
Managing Partner, Global CMO Practice
DHR International

David M. Clark
Development Committee Chair
Senior Vice President Human Resources
American Express Company

Jay Emmons
Governance Committee Chair
Vice President, Customer Success at [24]/7-inc.

Derrick Hall
President & Chief Executive Officer
Arizona Diamondbacks

G.J. Hart
Executive Chairman, CEO and President
California Pizza Kitchen

Sharlyn C. Heslam
Managing Director and General Counsel
Berkshire Partners LLC

Joaquin Hidalgo
President
Nike North America

Drew E. Lawton
Chapter Performance Committee Chair
Chairman & Chief Executive Officer,
New York Life Investment Management, LLC

Philip J. Lussier
Immediate Past Board Chair
Retired

Susan R. Moon
VP, Member & Market Facing Digital Services
Kaiser Permanente

Spencer A. Neumann
Executive Vice President and CFO
Walt Disney Parks and Resorts

Susan M. Parkes-Cirignano
Senior Vice President, Marketing & Strategy
Time Inc.

Thomas M. Parrett
Retired

Martine M. Reardon
Chief Marketing Officer
Macy’s Inc.

Matthew W. Schuyler
Compensation & Management Committee Chair
Chief Human Resources Officer
Hilton Worldwide

Dene B. Stratton, Jr.
Development Committee Chair
Former Chief Financial Officer
Metro Goldwyn Mayer Studios Inc.

Carla B. Vernón
Brand Advancement Committee Chair
VP & Business Unit Director
Wellness on the Go Snacks
General Mills Inc.

Don Yaeger Jr.
Award Winning Keynote Speaker, Business Leadership Coach, New York Times Best-Selling Author and Longtime Associate Editor for Sports Illustrated

Paul Krueger (non-voting)
President & Chief Executive Officer
Make-A-Wish South Dakota

Liz Nelson (non-voting)
Chief Executive Officer
Make-A-Wish Mid-South

Beth Torres (non-voting)
President & Chief Executive Officer
Make-A-Wish Middle Tennessee

Norm Wedderburn (non-voting)
President & Chief Executive Officer
Make-A-Wish Southern Florida
Seniors Leadership Team

David A. Williams
President and Chief Executive Officer

Paul R. Mehlhorn
Treasurer/VP/Chief Financial Officer

Leslie Motter
Vice President and Chief Human Resources Officer

Bill Baumbach
Vice President and Chief Information Officer

John Vranas
Vice President and Chief Marketing Officer

Deborah D. Thompson
Vice President, Chapter Support

Kathy M. Forshey
Vice President, Corporate Alliances

Paul C. Miles
Vice President, Development

David B. Mulvihill
Vice President and General Counsel

National Board Alumni Association Executive Committee

Past board members also stay active. Many contribute funds, expertise and influence as members of the National Board Alumni Association.

Tiffany Rowe
Chair

Philip J. Lussier
Outreach

Suzanne Sutter
Development

Suzie Allen
Past Chair

Scott Ormerod
Communications

As of October 31, 2015

Tristan, 11
immunodeficiency syndrome
I wish to go to Hawaii
MEDICAL ADVISORY COUNCIL

Make-A-Wish relies on the expert guidance of healthcare professionals. They provide counsel on medical eligibility, outreach strategies, policies and other emerging topics that can result in changing the lives of more eligible children.

James Fahner, MD  
**Medical Advisory Council Chair**  
Pediatric Hematology/Oncology  
Helen DeVos Children’s Hospital

Kendall Brown, MD  
Pediatric Gastroenterology  
Medical City Children’s Hospital

Jeremy Edwards, DO, FAAP  
Pediatric Hematology/Oncology and Palliative Care Medicine  
Tripler Army Medical Center

Paul Fisher, MD  
Pediatric Neurology  
Lucile Packard Children’s Hospital

Judith Garza, MD  
Pediatric Rheumatology  
Kaiser Permanente

Jennifer Jetton, MD  
Pediatric Nephrology  
University of Iowa Children’s Hospital

Jenifer Jones-Dees, MD  
General Pediatrics  
Essentia Health

Anup Patel, MD  
Pediatric Neurology  
Nationwide Children’s Hospital

Debra S. Regier, MD  
Genetics  
Children’s National Health System

Gregory Sawicki, MD, MPH  
Pediatric Pulmonology  
Boston Children’s Hospital

Ken Slaw, Ph.D.  
Director of Membership  
American Academy of Pediatrics

Shoba Srikantan, MD, FAAP  
Pediatric Critical Care  
Arnold Palmer Hospital for Children, Orlando Health Hospital and Children’s Critical Care

Philip Thrush, MD  
Pediatric Cardiology  
Lurie Children’s Hospital

As of January 31, 2016

“[Cindy’s wish] makes me think there’s hope that there’s going to be altruistic doctors in the future who really want to take care of people and take care of kids”

— Rhonda Hamaker, MD
Volunteers are the reason we exist. Our founders were volunteers, and we now rely on a network of more than 28,000 active volunteers to serve every community in the United States. We’d like to introduce you to a few of them.

Bud and Marilyn Sliger are a husband and wife wish granting team from the Alabama chapter. Since December 2013 they have granted the wishes of 22 children and counting. Though their efforts can’t be summed up by a statistic, they have so far traveled over 2900 miles to wish kids and their families.

Wish granter Meggie DeNicola started volunteering in late 2013. Wearing a golden crown and other princess attire for a recent unicorn quest wish in Washington D.C. is only one example of her approach to granting almost 30 wishes. She is a valuable asset to the Mid-Atlantic chapter, which turns to her for event support and new volunteer mentoring. As a member of their Wish-Granting Leadership Council, she provides insight from her personal experience.

John Genova got involved after his son was granted a French Bulldog wish in 2004. His role as both a volunteer and donor speaks to how individuals bring their skillsets and talents to the table. Documenting wishes is not only difficult to organize, but requires knowledge and artistry. John volunteers his experience as a photographer to the Illinois chapter when they need to cover events and wishes. Not only that, but as an EMT, John is able to connect to his community and recruit Chicago firefighters and police officers. They enhance wishes and support events.

Nicole Winters and Chris Davis of the Mid-South chapter have been instrumental in the success of the Heart-Filled Wish-A-Thon in Central Arkansas. Their efforts securing a location and recruiting volunteers for the event resulted in an increase of $13,000 dollars from the previous year’s fundraiser at their drop-off site. They have also recently begun the process of granting the wishes of multiple wish kids.

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**THE IMPORTANCE OF VOLUNTEERS**

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MEETING THE NEEDS OF RISING COSTS

And there are other rising challenges. One of the most-visible is the rising cost of granting wishes. The cost of granting wishes has risen more than 35 percent since FY11. Travel is an important part of this rising cost – more than 70 percent of the wishes we grant require travel.

Every day, we grant 31 wishes that require wish kids to travel with their family. That’s nearly 55,000 round-trip tickets per year.

We constantly evaluate our practices to see how we can better meet these challenges. We apply this drive to every aspect of our operations to make sure your donated resources make the biggest impact possible.
“The biggest problem for anyone of us – and children, too – is the loss of control. And this is one thing they have some control over,” she says. “They come back and you see them absolutely delighted and happy and it makes the treatment that much less painful or less difficult.”

– Kusum Viswanathan, MD

100+ wish kids referred and counting

HOW A WISH IMPACTS OUTCOMES

We are convinced our mission is universal – for every single person from every walk of life.

Every one of us understands what it’s like to have our lives disrupted. And being diagnosed with a life-threatening medical condition is a life-altering disruption for kids. For their family. Sometimes for their entire community.

Wishes are a way to combat the effects of this disruption. The benefits of a wish vary from child to child: For some, a wish is incentive to comply with their treatments so they can get healthy enough to experience their wish. Others find a way to occupy themselves with positive thoughts about their future … or to celebrate their return to health … or to simply create family memories beyond the boundaries of the hospital or home.
OVERCOMING DISRUPTION AND SHOWING GRATITUDE

There are so many things nobody mentions about fighting for your life against an illness – like how hard it becomes to handle even daily, routine tasks that you usually take for granted. Cooking dinner, for example. Among all the other stress, it suddenly takes an epic amount of resolve just to think about putting a meal on the table.

Lucas, though, was lucky. Friends and neighbors showed up at his family’s door often. Every casserole, every side dish, every dessert … they all reminded Lucas that people cared about him.

He returned the favor by wishing to serve lunch to people in his community. With local food truck operators by his side, more than 2,500 people – including 1,000 at the hospital where healthcare professionals helped Lucas heal – enjoyed lunch served with kindness and gratitude.

“What I enjoyed most about being involved in a wish was being able to put in the time and effort.”

– John Levy, President of the Minneapolis Food Truck Association
I wish to fly like my favorite superhero.

Max, 8
Duchenne muscular dystrophy

MANAGING OUR FUNDS

We are proud of the way it manages and safeguards the generous contributions from individual donors, corporations and other organizations.

Make-A-Wish America also supports chapters in their day-to-day work granting wishes. This includes helping chapters develop resources, administer programs and referrals, and navigate policies and guidelines.

COMBINED FUNCTIONAL EXPENSES

- Management & General: 9%
- Fundraising: 15%
- Program Services: 76%
## REVENUES, GAINS AND OTHER SUPPORT

<table>
<thead>
<tr>
<th>Public Support:</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>2015 Total</th>
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<tbody>
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<td>Contributions, Net of Write-Offs</td>
<td>$221,661,369</td>
<td>$20,933,805</td>
<td>$1,921,299</td>
<td>$244,516,473</td>
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<td>Grants</td>
<td>11,578,214</td>
<td>1,550,519</td>
<td>70,480</td>
<td>13,199,213</td>
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<td><strong>233,239,583</strong></td>
<td><strong>22,484,324</strong></td>
<td><strong>1,991,779</strong></td>
<td><strong>257,715,686</strong></td>
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<td>Internal Special Events</td>
<td>61,476,788</td>
<td>2,343,653</td>
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<td>63,820,441</td>
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<td>Less Costs of Direct Benefits to</td>
<td>(16,639,994)</td>
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<td>(16,639,994)</td>
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<td><strong>Total Special Events</strong></td>
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<td><strong>2,343,653</strong></td>
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<td>Investment Loss, Net</td>
<td>(3,267,048)</td>
<td>(1,284,621)</td>
<td>(39,812)</td>
<td>(4,591,481)</td>
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<td>Other Income</td>
<td>1,360,220</td>
<td>(2,386)</td>
<td>768,000</td>
<td>2,125,834</td>
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<td>Change in Value of Split-Interest</td>
<td>(24,520)</td>
<td>(55,523)</td>
<td>(171,572)</td>
<td>(251,615)</td>
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<td>Agreements</td>
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<td>(24,979,964)</td>
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<td>Net Assets Released from Restrictions</td>
<td>24,321,964</td>
<td>(24,979,964)</td>
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<tr>
<td><strong>Total Revenues, Gains and Other Support</strong></td>
<td><strong>300,466,993</strong></td>
<td><strong>(812,517)</strong></td>
<td><strong>2,524,395</strong></td>
<td><strong>302,178,871</strong></td>
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## EXPENSES

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<th>Program Services:</th>
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<td>Wish Granting</td>
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<td>Chapter Support</td>
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<td>Program-Related Support</td>
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<td>Training and Development</td>
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<td>Support Services:</td>
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<td>Fundraising</td>
<td>48,280,725</td>
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<td>48,280,725</td>
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<td>Management and General</td>
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<td>28,256,379</td>
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<td><strong>Total Support Services</strong></td>
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<td><strong>76,537,104</strong></td>
</tr>
<tr>
<td><strong>Total Program and Support Services Expense</strong></td>
<td>315,916,243</td>
<td></td>
<td></td>
<td>315,916,243</td>
</tr>
<tr>
<td>Other (Gains) Losses</td>
<td>(95,430)</td>
<td>30,238</td>
<td>4,250</td>
<td>(60,942)</td>
</tr>
<tr>
<td><strong>Total Expenses and Losses</strong></td>
<td><strong>315,820,813</strong></td>
<td><strong>30,238</strong></td>
<td><strong>4,250</strong></td>
<td><strong>315,855,301</strong></td>
</tr>
<tr>
<td>Change in Net Assets</td>
<td>(15,353,820)</td>
<td>(842,755)</td>
<td>2,520,145</td>
<td>(13,676,430)</td>
</tr>
<tr>
<td>Net Assets, Beginning of Year</td>
<td>150,040,626</td>
<td>40,683,059</td>
<td>30,370,182</td>
<td>221,093,867</td>
</tr>
</tbody>
</table>

## NET ASSETS, END OF YEAR

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>2015 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$134,686,806</strong></td>
<td>$39,840,304</td>
<td>$32,890,327</td>
<td>$207,417,437</td>
<td></td>
</tr>
</tbody>
</table>

A copy of our audited combined financial statements for the year ended August 31, 2015 is available on our website: wish.org/about-us/making-a-difference/managing-funds.
**MAKE-A-WISH FOUNDATION® OF AMERICA**  
**STATEMENT OF ACTIVITIES NATIONAL OFFICE ONLY**  
Year ended August 31, 2015

### REVENUES, GAINS AND OTHER SUPPORT

<table>
<thead>
<tr>
<th>Item</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>2015 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public Support</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions, Net of Write-Offs</td>
<td>75,596,750</td>
<td>4,385,320</td>
<td>517,779</td>
<td>80,499,849</td>
</tr>
<tr>
<td>Grants</td>
<td>274,492</td>
<td></td>
<td></td>
<td>274,492</td>
</tr>
<tr>
<td><strong>Total Public Support</strong></td>
<td>75,871,242</td>
<td>4,385,320</td>
<td>517,779</td>
<td>80,774,341</td>
</tr>
<tr>
<td>Investment Loss, Net</td>
<td>(385,184)</td>
<td>(313,223)</td>
<td></td>
<td>(698,407)</td>
</tr>
<tr>
<td>Chapter Assessments</td>
<td>7,458,902</td>
<td></td>
<td></td>
<td>7,458,902</td>
</tr>
<tr>
<td>Other Income</td>
<td>1,586,024</td>
<td></td>
<td></td>
<td>1,586,024</td>
</tr>
<tr>
<td>Net Assets Released From Restrictions</td>
<td>3,982,583</td>
<td>(3,982,583)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenues, Gains and Other Support</strong></td>
<td>88,513,567</td>
<td>89,514</td>
<td>517,779</td>
<td>89,120,860</td>
</tr>
</tbody>
</table>

### EXPENSES

<table>
<thead>
<tr>
<th>Item</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>2015 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Program Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wish Granting</td>
<td>501,309</td>
<td></td>
<td></td>
<td>501,309</td>
</tr>
<tr>
<td>Program-Related Support</td>
<td>65,916,941</td>
<td></td>
<td></td>
<td>65,916,941</td>
</tr>
<tr>
<td>Training and Development</td>
<td>1,329,266</td>
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<td></td>
<td>1,329,266</td>
</tr>
<tr>
<td>Public Information</td>
<td>6,207,367</td>
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<td></td>
<td>6,207,367</td>
</tr>
<tr>
<td><strong>Total Program Services</strong></td>
<td>73,954,883</td>
<td></td>
<td></td>
<td>73,954,883</td>
</tr>
<tr>
<td>Support Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundraising</td>
<td>11,265,611</td>
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<td></td>
<td>11,265,611</td>
</tr>
<tr>
<td>Management and General</td>
<td>8,697,658</td>
<td></td>
<td></td>
<td>8,697,658</td>
</tr>
<tr>
<td><strong>Total Support Services</strong></td>
<td>19,963,269</td>
<td></td>
<td></td>
<td>19,963,269</td>
</tr>
<tr>
<td><strong>Total Program and Support Services Expense</strong></td>
<td>93,918,152</td>
<td></td>
<td></td>
<td>93,918,152</td>
</tr>
<tr>
<td>Change in value of split-interest agreements</td>
<td>—</td>
<td>23,702</td>
<td></td>
<td>23,702</td>
</tr>
<tr>
<td><strong>Total Expenses and Losses</strong></td>
<td>93,918,152</td>
<td>23,702</td>
<td></td>
<td>93,941,854</td>
</tr>
<tr>
<td>Change in Net Assets (Deficit) before Transfers</td>
<td>(5,404,585)</td>
<td>65,812</td>
<td>517,779</td>
<td>(4,820,994)</td>
</tr>
<tr>
<td>Transfers of Assets from Make-A-Wish of the Texas Plains</td>
<td>300,000</td>
<td></td>
<td></td>
<td>300,000</td>
</tr>
<tr>
<td>Change in Net Assets (Deficit)</td>
<td>(5,104,585)</td>
<td>65,812</td>
<td>517,779</td>
<td>(4,520,994)</td>
</tr>
<tr>
<td>Net Assets, Beginning of Year</td>
<td>29,082,269</td>
<td>7,254,456</td>
<td>8,596,876</td>
<td>44,933,601</td>
</tr>
</tbody>
</table>

### NET ASSETS, END OF YEAR

<table>
<thead>
<tr>
<th>Item</th>
<th>2015 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>89,120,860</td>
</tr>
<tr>
<td>Temporarily Restricted</td>
<td>89,120,860</td>
</tr>
<tr>
<td>Permanently Restricted</td>
<td>89,120,860</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>89,120,860</td>
</tr>
</tbody>
</table>

A copy of our audited consolidated financial statements for the year ended August 31, 2015 is available on our website: wish.org/about-us/making-a-difference/managing-funds.
FOR EVERY WISH, WE THANK YOU.

You are the key to Make-A-Wish meeting the opportunities that lie ahead. If you stand with us, every eligible child can receive the renewal of a wish experience. They can rely on the incredible skill and care of their healthcare professionals to treat their illnesses – and they can rely on you to bring resilience, confidence and optimism into their lives.

For those who have supported Make-A-Wish kids, we say thank you for your confidence, generosity and compassion.

If you are not yet a supporter, we still express our thanks. You represent the possibility of reaching the children who have yet to receive the benefits of a wish experience.

Together, you are everything that seriously ill children need to reach beyond the limits imposed by their medical conditions.

Mahlia, 4 leukemia
I wish to be a ballerina
Emersyn, 7

immune system disorder

I wish to see butterflies