

OUR PATH FORWARD
ANNUAL REPORT
FISCAL YEAR 2018

2018



*I wish to have a
princess bedroom*

Emelyne, 6
cancer

Make-A-Wish[®]



*I wish to blast
off to Saturn in a
red rocket ship*

Zayden, 7
heart condition



15,615

..... WISHES GRANTED
..... FISCAL YEAR 2018





Together,

**WE CREATE LIFE-CHANGING WISHES
FOR CHILDREN WITH CRITICAL ILLNESSES.**



Under the leadership of David Williams, Make-A-Wish® has become one of the most recognizable nonprofit brands and the largest wish-granting organization in the world. During his tenure, Make-A-Wish quadrupled revenue and united chapters and the National Office in his vision of the “Power of One.” I am honored to serve as the new President and CEO of Make-A-Wish and excited to continue shaping our future as we are committed to creating life-changing wishes for children with critical illnesses. Currently, Make-A-Wish grants the wishes of only half of the eligible children in our country. Therefore, we have a significant opportunity and obligation to raise the necessary revenue so every one of these children receives a wish. I am enthusiastic to work with our incredible team on this top priority, because together, we know we can make the “impossible possible” for every eligible child. I am deeply committed to protecting and extending our amazing legacy that began in 1980 and look forward to our bright future.



Richard K. Davis
President & CEO



It has been a year of meaningful change for us at Make-A-Wish. David Williams, who dedicated nearly 15 years to our organization, stepped down as President and CEO, leaving us well-positioned for the next chapter. And this summer, I had the humble opportunity of joining as the new National Board Chair and announcing our new President and CEO, Richard Davis, who began in January 2019. Richard is an accomplished leader with more than 40 years of diverse experience. He most recently served as executive chairman of U.S. Bancorp, where he had previously been the president and CEO, and served on the boards of many well-known companies and nonprofit organizations. We are excited to have Richard join our organization, as he is very much dedicated to the Make-A-Wish mission and committed to our legacy.

With change comes opportunity. And, our continued success at Make-A-Wish is only achieved with great people and great relationships. It's through your generous support – our community of donors, staff, volunteers, medical professionals and sponsors – the real heart and soul of the organization – that we will reach our vision. As you read through the information in the Fiscal Year 2018 annual report, please remember how important you are to all the progress we have made ... and all that is yet to come. Your impact is profound and meaningful. Thank you for your commitment to our organization and the thousands of lives we transform each year.

David Clark

David Clark
Chairman of the Board

*I wish to be
a Marine*

Haoran, 7
leukemia



Financials



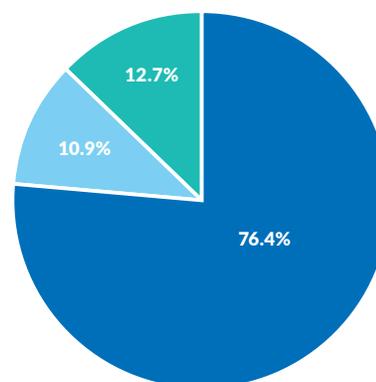
National Office Only

Year ended August 31, 2018

Total Revenue	\$130.9M
Total Expenses	\$136.2M
Total Net Assets	\$43.3M
Total Endowments	\$12.9M

Operating Expenses*

Program Services	\$87.6M (76.4%)	●
Fundraising	\$12.5M (10.9%)	●
Management and General	\$14.5M (12.7%)	●



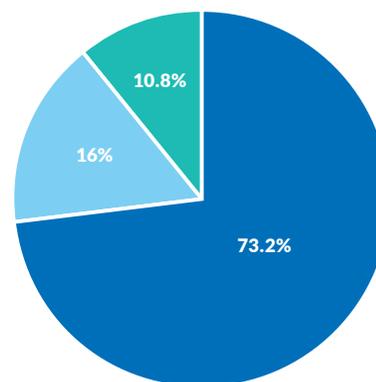
Combined Enterprise

Year ended August 31, 2018

Total Revenue	\$383.6M
Total Expenses	\$376.1M
Total Net Assets	\$235.5M
Total Endowments	\$76.4M

Operating Expenses*

Program Services	\$256.5M (73.2%)	●
Fundraising	\$56.3M (16.0%)	●
Management and General	\$37.8M (10.8%)	●



*Excluding donated advertising and media

Copies of our audited financial statements for the year ended August 31, 2018, are available on our website at wish.org/about-us/making-a-difference/managing-funds.



*I wish to have
an orange bike*

Matt, 3
brain tumor

BUILDING FOR OUR

future



The Fiscal Year 2018 Report represents all the progress and strategic initiatives that we have worked on this past year to positively impact lives. We worked tirelessly every day to create opportunities for children and their families to experience the impossible. From our new, permanent National Office in Phoenix and our enterprise strategic plan to furthering our efforts in inclusion and diversity and security and technology, we are ever-focused on our vision.

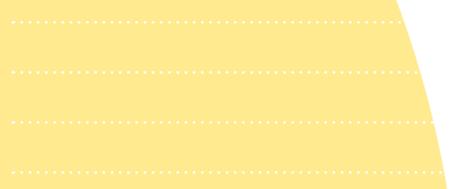


Our North Star

Make-A-Wish America, in partnership with our 60 local chapters, is in the process of establishing an Enterprise Strategic Plan. The intent of this effort is to better connect our collective efforts, align resources and focus on our highest priority impact efforts. Over our 38 years, we have done an outstanding job of driving improved results and performance, largely individually, and our emphasis is now how we can better harness the power of our organization if we work together. We are aligning our efforts under four strategic pillars and establishing initiatives that will bring us closer to “our north star” of reaching every eligible child.

I wish to be a pop star

Kaylin, 8
gastrointestinal disorder





Advances in Technology

The vision of the information technology (IT) team has always been to leverage technology and information to improve efficiencies in the wish-granting process, to enable new fundraising avenues and to enhance the Make-A-Wish experience. In Fiscal Year 2018, our team made great strides in executing a digital transformation across the Enterprise. We continued to roll out our Centralized Technology Services program, which ensures a consistent user experience, enhances chapter collaboration and safeguards our organization.

The team also implemented the Intake and Medical Eligibility business use case using Salesforce across multiple chapters, which is part of a larger Enterprise initiative – the Wish and Volunteer Center program. This program will create a robust, modern and simplified business process model for wish granting. Ultimately, it will enable chapters to create a consistent way of delivering wishes.

The IT team also engaged in additional revenue-generating programs for the chapters, including wish.org, internal and external events templates, Enterprise Data & Reporting and IT Governance and Compliance to make sure we are aligned with business goals.



Inclusion and Diversity



In collaboration with chapter leadership from across the country, Make-A-Wish America has begun critical initiatives around inclusion and diversity. Initial work involves multiple workgroups with three key areas of organizational focus: ensuring an inclusive culture, recruiting diverse talent and creating enterprise-wide mission solutions.

We believe an inclusive and diverse organization makes anything possible at Make-A-Wish. It is only through our mosaic of backgrounds, thoughts and experiences that we can grant life-changing wishes to every eligible child. We embrace, respect and value our differences and stand united in our commitment to transform lives, one wish at a time. By championing inclusion and diversity, we are fostering an organization that is not only accessible but is also welcoming. In turn, we are uniting diverse communities to help make more wishes possible.



SUCCESSFUL CAMPAIGNS. LIFE-CHANGING

partnerships.

Working with wish sponsors on campaigns is a wonderful opportunity for strong brands to come together to impact local communities. Together, we can engage with the public and highlight how corporate support transforms lives. We are excited to share campaign highlights from our two mission champions: Disney and Macy's.

Mission Champions (\$5 Million+)



The Walt Disney Company and Make-A-Wish have a long-standing history together. Since 1980, Disney has helped create experiences that brighten lives through the donation of theme park passes, special visits with animators and characters, film and TV set experiences and VIP perks. This year, Disney granted 7,800 wishes and donated \$18 million in cash and in-kind support – including magical collaborations across the enterprises, wish celebrations with Marvel and the #ShareYourEars campaign, which generated \$2 million. Disney wishes not only create priceless memories, but they also help wish kids believe anything is possible.



*I wish to meet
Elsa and Anna*

Celia, 7
lymphoma



*I wish to be
famous in New
York City*

Fendi, 18
heart condition



Macy's and its colleagues always create priceless moments for wish kids and their families, including wish reveals, personal shoppers and hosting kids in-store. This year, Macy's and its colleagues raised \$9 million during the *Believe* and *Thanks for Sharing* campaigns, collecting more than 2 million Santa letters and helping to grant 900 life-changing wishes. Sponsors like Macy's help us get closer to reaching every eligible child.

Wish Champions (\$1 Million+)



Cause Champions (\$500,000+)



Fundraising Advocates (\$250,000+)

Atlantis, Paradise Island	Colgate®	Marquis®	Shutterfly
BioTrust Nutrition®	Genentech	NCAA Division II	Thrivent Mutual Funds
Build-A-Bear Workshop	Hyatt®	Norwegian Cruise Line®	Topgolf
Claire's Stores	Luxaire® Heating and Air Conditioning	Service Experts	WWE®
			Zurich North America

Corporate Advocates (\$50,000+)

ALEX AND ANI	Hilton	Things Remembered
Discover®	Johnson & Johnson Consumer, Inc.	Transwestern®
Frigo® Cheese Heads®	Love Your Melon	UL
Helzberg Diamonds®	Monograms®	World Travel Holdings, Inc.



*I wish to be
a superhero*

Kaheem, 5
cancer

2018 NATIONAL BOARD OF

Directors

Brenda Baty

Chairwoman of the Board
CEO, BB Advisory Services/Fortune
500 Executive

George A. Barrios

Audit & Finance Committee Chair
Co-President, World Wrestling
Entertainment

Chris Beard

Chief Executive Officer & Member of the
Board of Directors, Mozilla

Leslie Berland

Chief Marketing Officer, Twitter

Dolf A. Berle

Brand Advancement Committee Chair
Chief Executive Officer, Topgolf

Peter J. Blatman

Former Principal, Deloitte
Consulting LLP

Carlos F. Catá

Managing Partner, Global CMO
Practice, DHR International

Bob Chapek

Chairman; Parks, Experiences
and Consumer Products,
The Walt Disney Company

David Clark

Compensation and Management
Development Committee Chair
Chief People Officer,
Amicus Therapeutics

Doug Eckrote

Senior Vice President of Small Business
Sales and ecommerce, CDW

Cortney Erin

Head of Global Leadership Recruiting,
Facebook

Derrick M. Hall

Nominating & Governance Committee
Chair, President & CEO,
Arizona Diamondbacks

G.J. Hart

Development Committee Chair
CEO, Torchy's Tacos

Sharlyn C. Heslam

Chapter Performance
Committee Chair
Managing Director and General
Counsel, Berkshire Partners LLC

Joaquin Hidalgo

Former President, Nike North America

Steven Izen

Founder and CEO, Lokai

Sachin Jain, MD, MBA

President & CEO, Anthem's CareMore
Health System

Spencer A. Neumann

Chief Financial Officer, Netflix

Linda Rutherford

Senior Vice President, Chief
Communications Officer,
Southwest Airlines

Randall E. Sloan

IT Committee Chair
Former Senior Vice President
& Chief Information Officer,
Southwest Airlines

Nancy Vitale

Senior Vice President and North
American Head of Human Resources,
Genentech, Inc.

Constance K. Weaver

Former Senior Executive Vice President
and Chief Marketing Officer, TIAA

James Wilkinson

Chairman and CEO,
TrailRunner International

Xavier Williams

President of Public Sector and
Wholesale Solutions, AT&T

Don Yaeger Jr.

Award-winning Keynote Speaker,
Business Leadership Coach,
New York Times Best-Selling Author
and Longtime Associate Editor
for *Sports Illustrated*

NON-VOTING MEMBERS

Julie Baron

President & Chief Executive Officer,
Make-A-Wish New Hampshire

Amy Brindley

President & Chief Executive Officer,
Make-A-Wish Central & Western
North Carolina

Doug Kelly

President & Chief Executive Officer,
Make-A-Wish Ohio, Kentucky & Indiana

Brigette Young

President & Chief Executive Officer,
Make-A-Wish Nebraska

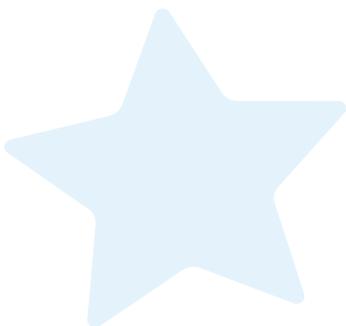
James B. Fahner, MD

Chair, Medical Advisory Council
Division Chief of Pediatric
Hematology/Oncology, Helen
DeVos Children's Hospital



“A wish is unlike anything else you can give a child. It gives them opportunity to live and to be free.”

ANUP PATEL, MD
PEDIATRIC NEUROLOGIST
NATIONWIDE CHILDREN'S HOSPITAL





*I wish to be
a mermaid*

Neva, 6
lymphoma





Join the Conversation!



@MakeAWish



@makeawish



makeawishamerica



MakeAWishFoundation



Make-A-Wish[®]

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