2021
ANNUAL REPORT

PEARL HARBOR
AVIATION MUSEUM
The Museum will record 2021 as our emergence from COVID-19. Though Hawaii domestic tourism returned as the impact of COVID-19 diminished, a rollercoaster of adjustments followed as the state negotiated an unpredictable recovery path. Our 2021 annual report addresses these challenges and our application of our resources, facilities, and programs.

Resources
People: In 2020 we ended with 23 full and part time staff. By the end of 2021, museum staff increased to 43 aligning with our programming and visitation. Additionally, as comfort levels increased, 167 volunteers returned to the Museum, contributing 11,800 hours. During 2021, we welcomed 133,771 visitors, up from the 63,564 in 2020. The Board continued in full support though we said farewell to Ken Bailey, Robert Dunn, and Aileen Blanc who transitioned to Emeritus Status. We thank them for years of dedicated service and an everlasting commitment to the Museum. We also shared great sadness, losing Alexander “Sandy” Gaston, truly a museum plank holder. Sandy was so aligned to our efforts; he bequeathed his residence and many personal artifacts to the Museum.

Funding: Although COVID-19 hindered museum admission revenue, federal COVID-19 relief funding in 2021 provided a silver lining. We increased our Economic Injury Disaster Loan (EIDL) to $2M, with a 30-yr loan period at 2.75% APR. The Museum secured a $4.46M SBA Shuttered Venue Operator Grant (SVOG) to address our losses and support return to work efforts. A $408K Department of Defense Grant in association with the 75th Commemoration of the End of WWII, supported education, veteran programs, and exhibits. We closed 2021 with $5.7M in unrestricted operation funds, offsetting the losses of 2020 and 2021. Assets totaled $42.6M at year-end.

Facilities — Capital Projects
Restricted funds were released to support: Tower restoration on the upper and lower levels, including completion of the Fire Station Gallery (Ford Island Naval Air Station Fire Station) and the weather monitor and forecast tower exhibits. Efforts on the elevator continued with a projected Tower completion in early 2022. Thank you to Joe and Sylvia Shoen and U-Haul International, Hawaii State Grants in Aid, John and Adrienne Mars, and many others for their support.

At year’s end, a $1M challenge gift from the Si Robin Foundation launched our Raise the Roof campaign to restore roof monitors and skylights of Hangar 79.

The Aviation Learning Center (ALC) was completed at year’s end. The ALC is simply spectacular: from simulators, interactive stations, a fully restored C-150B and world class curriculum. The center is a treasure for the Museum and community.

Programs — Delivering on the experience is where we find true satisfaction.
Scholarships: We restructured the Scholarship program by expanding the number of available scholarships to support its growing impact nationally. Bolstered by a $1M donation by the Price Family and Oil Changers Inc., the For Love of Country Scholarship fund was established. The Brig Gen Robert B. and Judith Maguire Scholarship
Board of directors
January 1, 2021 - December 31, 2021

Board Chairmen
Gen Raymond E. Johns, Jr., USAF (Ret.)

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RADM Alma Grocki, USN (Ret.)
Lt Gen Daniel “Fig” Leaf, USAF (Ret.)
Rick E. Price
Darrell G. Welch, Jr.

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Michael Shealy
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Tammie Jo Shults
John T. Sterling
Chris Thorpe
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Ryan Yanagihara

Prepared by Directors
Elissa Lines

Exhibits: With the support of the Bob and Dolores Hope Foundation, we opened the “Bob Hope: An American Treasure” Exhibit. This magnificent exhibit in the Raytheon Pavilion shares the story of Bob Hope’s rise to fame and his selfless dedication to entertaining our military service members. After years of restoration in Kalamazoo, Michigan, we welcomed home our Dauntless SBD-2P. And in February we welcomed Blue Angel #4—F/A-18C.

Education: Through the ups and downs of COVID-19, the Museum staff supported 74 field trips and 28 Scout programs, reaching 470 Scouts and their parents during 2021. Virtual webinars continued to be a valuable medium, reaching 1,000 participants. Our Pearl Harbor to Peace program reached 260 participants.

Preparing for the future
As we look at the hallowed grounds we are entrusted with, how do we best share this experience with our visitors and those who visit virtually? There are over 600 aviation museums across our nation, but only one Air Battlefield. As we say, “This Place Matters.” The history that unfolded on December 7, 1941, changed our nation. To support our efforts, we have engaged with Ralph Applebaum and Associates (RAA). RAA is an interdisciplinary creative studio dedicated to the planning and design of narrative environments. Worldwide, they have built more than 300 museums and been involved in the growth efforts of another 700. We look forward to sharing our insights as we develop concepts and opportunities in 2022.

Thank you for your continued and gracious support. We appreciate and value your perspectives and insights. We believe the best solutions are a function of diverse and open inputs. Please continue your support as we move forward in this family—the Pearl Harbor Aviation Museum.

Sincerely,
Gen Raymond Johns, Jr., USAF (Ret.)
In December of 2021, we launched our “Raise the Roof” campaign – a $4 million effort to repair the roof of historic Hangar 79. Hangar 79 represents the resilience of the American spirit, the determination of men and women who gave their all to protect and defend the freedom we enjoy. The stories of those men and women who served our country during that time, on the battlefield and the home front, will forever be shared inside Hangar 79, voices that will challenge all who visit to remember their loved ones, generations past, and to set the course forward for their own lives.

Thanks to an epic $1 million matching gift from the Si Robin Foundation, the impact of your contributions to the “Raise the Roof” campaign was doubled. With your support, over $950,000 has been raised toward this match.

Work on the Hangar 79 roof continues, with Phase 1 of the project complete – all monitors and upper skylights have been shored up, protecting the aircraft and exhibits from weather damage. Phase 2 is also complete, restoring the 31 skylights on the mezzanine level, the roof flashing, gutters and downspouts. Combined, these repairs will secure the interior of the hangar. Phase 3 will address the exterior wall attach points and further weather deterioration.

Once the roof repair is complete, work will begin inside the hangar to repair the deteriorated mezzanine structures, walls, and stairwells in an effort to better utilize this amazing space. Plans for the future include the installation of new exhibits, classrooms, and the expansion of the restoration work and visitor viewing areas to not only support aircraft maintenance and the visitor experience, but to also engage young people in mentor programs that introduce them to aviation mechanics, restoration and various skills that will support their future career development. With the growing shortage of pilots and aircraft mechanics, this new capability will jump-start the lives and future of many young people.
In collaboration with the Bob and Dolores Hope Foundation, we opened “Bob Hope: An American Treasure” in the Raytheon Pavilion on May 29, 2021. This magnificent 2,200 square foot exhibit shares the story of Bob Hope — American comedian, actor, entertainer, and legendary patriot — who rose to fame during World War II entertaining troops across Europe and the Pacific.

Since its opening, over 64,000 people have visited the Bob Hope exhibit. The displays and videos engage guests in thought and in remembering stories shared within their own families. The impact and dedication of Bob Hope and all the entertainers who joined him on his tours of the battlefields from WWII to more current conflicts, highlight the sacrifice of those who serve. For visitors of all ages, these stories trigger memories shared by family who have served and continue to serve today. The legacy of Bob Hope is not forgotten.
On December 6, 2021, we held the blessing and dedication for our new Aviation Learning Center – a state-of-the-art facility that offers interactive learning experiences and activities designed to give students and adults a hands-on appreciation of flight.

This aviation instruction platform is an educational game changer for the Museum and youth in the State of Hawaii. The learning center provides a valuable resource for students, teachers and families in our local community and beyond.

Students engage in professionally developed curriculum based on concepts from general aviation delivered through computer technology and innovative hands-on devices. The Aviation Learning Center includes three distinct learning environments covering three educational modules: basic aviation concepts, flight planning/preflight operations, and a simulator. During the two-hour program, students experience the working environment of an operations building and hangar, and learn about navigation, weather, instrument flight, and weight and balance through the use of wind tunnel aerodynamics.

In addition to the completion of this project, our education team remained committed to their work throughout the pandemic by welcoming in-person field trips, completing a full course of summer STEM camps, holding virtual classroom visits for students from across the state and country, and continuing our popular education webinar series that attracted the attention from viewers around the world.

1,075 students participated in virtual classroom visits
576 students attended on-campus field trips
1,017 people took part in public webinar programs
Pearl Harbor Aviation Museum is able to fulfill its mission to steward this American WWII Aviation battlefield through the generosity of dedicated supporters. We gratefully acknowledge these donors for their contributions during the 2021 fiscal year, Jan. 1, 2021 – Dec. 31, 2021.

**$1,000,000**
Si Robin Foundation

**$500,000 and Above**
Ray Foundation
The Price Family in conjunction with Oil Changers

**$250,000 and Above**
Emil Buehler Perpetual Trust
**Dr. Thomas and Mi Kosasa (Ret.)**
John and Adrienne Mars
State of Hawaii

**$100,000 and Above**
Fedex Services with Mr. and Mrs. Fred Smith

**$75,000 and Above**
**City and County of Honolulu**

**$50,000 and Above**
Gorman Family Foundation
Southwest Airlines
The Freeman Foundation

**$25,000 and Above**
Hawaii Energy
Marguerite Gambo Wood Charitable Trust
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MRC Roofing
Pacific Air Cargo
Price Enterprises, Inc.
Rick and Teresa Price
**The Schuler Family Foundation**

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Mark and Lori Admiral
Barbara Cargill
Castiglione A Casauria Foundation
Clay Lacy Foundation
Greg Coleman
Anonymous
**Dudley Fullard-Leo**
Alexander “Sandy” Gaston
Island Oil and Supply Co.
John R. Halligan Charitable Fund

**$2,500 and Above**
Aloha Petroleum, Ltd.
James and Sarah Beaton
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Calvin and Stacey Dorn
Michael and Penelope Edwards
Jeff and Ann Gentz
CAPT James and Mrs. Hickerson, USN (Ret.)
Dale Jenkins
Gen Raymond Johns, USAF (Ret.)
Eileen Mosolino
Donald and Carol Johnston
Lockheed Martin
John and Elissa Lines
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Dr. Linda Miller
Mark Polivka
Herm Rowland Sr.
Mike and Carol Shealy
Capt. Dean and Capt. Tammie Jo Shults
**Stryker Weiner & Yokota Public Relations Inc.**
John and Karen Talichet
Frederick and Barbara Telling
Chris Thorpe and Pam Dickson
Joanne Thorpe
Dave and Sherri Wilmarth
Young Marines

**$1,000 and Above**
Acair Foundation
Janet Adamski
Aloha Auto Group Ltd. (Aloha Kia)
Col. Clarence “Bud” Anderson
Robert and Kelly Armstrong
Timothy Baier
Robert Barker Sr. and Marie Smith
Thomas and Christine Berk
Ian Birnie
Ernest Blake
Aileen Blanc
Michael and Ying-Chao Boutte
Wesley and Paula Brumback
Dr. John Buky
Lcdr Raymond Cook
**Chuck and Sharon Cotton**
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Roy Doi
Betty Ebrorm
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Harold Elkins
Enterprise Holdings Foundation
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William and Sharon Flanders
Peter Forman
John Free
Owen and Carolina Fukumoto
Carl Geringer and Kathy Linker
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Robert and Gretchen Gould
Grace & Richard Okita Foundation
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Edwin and Grace Hawkins
David and Nery Heenan
Charles Hiatt
Galen and Patricia Ho
Steven Ho
Richard Hurd
Phil and Linda Hutchison
iPerformX LLC
Jean Jaycox in memory of CAPT Randall “Randy” Jaycox, Jr., USN (Ret.)
Warren Kaplan
*Col David and Mrs. Kennedy, USAF (Ret.)
Sam and Adrienne King Jr.
LCDR Joseph and Rita Kiraly, USN (Ret.)
Jason and Beverly Kravitt
David Lacook
Donald Lange
Lt Gen Dan “Fig” Leaf, USAF (Ret.)
and Mrs. Alejandra Henriquez Ramirez
Robert and Terri Lutz
Mark and Cathy Maurer
Dan and Teri McNamara
Patrick McNamare
David Mongold
Joe and Teresa Moore
CAPT Robert and Mrs. Nisbet, USN (Ret.)
$500 and Above
Ameriprise Financial
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LtCol George Anton, USMCR
Gene Armacost
Jerry and Lena Baker
Richard Bjerke
Roger Bredeson
Patrick Brent
Daniel Cahill
Charles and Mary Carnahan
Lois Chang
Richard and Terry Clifton
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Dale and Lu Ann Davenport
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DeSanctis
John and Constance Desha
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Kris and Tina Draper
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Duschenchuk
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Santo and Ellen Fruscione
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Stuart and Virginia Garrison
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Leslie Gilder
Robert Glanville
Pete and Carol Grassi
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Grocki, USN (Ret.)
Dr. Floyd and Mrs. Rose
Hansen
Richard and Rita Hanusa
Peggy Hoblack
CMDR Harlan Howard Sr.,
USN (Ret.)
Hutchison Family Charitable
Fund
Sharon Jackley
Charles and Susan Johnson
David Jonas
Kari Jones
Donald and Hilda Kanehl
Col. Glen Kashiwabara
Dan and Jane Katayama
Howard Katz
Marilyn Kelly
Nancy Kulp
Col Lawrence Lee, USAF (Ret.)
William Lee
Col William Liggett,
USAF (Ret.)
Robert and Carol Lindberg
Joseph and Ruth Mannion
Johan and Luci Marzuki
Sam and Beverly Mathis
John and L.E. McDonnell
Robert and Mary McEldowney
Lt Col Patrick and Mrs. Mclroy,
USAF (Ret.)
Jon and Susan Mckellar
Michael B Wood Foundation
Christine Miley
Ray and Shirley Miyamoto
Herbert Moore
David and Noreen Muliiken
William Oberlin
Janice Okami
Dr. Carlos A. Omphroy, M.D.
John Orendorff
Earle Palmer III
Maj Gen Peter and
Mrs. Pawling, USAF (Ret.)
H.M. Plummer
Charles Pratt
Glenn Purdy
Remedy Intelligent Staffing
Lt Col Robert and Mrs. Ress,
USAF (Ret.)
Aniceto and Susan Rivera
Phillip and Elinor Ronish
Edric Sakamoto
Edwin Salkeld Jr.
George and Diane Sandlin
Amy Sato
Ken Schwartz
Richard and Marilyn Scruggs
Craig and Sue Sengstock
Robert and Debra Sergott
Dr. Lee and Dr. Kira Shannon
Lewis and Janet Shaw II
Harry and Colette Shichida
River Shichida
Joe and Sylvia Shoen
Carol Skiber
Col Charles and Mrs. Skipper,
USMC (Ret.)
Virginia Smith Alexander
James Condon and Brandon
Smith
Michael and Sheila Soderburg
Kimberly Steiner
CAPT Robert Stephenson, USN
Gerald Sumida

$250 and Above
Linn Alber
Robert and Nancy Alvord
Judy Barrett
Michael and Linda Barry
Roger and Masako Bellinger
William Bible
LT Douglas and Mrs. Bielanski,
USNR
Sherry Booker Wright
Donald and Marianne Bradley
Thomas Braun
Timothy and Judy Breza
Debbie Brock
Lt Col Robert and Mrs. Brown,
USAF (Ret.)
Mark and Mary Anne Burak
Conley and Lorraine Burchfiel
COL Robin Cababa, USA
(Ret.) and MAJ Claudia
Akroyd, (Ret.)
Cades Schutte, LLP
Timothy and Frances
Campbell
Elliott Chong, USA (Ret.)
Robert Christianson
CAPT Steve and Mrs. Colon,
USN (Ret.)
William and Lucy Conner
William and Leslie Cook
Henry and Jenifer Corral
Steven Covey
Ben and Sallie Cox
Thomas Despot
Daniel and Shirley Dong
Michael Dubost
Claire Duvauchelle
Nicol Escobido
CDR Charles and
Mrs. Federico, USA (Ret.)
Peter Fisher
Dudley and Nicki Foster
Janice Franklin
Harold and Lorenne Fujii
Pat and Ann Funicelli
Charles Gamble II
Suzanne Gilliland
Jerome Golden and Florence
Porter Golden
Pearl Harbor Aviation Museum honors those brave men and women who defend and preserve our freedom. Located on America’s WWII aviation battlefield, inside the hangars and control tower that weathered the December 7, 1941 attack, we feel privileged to steward the site and to memorialize the heroism of all Americans who serve our country. Our exhibits, programs, and artifacts compliment the historic buildings, sharing the stories of patriotism, resilience, sacrifice and loss that mark our nation’s history, the legacy of our Greatest Generation.

None of this would be possible without your support. Your annual gifts support operations and the special capital projects underway. We hope you feel great pride in what we have achieved together. We invite you to consider a legacy gift, a creative way to both achieve your long-term financial goals while also supporting this Museum in perpetuity. When you leave your legacy with Pearl Harbor Aviation Museum, you make a permanent gift that will have an impact on generations to come. It is an investment in our national legacy. Our development team is standing by to answer your questions and to help you consider your path to joining the Wings Society of Pearl Harbor Aviation Museum. This Place Matters.

PEARL HARBOR AVIATION MUSEUM ENDOWMENTS

Shirley Grant
James Green
Col Jonathan and Mrs. Greenberg, USAF (Ret.)
Keith Haden
Christopher Haig and Julie Molloy
Gregory and Brenda Hamer
Tokio Harada
Willard Haraguchi
Scott and Deborah Harding
Col. Robert and Mrs. Lou Harris, USAF
Alan Hayashi
David and Lisa Haygood
Edward Hayob
Paul Heckman and Marcia Caliendo
Richard Henderson
Carrie Hermstad
Dean Hewitt
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Bruce Jacks
Dr. Paul Jackson and Dr. Peg Jackson
G. Arthur Janssen, M.D.
Lida and Michael Exstein Fund
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Susan Kohler
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CAPT Arthur and Mrs. Ladley Jr., USCG (Ret.)
Gary and Susan Langhoff
Sheri Ann Layton
Edwin Lee
CDR Deane Leidholt, USN (Ret.)
Ruth Limtiaco
Mark and Julie Lindstrom
HMC George and Mrs. Lottes, USNR (Ret.)
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Frank Martinez
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David and Brigitte Miller
Capt. William J. Miller III, USA (Ret.)
Scott and Stacy Mitchell
Gregory and Paula Moore
Clark and Ann Morgan
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Mike Olivarez
CPO and Mrs. Donald Orrantia
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Margot Joy Patrick
Bob and Shari Perry
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Raynor Hawai’i Overhead Doors
Bill and Carol Remsen
Jeffrey Reuschle
Henry Rice
Gregg and Patricia Robertson
Ricky Salinas
Don Schiemann
Arthur and Alexandra Schoenstadt
Charles Schroeder
Rick Serafine
Allan and Carrie Skibinski
Douglas Skinner
Dennis Smith
Justin and Elizabeth Smith
Jack Smyth Jr.
LCDR Barbara Sorem-Hughlett
James Stephens
Michael and Linda Stogner
Clayton and Carol Takara
Billy Thomas
William Tobin
MSgt George and Mrs. Tokoro, USAF (Ret.)
Dr. Larry and Mrs. Suzanne Turley
Bonifacio Urian
Deborah von Tempsky
Matthew Wachala
William Watson
Samuel and Nadine Webb
Raymond Welch
CDR Richard Welch, USN (Ret.)

Pearl Harbor Aviation Museum endowments

David and Julie Wesnitzer
Lt Col James and Mrs. White Jr., USAF (Ret.)
Col Alan and Mrs. Will Greg Williams
Gary and Elizabeth Willis CW2 Phillip and Mrs. Wright-Van Alst, USA (Ret.)
Roy and Sandra Yamada
Ryan and Kristi Yanagihara
Hiromu Yogi
Thurston Yoshina
CAPT James Zazas
Herbert and Zipora Zinn

*Denotes Pledge
** Denotes Pledges and Payments
PEARL HARBOR AVIATION MUSEUM STATEMENT OF ACTIVITIES
For calendar years ending 12/31/21 and 12/31/20.

<table>
<thead>
<tr>
<th>Revenue</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Museum Fees and Sales</td>
<td>$ 3,386,360</td>
<td>$ 1,509,778</td>
</tr>
<tr>
<td>Contributions and Grants</td>
<td>8,199,787</td>
<td>4,237,726</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>813,443</td>
<td>615,773</td>
</tr>
<tr>
<td><strong>Total Revenue &amp; Support</strong></td>
<td><strong>$ 12,399,590</strong></td>
<td><strong>$ 6,363,277</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Expenses</th>
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<tbody>
<tr>
<td><strong>Program Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel Costs</td>
<td>$ 1,623,869</td>
<td>$ 1,813,744</td>
</tr>
<tr>
<td>Depreciation</td>
<td>752,855</td>
<td>736,421</td>
</tr>
<tr>
<td>All Other Program Expenses</td>
<td>2,292,162</td>
<td>1,633,865</td>
</tr>
<tr>
<td><strong>Total Program Expenses</strong></td>
<td><strong>$ 4,668,886</strong></td>
<td><strong>$ 4,184,030</strong></td>
</tr>
</tbody>
</table>

| Management and General Expenses                                        |                  |                  |
|                                                                       | $ 457,608         | $ 392,857        |

<table>
<thead>
<tr>
<th>Fundraising</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Costs</td>
<td>$ 357,961</td>
<td>$ 295,837</td>
</tr>
<tr>
<td>Special Events Expenses</td>
<td>221,909</td>
<td>81,498</td>
</tr>
<tr>
<td>Other Fundraising Expenses</td>
<td>248,178</td>
<td>340,695</td>
</tr>
<tr>
<td><strong>Total Fundraising Expenses</strong></td>
<td><strong>$ 828,048</strong></td>
<td><strong>$ 718,030</strong></td>
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<table>
<thead>
<tr>
<th>Total Expenses</th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 5,954,542</td>
<td>$ 5,294,917</td>
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</table>

<table>
<thead>
<tr>
<th>Increase in Net Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 6,445,048</td>
<td>$ 1,068,360</td>
</tr>
</tbody>
</table>

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**2021 Revenue & Support**

- Museum Fees: 3%
- Foundation & Corporate Grants: 3%
- Special Events-Related & Other: 11%
- COVID Relief Grants: 3%
- Restaurant, Store, and Private Events: 23%
- Education & Visitor Experience: 7%
- Curatorial, Restoration, and Exhibits: 14%
- Marketing: 8%
- Management and General: 7%
- Property and Facility Operations: 26%
- Fundraising: 11%
PEARL HARBOR AVIATION MUSEUM STATEMENT OF FINANCIAL POSITION
For calendar years ending 12/31/21 and 12/31/20.

**ASSETS**

<table>
<thead>
<tr>
<th>CURRENT ASSETS</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Investments</td>
<td>$10,542,727</td>
<td>$5,393,593</td>
</tr>
<tr>
<td>Contributions and Grants Receivable</td>
<td>2,150,727</td>
<td>2,313,253</td>
</tr>
<tr>
<td>Museum Fees Receivable</td>
<td>492,086</td>
<td>231,545</td>
</tr>
<tr>
<td>Prepaid Expenses and Others</td>
<td>52,065</td>
<td>89,614</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>$13,237,605</td>
<td>$8,028,005</td>
</tr>
</tbody>
</table>

| MUSEUM COLLECTIONS              | $9,124,242    | $8,985,245    |

| PROPERTY AND EQUIPMENT, NET OF DEPRECIATION & AMORTIZATION | $18,756,893 | $16,406,070 |

| ENDOWMENTS, SCHOLARSHIP FUNDS, OTHER ASSETS | $1,440,504 | $408,303   |

| **Total Assets** | $42,559,244 | $33,827,623 |

**LIABILITIES AND NET ASSETS**

<table>
<thead>
<tr>
<th>LIABILITIES</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable and Other Liabilities</td>
<td>$962,904</td>
<td>$454,565</td>
</tr>
<tr>
<td>Long-term Liabilities</td>
<td>3,483,929</td>
<td>1,713,594</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>$4,446,833</td>
<td>$2,168,159</td>
</tr>
</tbody>
</table>

| NET ASSETS                                      | $33,692,673   | $25,840,929   |
| Without Donor Restrictions                      | 4,411,738     | 5,818,534     |
| **Total Net Assets**                            | $38,104,411   | $31,659,463   |

| **Total Liabilities and Net Assets**            | $42,551,244   | $33,827,622   |

**Total Assets Over Time in Millions**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Assets in Millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>$27.0</td>
</tr>
<tr>
<td>2017</td>
<td>$26.8</td>
</tr>
<tr>
<td>2018</td>
<td>$29.1</td>
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<tr>
<td>2019</td>
<td>$32.9</td>
</tr>
<tr>
<td>2020</td>
<td>$33.8</td>
</tr>
<tr>
<td>2021</td>
<td>$42.5</td>
</tr>
</tbody>
</table>
Pearl Harbor Aviation Museum’s mission is to steward America’s aviation battlefield of World War II – sharing the artifacts, personal stories, the impact and response to the attack on December 7, 1941 and the Pacific region battles that followed – and to honor those who have defended our freedom so we might educate and inspire future generations.

Pearl Harbor Aviation Museum recognizes the individuals and organizations that have contributed to the Museum during the fiscal year January 1 - December 31, 2021. We strive to accurately publish our donor lists. If you feel an error has been made, please contact us at 808-824-3505 or development@pearlharboraviationmuseum.org.