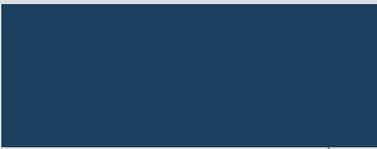
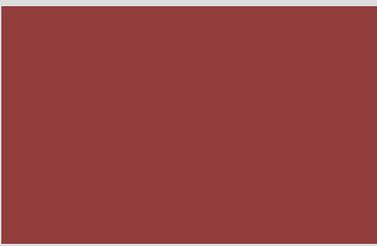




2021 ANNUAL REPORT



PEARL HARBOR
AVIATION MUSEUM





A MESSAGE FROM OUR BOARD CHAIR



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

was also established in 2021, adding to our ability to impact the lives of young people in Hawaii and around the country.

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.

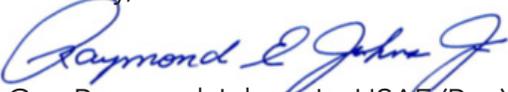
Education: Through the ups and downs of COVID-19, the Museum staff supported 74 field trips and 28 Scout programs, reaching 470 Scouts and their parents during 2021. Virtual webinars continued to be a valuable medium, reaching 1,000 participants. Our Pearl Harbor to Peace program reached 260 participants.

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.)

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RAISING THE ROOF OF HANGAR 79

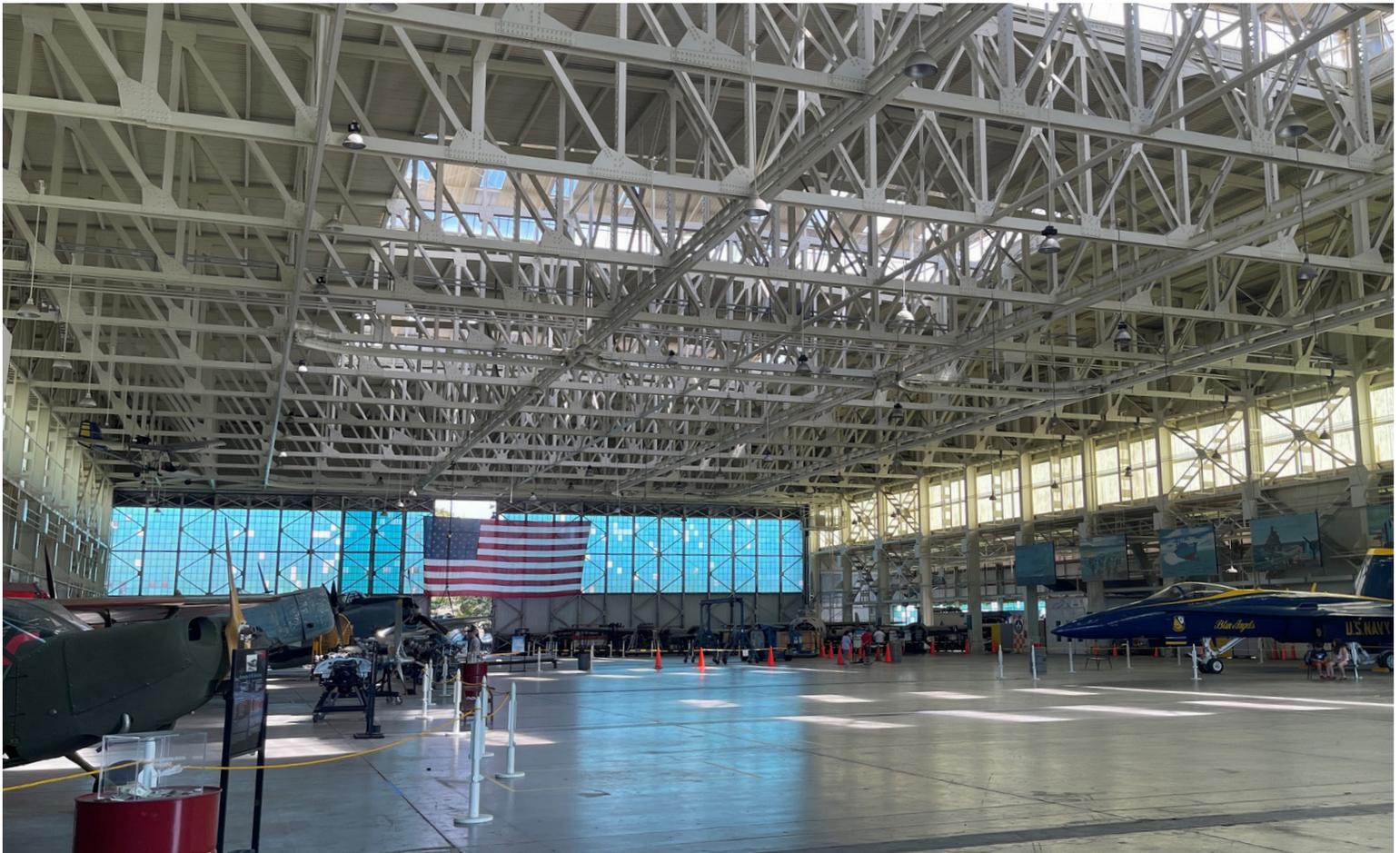
In December of 2021, we launched our “Raise the Roof” campaign – a \$4 million effort to repair the roof of historic Hangar 79. Hangar 79 represents the resilience of the American spirit, the determination of men and women who gave their all to protect and defend the freedom we enjoy. The stories of 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.

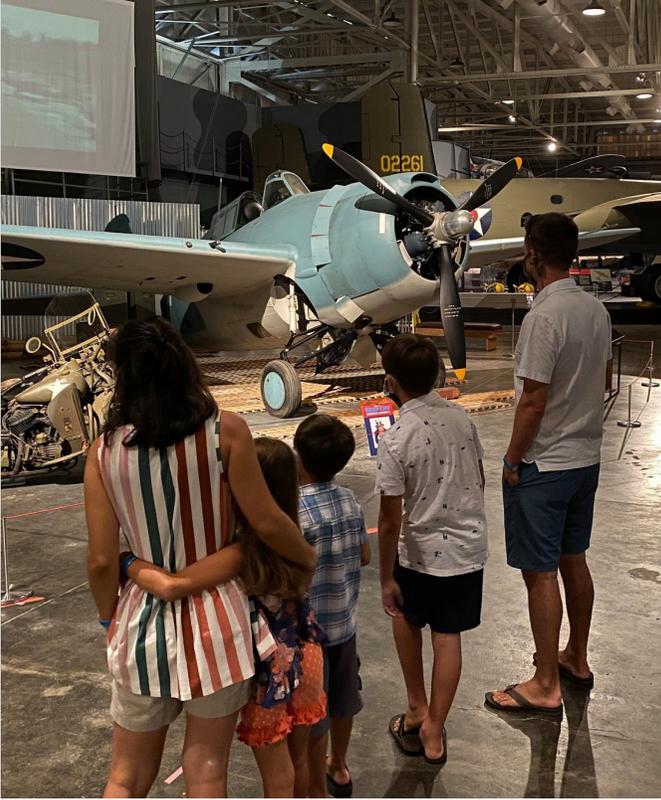
Thanks to an epic \$1 million matching gift from the Si Robin Foundation, the impact of your contributions to the “Raise the Roof” campaign was doubled. With your support, over \$950,000 has been raised toward this match.

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.





2021 BY THE NUMBERS

133,771

Museum Visitors

11,823

Volunteer Hours

22,647

Flight Simulator Rides

167

Museum Volunteers

3,101

Museum Members

60

Aircraft & Exhibits

OPENING OF BOB HOPE: AN AMERICAN TREASURE

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.





AVIATION LEARNING CENTER TAKES FLIGHT

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

2021 DONATIONS TO PEARL HARBOR AVIATION MUSEUM

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

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*Denotes Pledge

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PEARL HARBOR AVIATION MUSEUM ENDOWMENTS

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.

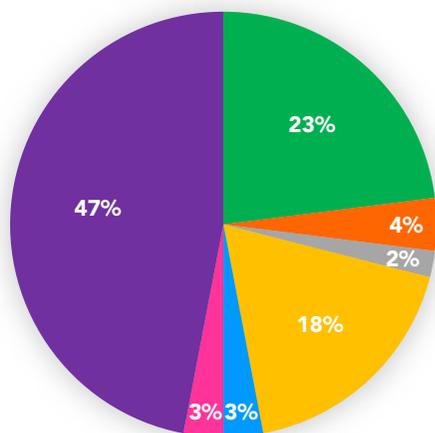
None of this would be possible without your support. Your annual gifts support operations and the special capital projects underway. We hope you feel great pride in what we have achieved together. We invite you to consider a legacy gift, a creative way to both achieve your long-term financial goals while 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 STATEMENT OF ACTIVITIES

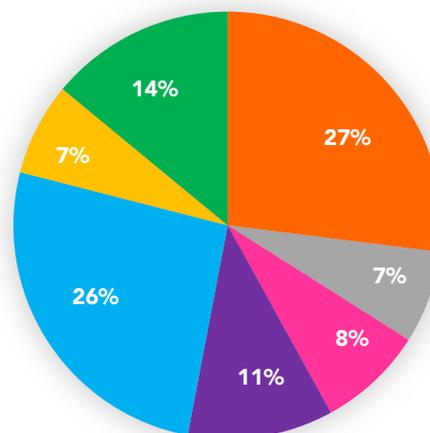
For calendar years ending 12/31/21 and 12/31/20.

	2021	2020
REVENUE		
Museum Fees and Sales	\$ 3,386,360	\$ 1,509,778
Contributions and Grants	8,199,787	4,237,726
Other Revenue	813,443	615,773
Total Revenue & Support	\$ 12,399,590	\$ 6,363,277
OPERATING EXPENSES		
PROGRAM EXPENSES		
Personnel Costs	\$ 1,623,869	\$ 1,813,744
Depreciation	752,855	736,421
All Other Program Expenses	2,292,162	1,633,865
Total Program Expenses	\$ 4,668,886	\$ 4,184,030
MANAGEMENT AND GENERAL EXPENSES	\$ 457,608	\$ 392,857
FUNDRAISING		
Personnel Costs	\$ 357,961	\$ 295,837
Special Events Expenses	221,909	81,498
Other Fundraising Expenses	248,178	340,695
Total Fundraising Expenses	\$ 828,048	\$ 718,030
Total Expenses	\$ 5,954,542	\$ 5,294,917
INCREASE IN NET ASSETS	\$ 6,445,048	\$ 1,068,360

2021 Revenue & Support



2021 Expenses



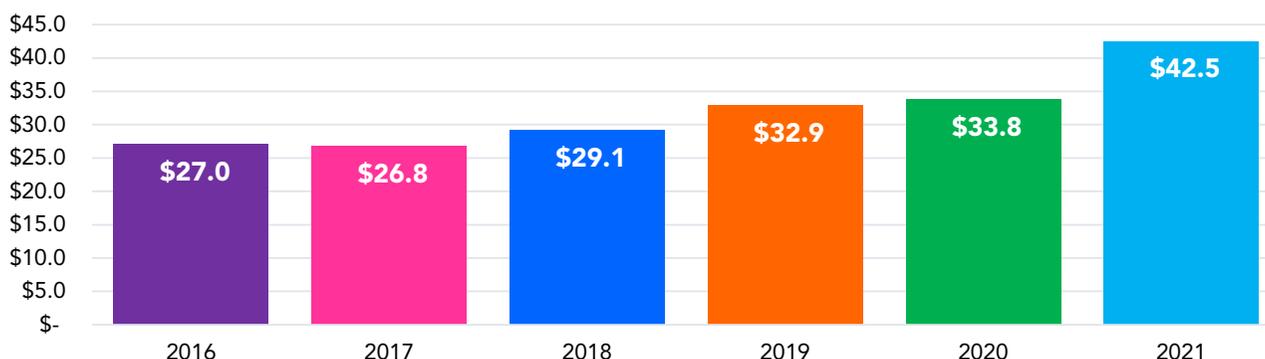
- Museum Fees
- Restaurant, Store, and Private Events
- Education & Visitor Experience
- Curatorial, Restoration, and Exhibits
- Foundation & Corporate Grants
- Membership & Individual Contribution
- Restaurant, Store, and Private Events
- Marketing
- Special Events-Related & Other
- Other Revenue and Gains
- Property and Facility Operations
- Management and General
- COVID Relief Grants
- Fundraising

PEARL HARBOR AVIATION MUSEUM STATEMENT OF FINANCIAL POSITION

For calendar years ending 12/31/21 and 12/31/20.

	2021	2020
ASSETS		
CURRENT ASSETS		
Cash and Investments	\$ 10,542,727	\$ 5,393,593
Contributions and Grants Receivable	2,150,727	2,313,253
Museum Fees Receivable	492,086	231,545
Prepaid Expenses and Others	52,065	89,614
Total Current Assets	\$ 13,237,605	\$ 8,028,005
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		
LIABILITIES		
Accounts Payable and Other Liabilities	\$ 962,904	\$ 454,565
Long-term Liabilities	3,483,929	1,713,594
Total Current Liabilities	\$ 4,446,833	\$ 2,168,159
NET ASSETS		
Without Donor Restrictions	\$ 33,692,673	\$ 25,840,929
With 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





Historic Ford Island | 319 Lexington Blvd. | Honolulu, HI 96818

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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.