The National WWII Museum tells the story of the American Experience in the war that changed the world—why it was fought, how it was won, and what it means today—so that all generations will understand the price of freedom and be inspired by what they learn.
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Recently, I turned over the reins of leadership of the Board of Trustees to Richard Adkerson. I had no doubt that the essential work of this board — composed of a diverse mix of leaders committed to preserving our nation’s history — was in extraordinarily capable hands. Known and respected around the globe as the President and CEO of Freeport-McMoRan Copper & Gold, our new chairman is passionate about preserving and passing on the World War II story.

Richard, the other Trustees and the Museum’s professional team are of one mind about the importance of our educational mission. We must always ensure that the buildings we erect or refurbish serve a high purpose, welcoming millions of visitors, inviting discovery and delivering information in engaging ways.

More important than the bricks and mortar is how we capture and pass on the stories, values and lessons from World War II. We employ many weapons in our educational arsenal: immersive exhibit spaces rife with artifacts and archival film clips; military strategy tables; a celebrated 4D movie (produced and narrated by Tom Hanks); conferences featuring top historians; staff outreach to schools and teachers; online access to oral histories; live acts in a USO-style performance hall and behind-the-scenes tours that offer a close look at more prized artifacts.

And while we can, the Museum offers visitors a chance to interact directly with men and women who were part of the war effort. Each is a beloved volunteer — and a special sort of teacher.

We also recognize that their story must be told to those who will never visit our campus. We are spending significant time and resources both delivering and developing new ways to convey the lessons of WWII to students both near and far, young and not so young.

We are dedicated to making the WWII story compelling and meaningful, paying extra attention to gaining and holding the attention of young people. I hope you will be able to spend time with us soon. We welcome your suggestions and support!

Sincerely,

Herschel Abbott
Chairman (2011–2013)
A LETTER FROM THE PRESIDENT

The National WWII Museum can take pride in its progress as an exceptionally busy fiscal year comes to a close. We are making big strides in our drive to build a world-class campus that fully explores the American experience in World War II.

The Museum reached a significant milestone the weekend of January 11 – 13, 2013, with the opening of our biggest and boldest exhibition hall to date, the US Freedom Pavilion: The Boeing Center, a towering 26,540-square-foot complex showcasing six iconic aircraft, including “My Gal Sal,” a B-17E Flying Fortress bomber. Among other attractions, the pavilion also features Final Mission: The USS Tang Submarine Experience, recalling America’s most highly decorated submarine, and the What Would You Do? interactive, which challenges visitors with some of the tough dilemmas that Americans faced in combat or on the Home Front.

We are especially grateful to the late Senator Daniel Inouye for his inspiration and support, as well as Senators Mary Landrieu and David Vitter and the Boeing Company. All played lead roles in providing the financial support that made this stunning pavilion possible.

Meanwhile, work continues elsewhere on the campus. As this annual report goes to press, visitors to the newly opened Train Car Experience are gaining a sense of what millions of American servicemembers saw and felt as they departed for training camps and warfronts. And construction of the exterior of the next major pavilion, Campaigns of Courage: European and Pacific Theaters, is virtually complete, as we prepare for opening the building’s first phase next fall.

The scale of the campus — and the richness of its contents — would astonish this institution’s founder, my close friend, the late Stephen Ambrose. I believe he would be pleased to see how the Museum is telling the story of this epic struggle for generations to come.

Sincerely,

Gordon H. “Nick” Mueller, Ph.D.
President & CEO
IN MEMORIAM: DAVID R. VOELKER

The recent passing of a longtime champion for The National WWII Museum, David Voelker, represented a terrible loss for the Museum family. Generous in spirit and supportive of important civic causes, David was an exceptionally dedicated member of our Board of Trustees, serving from 2000—the year of the Museum’s opening—up until his untimely death in May 2013.

He served as Chairman of the Board from 2004 to 2006, helping to guide this institution through a difficult recovery period after Hurricane Katrina devastated the region and severely damaged the Museum’s capacity for attracting visitors.

David’s optimism and his daily efforts, in conjunction with other Museum leaders, in crafting a post-Katrina financial plan were critical to the institution’s survival and future expansion. In response to his challenge, trustees secured $10 million in private contributions to match a $10 million economic development grant provided to the Museum through the Louisiana Recovery Authority.

These funds made it possible for the Museum to advance design and construction of a major pavilion, Campaigns of Courage: European and Pacific Theaters. David Voelker’s untiring efforts on behalf of the Museum honored the memory of his father’s service in World War II and gave him an enduring place in the history of this institution. He is greatly missed.

Voelker (first from left) at the 2009 grand opening of the Solomon Victory Theater

David Voelker in 2010

THE NATIONAL WWII MUSEUM
2013 ANNUAL REPORT
SOCIETY OF THE AMERICAN SPIRIT:
CAPITAL CAMPAIGN DONORS

Through the Road to Victory: A Vision for Future Generations capital campaign, The National WWII Museum will tell the entire story of the American experience in World War II. When completed in 2016, this $325 million expansion project will quadruple the size of the original Museum, adding state-of-the-art program and exhibit space, libraries and archives and collections and conservation space. An endowment campaign will provide long-term funding for educational programs, research and collection of oral histories and future exhibitions.

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Madlyn and Paul Hilliard have shared their intense interest and love for what The National WWII Museum is doing through their generous commitment to the Road to Victory Capital Campaign. Paul, a World War II Marine Corps veteran, flew his missions overseas in a SBD Dauntless aircraft, and he has been a dedicated Museum trustee for 7 years. Since 2006, he has made it his mission to help the Museum in acquiring some of the most important weapons of World War II. It is his view that “hard objects afford an immediate and lasting connection to the war and to the men who flew, drove, or operated the weapons with which the war was fought—they turn legend into reality.”

Paul and Madlyn have played a significant role in acquiring and restoring several of our iconic warbirds, artillery and other macro artifacts. These include a SBD Dauntless dive bomber in the US Freedom Pavilion: The Boeing Center and a C-47 in the Louisiana Memorial Pavilion, both of which hang dramatically over a floor where throngs of visitors gather.

The Hilliards are passionate in their view that observing these artifacts up close makes more of an impact than “seeing them on TV or in simulation.” Madlyn is always impressed by the look on the faces of our youngest visitors, “so focused and interested in what they are seeing. They do not get this in a classroom, and it is so meaningful for all visitors to learn the price of freedom for our country.”

In Paul’s words, they are “proud, honored and happy to be a part of a project that portrays America at its best, and whatever we have contributed or will contribute is given through gratitude more than generosity.”
The Dr. Stephen E. Ambrose Legacy Society recognizes those veteran’s groups and special individuals who have included The National WWII Museum in their will, trust, life insurance policy, retirement assets, or other estate plans. These gifts support our mission to preserve the history of the American experience during the Second World War. It is with great honor that the Museum recognized and thanks the following Society members for their generous support.

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Myrtis “Jeri” Nims

Myrtis “Jeri” Nims is the widow of the late Robert E. Nims, founder of Lucky Coin Machine Co. Since his passing in 2000, Jeri has continued to honor her husband’s legacy through philanthropy. Robert came to New Orleans when he served with the Merchant Marines in World War II. After the war, he moved to the city and stayed until his death.

When Jeri visited the Museum for the first time she “instantly fell in love.” Due to her and her late husband’s passion for the arts, she decided to make a donation to support the Robert and Jeri E. Nims Entertainers Hallway, which welcomes all visitors to the Solomon Victory Theater and the Stage Door Canteen in style with large photos of the stars of stage and screen who served in uniform during the war.

She has also named the Jeri Nims Soda Shop, a themed restaurant on the Museum’s campus where guests can enjoy house-made milkshakes and sodas as well as a lunch and a breakfast menu that emulates the nostalgia of the WWII era.

Jeri says that her greatest joy comes from using her fortune to help people. Her generosity and enthusiasm for the Museum’s mission are invaluable, and she is one of our strongest advocates.
Colonel William G. Yarborough
Hank Zachry
THE 801st/492nd BOMB GROUP ASSOCIATION
Honoring the “CARPETBAGGERS”
who aided the Resistance

We honor those whose lifelong
commitments to The National WWII
Museum have been realized.

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And twenty-seven other donors who wish
to remain anonymous.
The National WWII Museum thanks the following donors whose support made our exhibits, educational programs, outreach initiatives, and commemorative events possible in fiscal year 2013. These generous individuals, many of whom are longtime Museum supporters, help us increase understanding of the war that changed the world amongst people of all ages across the nation.

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In 2013, CenturyLink was Presenting Sponsor of one of the biggest events in the Museum’s history — the Grand Opening of the US Freedom Pavilion: The Boeing Center.

Clark M. Williams, Sr., CenturyLink’s founder and former chairman, is a World War II veteran who built a tiny Oak Ridge, Louisiana, telephone exchange into the telecommunications giant known today as CenturyLink.

Williams took over management of Oak Ridge Telephone Company, which his parents had owned since 1930, when he returned from World War II in 1946. Mr. Williams served in the US Army Air Corps, attaining the rank of Staff Sergeant, working as an aerial engineer at various bases across the United States.

“In the essence of The National WWII Museum’s mission is to convey the hope and courage of the American spirit” said Glen F. Post, III, the company’s CEO & President. “CenturyLink is honored to play a role in maintaining the legacy of those who fought for our freedom in World War II and inspiring all generations to embrace the values and ideals that helped secure our freedom. We want to remind our children that freedom is not free, but requires the continued vigilance and service of every generation. We are proud to partner with The National WWII Museum in this important effort.
SOLOMON VICTORY THEATER SEAT DONORS

The National WWII Museum would like to thank the following donors for purchasing a theater seat in the Solomon Victory Theater to honor or remember a family member, personal friend, or organization. An engraved plaque has been permanently affixed to the arm of the purchased seat to recognize their contribution. Their support helps preserve the stories of World War II for future generations in this one-of-a-kind theater.

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The James R. Moffett Family Foundation
World War II veteran Ben A. Martinez, Jr. has shared his passion for telling the story of World War II through his generous contribution of 7 named theater seats within the Solomon Victory Theater, which honor the legacy and service of his loved ones.

Ben, a pharmacist with a BS Degree, enlisted as an Army Air Corp Cadet, but opted to go to the Medical Administrative OCS (MAC) and then “Battalion Surgeon Assistant School.” Assigned to the 88th Infantry Division, he replaced one of two doctors in a Battalion Aid Station and he feels that he and the army found a “niche” in one another.

Since 2009, he has made donations for theater plaques in honor of himself, his remarkable brothers, John, José and Urban “U.B.”, who all served in WWII, as well as family members William G. Wegmann and John W. Waters. He most recently named a seat in 2013 in honor of life-long friend and P-51 pilot Frank Roark, whom Ben considered his “protégé.”

Ben says that he “picked up the habit” of being generous from his father, who had a strong sense of family life and was “always giving.” Ben also supports the Museum through his Patriot Circle membership, sponsorship of our annual Victory Ball fundraiser and support of the Museum’s education programs. He enjoys attending the live shows at the Stage Door Canteen and is a regular at the Victory Belles performances.
FLYING HIGH: MILESTONES AND ACHIEVEMENTS

The National WWII Museum is growing - and we’re not just talking about the recent additions of the Solomon Victory Theater Complex, the John E. Kushner Restoration Pavilion and US Freedom Pavilion: The Boeing Center. The Museum is expanding our public programming, exhibits, educational outreach, travel programs, nationwide membership program, online offerings, social media presence and general awareness across the country. And we look forward to continuing growth and unprecedented Museum attendance in FY 14.
Boeing B-17E Flying Fortress “My Gal Sal” in the US Freedom Pavilion: The Boeing Center

APRIL 18 – JULY 8, 2012: Special Exhibit: Turning Point: The Doolittle Raid, Battle of the Coral Sea, and Battle of Midway

JUNE 2 – JULY 8, 2012: Special Exhibit: Snapshots of D-Day: Photographs of the Normandy Invasion

JULY 25 – OCTOBER 15, 2012: Special Exhibit: Deadly Medicine: Creating the Master Race

NOVEMBER 11, 2012 – JULY 7, 2013: Special Exhibit: Guests of the Third Reich: American POWs in Europe

JUNE 4, 2011: John E. Kushner Restoration Pavilion, the home of the PT-305 Restoration Project opens to the public.

JULY 25, 2011: Portions of Hitler’s Atlantic Wall, donated by the Omaha Beach Museum and made possible by WWII veteran Randolph “Randy” Richmond, Jr., arrive at the Museum for display.

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JANUARY 13, 2013: The US Freedom Pavilion: The Boeing Center opens to the public.


JANUARY 13, 2013: Students from all 50 US states and the District of Columbia represented their states’ contributions to the war in Salute to Freedom, part of the grand opening festivities for the US Freedom Pavilion: The Boeing Center.

MARCH 7, 2013: After curating a successful exhibit on the role of animals in WWII, Toni Kiser and Lindsey Barnes authored Loyal Forces: American Animals in WWII (LSU Press).

MARCH 2013: The Museum celebrated its most successful one-day attendance level as well as the highest monthly visitation number for any given month in our 13-year history.

JANUARY 26 – MAY 5, 2013: Special Exhibit: Gridiron Glory: The Best of the Pro Football Hall of Fame
MAY 11, 2013: For our first-ever Robotics Challenge, students built robots designed to complete a WWII-themed obstacle course.

MAY 8, 2013 AND MAY 30, 2013: The US Freedom Pavilion: The Boeing Center was home to lectures by Rick Atkinson and Robert Edsel, both resulting in record-breaking attendance numbers.

JULY 8–20, 2013: The Museum partnered with National History Day to take a group of high school students to Normandy, France, where each paid tribute to a fallen US soldier.

NOVEMBER 11, 2013: The Train Car Experience opens in the Louisiana Memorial Pavilion — sponsored by the Bobby and Lori Kent Savoie family in honor of Lori’s father, Leroy Wayne “Pete” Kent.

DECEMBER 2013: Museum Launches Online Digital Collections

MARCH 7, 2013: After curating a successful exhibit on the role of animals in WWII, Toni Kiser and Lindsey Barnes authored Loyal Forces: American Animals in WWII (LSU Press).
2014:
- NOVEMBER 2014: Campaigns of Courage: European and Pacific Theaters Opens The Road to Berlin: European — Mediterranean CampaignGallery
- JUNE 6, 2014: D-Day 70 and the Museum’s 14th Anniversary
- NOVEMBER 2014: Museum Launches My Journey and My Collections Interactive Experiences

2015:
- 2015: Construction of the Liberation Pavilion Begins
- SUMMER 2015: Campaigns of Courage: European and Pacific Theaters Opens The Road to Tokyo: Asia — Pacific Campaign Gallery
MEMBERSHIP

Charter Members have consistently been the backbone of The National WWII Museum’s growth since our expansion began in earnest about 10 years ago and the 2013 fiscal year was no exception. Their dedication helped the Museum raise $6.1 million in gross operating revenue.

Every year we are inspired by the thousands of Charter Members who evoke the spirit of teamwork demonstrated by the Greatest Generation during WWII.

Their generous contributions are put to use immediately in collecting oral histories, preserving artifacts and providing the basic resources that allowed the Museum to raise its national awareness this past year.
When the Patriots Circle started at the Museum the number of members was approximately 150—mostly from New Orleans, Louisiana. This past year, the program hit a new high in membership and revenue.

Through gifts ranging from $1,000 to $10,000, over 800 individuals and organizations representing just about every state provided $1.6 million in operational support for the Museum during fiscal year 2013. Patriots Circle member contributions were a huge help in developing new educational programming and special exhibits and maintaining the quality of the Museum’s existing exhibit galleries.

A special thank you goes to the Museum’s Board of Trustees. As testament to their support of the mission of The National WWII Museum, Trustees contributed a combined total of over $400,000 to the Patriots Circle between July 1, 2012, and June 30, 2013.

Knowing that the leadership of the Museum was willing to contribute their own funds to help the Museum was great encouragement to members when deciding to renew their support.
The National WWII Museum thanks the following members for their generous support between July 1, 2011 and June 30, 2013. Their dedication makes our exhibits, educational programs and outreach initiatives possible. Together we are helping younger generations understand and learn from the war that changed the world.

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“The citizen driven efforts, the sense of duty and community, of personal generosity and sacrifice for the good of the whole country; that ideal that ‘We are all in this together’, are profoundly important values to me,” states Marge. “I support the Museum through the Patriots Circle to see these values preserved and passed on.”
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Tony and Karen Buckingham have been Patriots Circle members for the past nine years and, like many Patriots Circle members, have a family connection to World War II. Tony's father was a physicist on a team from Johns Hopkins University Applied Physics Laboratory. They developed the VT Radio Fuze that was used in the Pacific and was a significant factor in the Battle of the Bulge and ending the war in Europe.

With a heritage like Tony's, it's no surprise that he is passionate about the Museum's educational programs that engage students in exploring the history and lessons of World War II. We applaud the Buckinghams for initiating a project that encourages Patriots Circle members to share their complimentary Museum admission passes with the Education Department, who in turn distribute to schools in need.

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The Cahoon family story started in New Orleans when Robert Cahoon and his lovely wife chose the city as their honeymoon destination over 60 years ago. Their story continued decades later when, surrounded by his family, the World War II Veteran stooped down to get a closer look at his newly installed brick. In total, almost a dozen family members from Alabama, Tennessee, and Kentucky traveled to The National WWII Museum to experience this moment.

Four generations of family members all dressed in red, white, and blue took turns getting pictures with their honoree before heading back inside the Museum. The United States Army Air Corps veteran who fought in the Pacific and transported cargo in a C-47 plane over New Guinea gave a courageous salute, a memory that will last his entire family a lifetime.

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IHO - Bill Mullett
Philip Young, WWII Veteran
Marie Zinnante
IHO - Charles F. Zinnante
## CONSOLIDATED STATEMENT OF ACTIVITIES
### AND CHANGES IN NET ASSETS FY2013

The National World War II Museum, Inc.
and Subsidiaries, June 30, 2013
(with comparative totals for 2012 and 2011)

### Support and Revenues

<table>
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<th>Item</th>
<th>2013</th>
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<td></td>
</tr>
<tr>
<td>Total</td>
<td>$ 639,247</td>
<td>$ 4,778,955</td>
<td>$ 12,523,397</td>
<td></td>
<td>$ 4,778,955</td>
<td>$ 13,348,407</td>
</tr>
<tr>
<td>Grants</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Campaign</td>
<td></td>
<td>$ 4,139,708</td>
<td>$ 12,523,397</td>
<td></td>
<td>$ 4,139,708</td>
<td>$ 12,523,397</td>
</tr>
<tr>
<td>Endowment</td>
<td></td>
<td>$ 767,948</td>
<td></td>
<td></td>
<td>$ 1,255,746</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>$ 2,260,972</td>
<td>$ 2,260,972</td>
<td></td>
<td>$ 2,260,972</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Contributions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Campaign</td>
<td></td>
<td>$ 6,718,085</td>
<td>$ 7,687,948</td>
<td></td>
<td>$ 6,718,085</td>
<td>$ 15,104,641</td>
</tr>
<tr>
<td>Endowment</td>
<td></td>
<td>$ 1,255,746</td>
<td></td>
<td>$ 953,382</td>
<td></td>
<td>$ 8,498</td>
</tr>
<tr>
<td>Other</td>
<td>$ 2,260,972</td>
<td>$ 2,260,972</td>
<td></td>
<td>$ 2,652,305</td>
<td></td>
<td>$ 2,257,091</td>
</tr>
<tr>
<td>Tax credit incentives</td>
<td></td>
<td></td>
<td></td>
<td>$ 1,370,697</td>
<td></td>
<td></td>
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<tr>
<td>Memberships</td>
<td>$ 6,098,108</td>
<td>$ 6,098,108</td>
<td></td>
<td>$ 6,194,959</td>
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<td>$ 5,441,047</td>
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<tr>
<td>Admissions</td>
<td>$ 796,484</td>
<td>$ 796,484</td>
<td></td>
<td>$ 6,031,704</td>
<td></td>
<td>$ 5,618,145</td>
</tr>
<tr>
<td>Facilities and property rental</td>
<td>$ 747,968</td>
<td>$ 747,968</td>
<td></td>
<td>$ 637,431</td>
<td></td>
<td>$ 592,348</td>
</tr>
<tr>
<td>Sponsored events and conferences</td>
<td>$ 1,489,055</td>
<td>$ 1,489,055</td>
<td></td>
<td>$ 1,977,312</td>
<td></td>
<td>$ 1,830,579</td>
</tr>
<tr>
<td>Food and beverage</td>
<td>$ 4,983,879</td>
<td>$ 4,983,879</td>
<td></td>
<td>$ 4,588,251</td>
<td></td>
<td>$ 4,196,577</td>
</tr>
<tr>
<td>Gift shop</td>
<td>$ 1,965,845</td>
<td>$ 1,965,845</td>
<td></td>
<td>$ 1,667,045</td>
<td></td>
<td>$ 1,380,579</td>
</tr>
<tr>
<td>Investment income (loss)</td>
<td>$ 2,028,433</td>
<td>$ 2,028,433</td>
<td></td>
<td>$ 2,293,840</td>
<td></td>
<td>$ 2,500,479</td>
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<tr>
<td>Sponsorships</td>
<td>$ 517,700</td>
<td>$ 517,700</td>
<td></td>
<td>$ 33,726</td>
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<td>$ 39,680</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$ 643,413</td>
<td>$ 643,413</td>
<td></td>
<td>$ 15,695</td>
<td></td>
<td>$ 46,182</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>$ 14,638,647</td>
<td>(14,638,647)</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Total support and revenues</strong></td>
<td>$ 43,978,116</td>
<td>(3,007,190)</td>
<td>$ 42,266,672</td>
<td></td>
<td>$ 46,812,736</td>
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</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th>Item</th>
<th>2013</th>
<th>Totals</th>
<th>2012</th>
<th>Totals</th>
<th>2011</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Capital Campaign fundraising and other</strong></td>
<td>$ 1,652,616</td>
<td>$ 1,652,616</td>
<td>$ 1,453,168</td>
<td>$ 1,453,168</td>
<td>$ 1,346,735</td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>$ 5,242,117</td>
<td>$ 5,242,117</td>
<td>$ 5,736,230</td>
<td>$ 5,736,230</td>
<td>$ 5,506,394</td>
<td></td>
</tr>
<tr>
<td>Fundraising</td>
<td>$ 1,836,606</td>
<td>$ 1,836,606</td>
<td>$ 2,023,821</td>
<td>$ 2,023,821</td>
<td>$ 1,351,491</td>
<td></td>
</tr>
<tr>
<td>Food and beverage - cost of sales</td>
<td>$ 1,653,635</td>
<td>$ 1,653,635</td>
<td>$ 1,502,454</td>
<td>$ 1,502,454</td>
<td>$ 1,348,574</td>
<td></td>
</tr>
<tr>
<td>General and administrative</td>
<td>$ 2,361,364</td>
<td>$ 2,361,364</td>
<td>$ 2,240,673</td>
<td>$ 2,240,673</td>
<td>$ 1,970,033</td>
<td></td>
</tr>
<tr>
<td>Gift shop merchandise sold</td>
<td>$ 1,025,067</td>
<td>$ 1,025,067</td>
<td>$ 834,583</td>
<td>$ 834,583</td>
<td>$ 711,518</td>
<td></td>
</tr>
<tr>
<td>Interest - amortized</td>
<td>$ 1,564,507</td>
<td>$ 1,564,507</td>
<td>$ 1,571,230</td>
<td>$ 1,571,230</td>
<td>$ 1,656,372</td>
<td></td>
</tr>
<tr>
<td>Interest - other</td>
<td>$ 229,154</td>
<td>$ 229,154</td>
<td>$ 149,497</td>
<td>$ 149,497</td>
<td>$ 38,800</td>
<td></td>
</tr>
<tr>
<td>Museum expansion</td>
<td>$ 906,895</td>
<td>$ 906,895</td>
<td>$ 987,712</td>
<td>$ 987,712</td>
<td>$ 851,467</td>
<td></td>
</tr>
<tr>
<td>Programs and operations - personnel costs</td>
<td>$ 8,713,780</td>
<td>$ 8,713,780</td>
<td>$ 7,791,715</td>
<td>$ 7,791,715</td>
<td>$ 6,963,059</td>
<td></td>
</tr>
<tr>
<td>Programs and operations - other costs</td>
<td>$ 9,875,497</td>
<td>$ 9,875,497</td>
<td>$ 8,129,334</td>
<td>$ 8,129,334</td>
<td>$ 7,922,951</td>
<td></td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>$ 35,061,238</td>
<td>$ 35,061,238</td>
<td>$ 32,420,417</td>
<td>$ 32,420,417</td>
<td>$ 29,936,854</td>
<td></td>
</tr>
</tbody>
</table>

### Changes in Net Assets

<table>
<thead>
<tr>
<th>Item</th>
<th>2013</th>
<th>Totals</th>
<th>2012</th>
<th>Totals</th>
<th>2011</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unrestricted</strong></td>
<td>$ 8,916,878</td>
<td>$ 8,916,878</td>
<td>$ 7,165,434</td>
<td>$ 7,165,434</td>
<td>$ 14,392,319</td>
<td>$ 14,392,319</td>
</tr>
<tr>
<td>Temporarily Restricted</td>
<td>(3,007,190)</td>
<td>(3,007,190)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permanently Restricted</td>
<td>$ 1,255,746</td>
<td>$ 1,255,746</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td>$ 125,297,180</td>
<td>$ 125,297,180</td>
<td>$ 143,554,810</td>
<td>$ 143,554,810</td>
<td>$ 129,162,491</td>
<td>$ 129,162,491</td>
</tr>
</tbody>
</table>

### Net Assets

<table>
<thead>
<tr>
<th>Item</th>
<th>2013</th>
<th>Totals</th>
<th>2012</th>
<th>Totals</th>
<th>2011</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of year</td>
<td>$ 116,380,302</td>
<td>$ 143,554,810</td>
<td>$ 129,162,491</td>
<td>$ 129,162,491</td>
<td></td>
<td></td>
</tr>
<tr>
<td>End of year</td>
<td>$ 150,720,244</td>
<td>$ 125,297,180</td>
<td>$ 143,554,810</td>
<td>$ 129,162,491</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## CONSOLIDATED STATEMENT OF FINANCIAL POSITION JUNE 30, 2013

The National World War II Museum, Inc.
and Subsidiaries June 30, 2013
(with comparative totals for 2012 and 2011)

<table>
<thead>
<tr>
<th>Assets</th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$14,294,136</td>
<td>$26,231,634</td>
<td>$13,020,470</td>
</tr>
<tr>
<td>Investments</td>
<td>8,413,588</td>
<td>7,394,942</td>
<td>9,022,995</td>
</tr>
<tr>
<td>Unconditional promises to give:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Campaign, net of allowances</td>
<td>13,673,689</td>
<td>15,197,612</td>
<td>15,496,118</td>
</tr>
<tr>
<td>Endowment, net of allowances</td>
<td>1,502,543</td>
<td>770,061</td>
<td>35,680</td>
</tr>
<tr>
<td>Other, net of allowances</td>
<td>1,262,550</td>
<td>1,513,630</td>
<td>966,069</td>
</tr>
<tr>
<td>Grants receivable</td>
<td></td>
<td></td>
<td>2,000,000</td>
</tr>
<tr>
<td>Notes receivable</td>
<td>43,661,332</td>
<td>41,908,763</td>
<td>32,336,919</td>
</tr>
<tr>
<td>Gift shop inventory</td>
<td>668,902</td>
<td>672,391</td>
<td>648,230</td>
</tr>
<tr>
<td>Other assets</td>
<td>2,718,747</td>
<td>5,303,716</td>
<td>4,302,495</td>
</tr>
<tr>
<td>Property and equipment,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>net of accumulated depreciation</td>
<td>139,321,640</td>
<td>111,769,291</td>
<td>101,559,148</td>
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<tr>
<td>Collections</td>
<td>8,222,373</td>
<td>7,174,407</td>
<td>6,461,379</td>
</tr>
<tr>
<td>Totals</td>
<td>$233,739,500</td>
<td>$217,936,447</td>
<td>$185,849,503</td>
</tr>
</tbody>
</table>

| Liabilities                           |                 |                 |                 |
| Accounts payable trade                | $761,468        | $456,381        | $760,255        |
| Construction projects payable         | 6,955,156       | 2,606,995       | 1,719,476       |
| Accrued expenses                      | 1,555,939       | 1,492,768       | 1,315,206       |
| Deferred revenue                      | 766,881         | 768,313         | 651,504         |
| Notes payable                         | 72,820,758      | 68,761,020      | 51,921,480      |
| Line of credit                        | 159,054         | 296,160         | 319,091         |
| Total liabilities                     | $83,019,256     | $74,381,637     | $56,687,012     |

| Net Assets                            |                 |                 |                 |
| Unrestricted:                         |                 |                 |                 |
| Board designated                      | $7,555,969      | $5,826,798      | $4,604,095      |
| Undesignated                          | 117,741,211     | 110,553,504     | 98,083,438      |
| Total unrestricted net assets         | 125,297,180     | 116,380,302     | 102,687,533     |
| Temporarily restricted                 | 18,468,013      | 21,475,203      | 21,729,035      |
| Permanently restricted                 | 6,955,051       | 5,699,305       | 4,745,923       |
| Total                                | $233,739,500    | $217,936,447    | $185,849,503    |

The Laborde Services Gallery in the US Freedom Pavilion: The Boeing Center