# 2015 ANNUAL REPORT

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Dear Members and Friends:

In 2015, Wings Over the Rockies advanced a mission to “educate and inspire through aviation and space” with unprecedented achievements. This annual report shares highlights with pride and appreciation for your support.

We embrace a responsibility laden with promise and opportunity. Consider…

- America has been an aerospace nation since the Wright Brothers first flew in 1903;
- Colorado is the second leading aerospace state in employment and economic impact;
- The Front Range has the highest concentration of aerospace workers in the nation;
- The Rocky Mountain region boasts more pilots per capita than any other;
- and, last but not least…
  - Wings Over the Rockies is designated as Colorado's Official Air & Space Museum!

Flight allows us to reach beyond ordinary surroundings. In Colorado, we look up to big mountains and bigger skies, to extraordinary surroundings, and to the promise of new horizons reached through the frontier of flight.

Our new horizons at Wings this past year have included more museum admissions and event guests than ever before. We installed more new and rotating exhibits in 2015 than anyone can remember. We launched the Wings Aerospace Academy charter program as the first of its kind initiative. And we celebrated our best-ever Spreading Wings Gala, honoring the 45th anniversary of Apollo XIII with 1200 aerospace enthusiasts.

Meanwhile, at Centennial Airport, a dream is finally becoming reality as we dedicated the Flight Ramp of our Exploration of Flight facility. Flight-based programs continue to grow and justify development of this education and technology center. Both sites support and complement one another.

The promise of 2016 is extraordinary at both Wings locations. Your membership and financial contributions are the fuel that help us reach new horizons. Of course, we continue to face headwinds from an uncertain economy.

But ask yourselves this: What better return on investment can there be than one that inspires and educates young people to reach for new horizons of achievement in their lives? An investment into Wings’ generation-transcending, life-changing mission offers a return beyond anything else.

We are Wings! I invite your continued support, maybe in new ways and with new friends. Welcome to our family.

Warmest regards,

Greg Anderson
2015 HIGHLIGHTS

ALWAYS UP TO SOMETHING

- Wings Aerospace Academy opened in fall 2015 to 47 middle school students interested in aviation and aerospace
- The Spreading Wings Gala was the largest ever with 1,200 attendees hearing from the Apollo XIII Astronauts and Flight Director
- Exploration of Flight opened the new flight ramp at Centennial Airport
- Over 160,000 visitors and guests came through Wings’ doors
- A new COO, Director of Marketing, and other staff at Lowry will take Wings to new heights in the coming years
CURATOR’S CORNER

- Towed the EA-6B Prowler to the museum from Buckley AFB to be our newest aircraft exhibit!
- Finished F-14 carrier deck and installed “Trap the Cat” interactive exhibit
- Installed A-7 pre-flight inspection “Walkaround” exhibit
- Installed the temporary exhibit, Apollo XIII with artifacts from Wings’ collection as well as loans from San Diego Air & Space Museum and Kansas Cosmosphere
- Shipped Wings’ first traveling exhibit, The WWI Aviation Art of James Dietz, to EAA for a one-year run
- Installed Wings’ second traveling exhibit “Centennial State from Space,” sponsored by Digital Globe
- Doubled the size of the museum’s kid space
- Featured a world-class Bob Hope exhibit
- Took possession of Steve Fossett’s Land Speed Record car
ADMISSIONS, MEMBERSHIP AND VOLUNTEERS

OFFSITE ATTENDANCE 7,194
CORPORATE EVENT ATTENDEES 78,792

GROUP TOURS 5,252

GENERAL ADMISSION 72,706

163,904 IMPACTED

TOTAL VOLUNTEER HOURS 27,428
ACTIVE VOLUNTEERS 184
ACTIVE MEMBERS 1,355

AT END OF 2015
EDUCATION

- Wings Aerospace Academy (WAA) opened in fall 2015 to 47 middle school students interested in aviation and aerospace
  - Students do their schoolwork through an online partner, and come to Wings at least one day a week
  - Wings provides incredible hands-on experience with everything from building radio-controlled aircraft to flying in helicopters
  - WAA students interact with mentors across the aviation and aerospace communities on a regular basis
  - WAA will grow one grade each year until the first class graduates from high school in 2020

- School/Scout/Children Tours = 4,988 from 151 schools and organizations

- 95 new teachers took their first flight in our 1942 Stearman biplane
  - That means as of the end of this year, 376 Teacher Envoys from 36 school districts and 13 counties have flown through the Teacher Flight Program

- The Teacher Flight Program hosted the meet and greet with the Apollo XIII crew and several visiting aircraft with over 50 people in attendance

- Outreach program: 38,000 kids were exposed to the wonder of flight through our KidSpace Outreach held at 6 different Airshows/Fairs/Festivals around the state
MUSEUM EVENTS

- Spreading Wings Gala achieved new heights with over 1,200 attendees honoring the Apollo XIII astronauts Jim Lovell and Fred Haise and Flight Director Gene Kranz
  - The Gala brought in a record-breaking $250,000 to support Wings!
- Both Hauntings in the Hangar and Star Wars were over 150% above projected revenue
- Brand new movie nights were successful, attracting hundreds more people to wings for after-hours and off-site events
- Hops in the Hangar, Robotics, and Kids Day continue to be successful events
WINGS’ EVENTS

HOPS 654

ROBOTICS 547

AEROMODELING 622

KIDS DAY MARCH 1125

KIDS DAY JULY 618

DIGITAL GLOBE PREVIEW 15

APOLLO 13 MOVIE NIGHTS 140

THE MARTIAN 113

STAR WARS 1828

STAR WARS THE FORCE AWAKENS 140

DLS 2015 198

HANGAR DANCE 241

HAUNTINGS 1629

EA-6B CEREMONY 142
2015 FINANCIAL RESULTS

REVENUES
- Increased revenues by $107,927 from 2014
- Special event revenues grew by 47%
- Contributions grew by 33%
- Facility Rentals and Admissions continue to be strong sources of revenue

EXPENSES
- Even though less money was spent on exhibits and restoration, the museum opened 10 new exhibits, more than the two previous years combined
WINGS OVER THE ROCKIES AIR & SPACE MUSEUM
2015 OPERATING EXPENDITURES (EXCLUDING DEPRECIATION)
$2,367,115

YEAR TO YEAR COMPARISON OF UNRESTRICTED INCOME

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>Variance</th>
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<tbody>
<tr>
<td>Grants</td>
<td>$698,219</td>
<td>$964,173</td>
<td>$265,954</td>
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<tr>
<td>Special Events</td>
<td>$184,435</td>
<td>$271,066</td>
<td>$86,631</td>
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<td>Admissions &amp; Facility</td>
<td>$1,307,539</td>
<td>$1,304,707</td>
<td>$(2,832)</td>
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<td>Museum Store (net)</td>
<td>$74,138</td>
<td>$76,628</td>
<td>$2,490</td>
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BOARD OF DIRECTORS

GREG ANDERSON • President and CEO • Wings Over the Rockies
EMANUEL ANTON • Shareholder • Polsinelli
JOHN BARRY • President and CEO • Boys and Girls Club of Metro Denver
RICHARD CHARLES • Director of STEM • Cherry Creek School District
JACK CRONIN • Real Estate Developer • Cronin and Company
WILLIE DANIELS • President and CEO • Shades of Blue
DAVE DICKERSON • Principal • Grace Dickerson
AMELIA EARHART • 9 News
GENERAL MIKE EDWARDS • Colorado Adjutant General • Department of Military Affairs
DAVID FETTER • CEO • Fetter Logic Inc.
CLARK GRIGGS • Founder and Principal • Griggs Wealth Management
CHARLIE JOHNSON • President and CEO • Aero Electric Aircraft Corporation
JOHN KNUDSEN • Aviation Attorney
CHRIS LEEVERS • Vice President • Levers Supermarkets, Inc.
JAY LINDELL • Aerospace and Defense Industry Champion • Colorado Office of Economic Development and International Trade
PETER LUCE • Retired, Founding Wings Board Member
TOM MARSH • Retired, Executive Vice President • Lockheed Martin
CONOR MCCALLIN • Vice President • Morgan Stanley
JEFF PUCKETT • Owner and CEO • Jet Linx
RONALD SMITH • Retired, Air Force and Defense Contractor

STAFF

GREG ANDERSON • President and CEO
MARK HYATT • Chief Operating Officer
JOHN BOND • Volunteer Historian
MILA BRUNET • Marketing and Communications Manager
MATTHEW BURCHETTE • Curator
HETTY CARLSON • Teacher Flight Program Coordinator
MARILYN CHANG • Volunteer Librarian
CHRISTA DRAKE • Assistant Controller
CAROLINE FARMER • Marketing Assistant
KYLE GRISSINGER • Manager of Visitor Services
JOLIE KEITEL • Corporate Sales and Events Manager
JESSICA KING • Controller
HAAJIRA LANSAHA • Corporate Sales and Events Manager
KEISHA MAKONESE • Director of Sales and Corporate Events
COLLEEN MURRAY • Director of Marketing
SCOTT SHINKLE • Facilities Manager
RBO STANNARD • Director of Education
PHIL STEFFES • On-site Program Coordinator
WENDY VERNON-DZAMAN • Executive Assistant and Campaign Administrator
CHRISTOPHER WINK • Director of Visitor Services

As of December 31, 2015.