DEAR FRIENDS AND SUPPORTERS,

It is our great privilege to share the progress and growth we enjoyed in the 2014-15 school year. These milestones could not have been reached without you. In fact, our strong position in 2014-15 enabled us to move ahead with an ambitious plan to expand our reach in 2016. We are delighted to announce that as of January 1, 2016, JA New York merged with JA Hudson Valley, expanding our delivery into the four counties of lower Hudson Valley—Rockland, Orange, Putnam and Westchester. Thanks to this successful merger, we expect to report even greater numbers of students reached and deeper partnerships when we complete this year’s academic session.

This annual report covers “pre-merger” programming delivered in New York City and Long Island. In 2014-15, we delivered cutting-edge, experiential programming in entrepreneurship, financial literacy and work readiness to more than 70,000 K-12 students in New York City and Long Island. This success comes as a result of a shared commitment—by educators and the business community—to the economic and life success of the next generation.

We have worked to ensure this success by strengthening our relationships with business partners, community members and schools. In 2014-15 we increased the number of our prestigious Gold school partnerships, from 77 to 84, a testament to the growing advocacy and demand for our work by educators and school administrators.

We expanded the capacity of our Capital One/JA Mobile Finance Park program, reaching 5,300 students—45% more than the prior year. This semester-long program helps students to become more knowledgeable, more adaptable and more likely to make informed choices as they encounter the economic realities of adulthood.

We are also proud to report that for the first time ever, an all-girls team won the prestigious 2015 JA New York Business Plan Competition, sponsored by presenting partners The Nasdaq Educational Foundation, Terex Corporation and founding partner G.C. Andersen Partners, LLC. Their business plan centered on offering social and travel activities to foreign-born college freshmen to encourage greater integration and inclusion.

Junior Achievement New York continues to raise the bar for students in New York City, Long Island, and now the lower Hudson Valley by offering deeper and more meaningful programming with the partnership and support of individuals, corporations, foundations and educators across the region. We hope that this impact report will demonstrate the reciprocal benefits of the JA model. From teachers and students, to businesses and the economy as a whole, everyone wins when Junior Achievement is part of the community.

We hope that you will stay connected and committed as we chart a course for even more opportunities for the area’s students in the future.

JOSEPH A. PERI
President, Junior Achievement of New York

GAVIN G. O’CONNOR
Board Chair, Junior Achievement of New York
Managing Director, Goldman Sachs
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Message from the President and Board Chair</td>
<td>1</td>
</tr>
<tr>
<td>About Us</td>
<td>3</td>
</tr>
<tr>
<td>Our Purpose</td>
<td>4</td>
</tr>
<tr>
<td>Our Three Pillars:</td>
<td></td>
</tr>
<tr>
<td>• Entrepreneurship</td>
<td></td>
</tr>
<tr>
<td>• Financial Literacy</td>
<td></td>
</tr>
<tr>
<td>• Work Readiness</td>
<td></td>
</tr>
<tr>
<td>Board Leadership</td>
<td>6</td>
</tr>
<tr>
<td>JA New York by the Numbers</td>
<td>7</td>
</tr>
<tr>
<td>Student of the Year</td>
<td>8</td>
</tr>
<tr>
<td>Our Partnerships</td>
<td>9-12</td>
</tr>
<tr>
<td>Educator of the Year</td>
<td>10</td>
</tr>
<tr>
<td>Elementary School Partner of the Year</td>
<td>11</td>
</tr>
<tr>
<td>Middle School Partner of the Year</td>
<td>11</td>
</tr>
<tr>
<td>High School Partner of the Year</td>
<td>12</td>
</tr>
<tr>
<td>JA Bowl-A-Thon Coordinator of the Year</td>
<td>13</td>
</tr>
<tr>
<td>Volunteer Coordinator of the Year</td>
<td>13</td>
</tr>
<tr>
<td>Thanks to Our Investors</td>
<td>14</td>
</tr>
<tr>
<td>Individual Investors</td>
<td>14</td>
</tr>
<tr>
<td>Corporate and Foundation Investors</td>
<td>15</td>
</tr>
<tr>
<td>Financial Summary</td>
<td>16</td>
</tr>
</tbody>
</table>
Junior Achievement of New York is the local affiliate of Junior Achievement USA, the nation’s largest organization dedicated to educating K-12 students about work readiness, entrepreneurship and financial literacy through experiential, hands-on programs. We prepare today’s youth to be tomorrow’s business leaders and innovators. JA New York teaches kids how to be both financially responsible and entrepreneurially daring. Our K-12 programs are delivered by committed business and community volunteer role models to inspire kids to dream big and reach their full potential. With the enthusiastic support of our business, community, foundation and education partners, we encourage and empower young people to own their economic success.

**OUR PURPOSE**

We inspire and prepare young people to succeed in a global economy.

Junior Achievement programs:

- Encourage young people to develop skills for the “real world”
- Engage youth as productive and contributing stakeholders in their own communities
- Prepare and teach teens to become job creators, innovators and problem solvers
- Guide and inspire teens to make informed career and life choices

---

**JA NEW YORK IS GROWING!**

On January 1, 2016, Junior Achievement of New York and Junior Achievement of the Hudson Valley merged, resulting in Junior Achievement of New York’s service area now extending to the lower Hudson Valley counties of Westchester, Rockland, Orange and Putnam, in addition to New York City and Nassau and Suffolk counties.
Our Three Pillars

Entrepreneurship | Financial Literacy | Work Readiness

Junior Achievement programs focus on three key areas of youth development that we believe are essential foundations of success for 21st century workers and citizens: Entrepreneurship, Financial Literacy and Work Readiness. Our volunteer-delivered, K-12 grade programs use experiential learning to inspire students to dream big and reach their fullest potential. With the support of our corporate and community volunteers, and the critical help of school systems and teachers, JA students develop the skills they need to prepare for the realities and opportunities of the global economic marketplace. Here are examples of JA New York’s three pillars of youth development in action.

Entrepreneurship

JA New York’s Entrepreneurship programs teach the basic skills required to run a startup business and spark the entrepreneurial spirit in young people. Entrepreneurship education prepares youth to be responsible, enterprising individuals. Immersing them in real-life learning experiences allows them to take measured risks, manage the results, and learn from the outcomes. These activities help lead to new job creation and fuel economic development.

JA New York’s signature entrepreneurship program is the annual Business Plan Competition, where high school students compete against their peers to create the strongest, most creative and innovative business plan proposals. Nearly 700 students from 17 high schools participated in the intensive six-week business education program, where they conceived, developed and wrote original business plans with guidance and coaching from more than 100 business volunteers. First place winners were Kings Park (Long Island) High School Students Jaclyn Stroessner, Patty Competello, and Alexandra Bennett, who were each awarded the top prize of $2,500 for their winning business plan. Their
winning plan was centered on a niche-market tour company called Hello, Let’s Go. A domestic leisure/tour company, Hello, Let’s Go was conceived to provide international students on college campuses with opportunities to connect and engage in stimulating leisure activities that allow them to explore and integrate more easily into the communities and culture in which they study and live.

FINANCIAL LITERACY

JA Financial Literacy programs focus on economics at its most micro level, offering hands-on, real-world training and lessons in budgeting, spending, investing and the responsible use of credit. These skills promote financial independence and help kids understand that a high standard of living, home ownership and retirement are attainable goals. Teaching and modeling good behavior to young people about responsible money management and sound economic decision-making is central to financial empowerment.

Capital One/JA Mobile Finance Park is the premier location for our middle and high school students to gain hands-on experience managing money in a fun, experiential setting. This year, Finance Park allowed more than 5,300 students to see, touch, and experience the economic world around them. At the Park, students receive a fictional persona with specific income and debt levels, family structure and career. From this, they learn to make the hard choices, determining how much they can afford to spend on food, car payments, rent, electricity and a host of other basic needs while staying “in the black.” Many students remark on how challenging and complex “pocketbook economics” really can be, and others noted how they had a greater appreciation for all of the economic sacrifices their parents made for the good of their families.

WORK READINESS

The widespread mismatch between the skills attained in school and those in demand by the private and public sector play a major part in today’s youth under-employment rates. JA New York programs build the teamwork, critical thinking, problem solving, communication and leadership skills that young people need to obtain and participate in productive work. Some of our programming has evolved to include STEM-focused learning, while other parts of the curriculum emphasize the basics like punctuality, proper business writing and office etiquette.

One wildly popular work readiness program offered throughout the year is our “Job Shadow” career exploration program. More than 40 companies delivered the Job Shadow program to more than 150 classes last year, providing a real world job experience to nearly 3,300 kids. Last year 50 JA New York students from Aviation High School in Queens had the unique opportunity to gain hands on experience while shadowing Delta Air Lines employees at JFK International and LaGuardia airports. Students completed job shadows at each airport, getting a behind the scenes look at how the air travel business really works - in hangars, control towers, check-in areas and even the cockpit of a 747! Each student is assigned to a Delta mentor and learns about the different kinds of career opportunities that exist and the skills that employees need in their respective jobs. Participating students received both FAA (Airframe & Powerplant) certificates and were able to apply the credentials towards meeting State Regents requirements for graduation.
OFFICERS AND EXECUTIVE COMMITTEE

Board Chair and Chair—Executive & Resource Development Committees

Gavin O’Connor
Managing Director
Goldman Sachs

Joseph Peri
President
Junior Achievement of New York

Secretary

Sey-Hyo Lee
Partner
Chadbourne & Park LLP

Treasurer

Gary Kozlowski
Partner
EY LLP

Vice Chair

Chris Andersen
Founding Partner
G.C. Andersen Partners, LLC

Vice Chair and Chair—Board Development Committee

Leslie Godridge
Vice Chair
U.S. Bank

Vice Chair

Richard Poccia
Partner
PwC LLP

Vice Chair

Dr. h.c. Anthony Viscogliosi
Principal
Viscogliosi Bros, LLC

Chair—Program Committee

Nanette Malebranche
Managing Director
Big Apple District
FedEx Express

BOARD MEMBERS

Rick Alessandri
EVP, Enterprise Development
Univision Communications

Peter Appello
EVP, National Specialty Sales
Long Island Market President
Capital One Bank

Pervez Bamji
General Auditor
Pitney Bowes

Kevin Barr
Senior Vice President
Human Resources
Terex Corporation

Michael Barton
Partner
Accenture

Charles Borrok
Vice Chairman
Cushman & Wakefield, Inc.

Shmuel Bulka
General Counsel, Financial & Risk Division, Americas
Thomson Reuters

Willie Dennis
Partner
K&L Gates LLP

Tom DeVito
VP & General Manager, NY & NJ
AT&T

Joseph Duggan (ex-officio)
Partner
KPMG LLP

Marie Gallagher
SVP & Controller
PepsiCo, Inc.

Chuck Imhof
Staff Vice President
New York Sales
Delta Airlines

Brian Inselberg
Head of Financial Lines EMEA
AIG Property Casualty

Nick Johnson
SVP, Digital Ad Sales Strategy
Turner Broadcasting Systems, Inc.

Scott Karnas
Corporate Controller
KKR & Co. L.P.

Christopher Levendos
Head of Network Development
Google Fiber

Scott Lippstreu
Principal
Deloitte Consulting

Victor Malanga
EVP & Worldwide Chief Financial Officer
Edelman

Gregory Markel
Partner & Co-Chairman
Litigation Department
Cadwalader, Wickersham & Taft

Mona Moazzaz
VP & Chief of Staff
Global Technology & Operations
MetLife

Joseph F. Murphy
Executive Vice President
Head, Public & Nonprofit Finance
U.S. Bank

Kenneth Newman
SVP, Eastern Regional Counsel & Assistant Secretary
The Walt Disney Company

Keith Pinniger
Managing Director
Head of Special Asset Pool
Citi Holdings

Douglas Rozman
Adjunct Professor
Marketing & Public Relations
New York University

Crystal Sampson
Partner
EY LLP

Lisa Sawicki
Partner
PwC LLP

Josh Shamansky
SVP and Head of Total Rewards
TIAA

Craig Soloff
VP, Operations
Ericsson

Effective February 1, 2016

In Memoriam: MARGARET C. “PEGGY” FECHTMANN

In December 2015, Margaret C. “Peggy” Fechtmann, Vice Chair of the Board of Junior Achievement of New York, member of the Executive Committee, and Chair of the Audit Committee, passed away. An unflagging champion, loyal advocate and true friend to JA, Peggy served with great distinction on the Board since 2001. Her thoughtful counsel, generosity and enthusiastic spirit will be missed.
JA NEW YORK BY THE NUMBERS

- **3,300 Classes Served**
- **More than 70,000 Students Served**
- **More than 477,000 Contact Hours**
  - **53% Elementary**
  - **31% Middle School**
  - **16% High School**
- **More than 5,500 Volunteers Serving**
  - **3,300 Elementary**
  - **970 Middle School**
  - **1,220 High School**
Seventeen-year-old Joseph Hernandez, a rising senior from the Academy of Finance and Enterprise, dreams of achieving the kind of college and career success that will send shock waves of inspiration through his beloved Dominican community in Corona, Queens. His participation in Junior Achievement has given him a blueprint for success in college and beyond and has sparked his desire to become a role model of achievement to young people. It has already been paying off. In June 2014, Joseph was selected from a highly competitive pool of student applicants to be Junior Achievement of New York's 2014-2015 Student of the Year scholarship winner.

Excited to hear the news about his scholarship award, Joseph said, "Being selected as Junior Achievement of New York's Student of the Year has really boosted my confidence and self-esteem. Many talented and worthy students applied. I realize that anything is possible and hard work and determination does pay off. I am looking forward to expanding my horizons and taking that extra step to learn something new."

Joseph is especially grateful for the $10,000 Manuel H. and Claire Barron Student of the Year scholarship award he received, which will make his college experience much more affordable. "College tuition costs are rising every year. This scholarship money will go a long way toward funding my college education. Junior Achievement has given me an opportunity to show who I really am as a person and as a student. Most of all, it will help me to establish relationships with professionals who could be an important part of my future career network."

As Student of the Year, Joseph was positioned to advocate for the needs of students in New York City and Long Island to key policy makers and business leaders. "I think my biggest challenge will be getting people to understand how important Junior Achievement is to young people like me. Many of us are concerned about our future. We wonder if we are going to be able to make it in this world. I am hoping that my story will inspire more business professionals and members of the community to volunteer and partner with Junior Achievement."
NEW YORK CITY GOLD SCHOOL PARTNERSHIPS

BRONX
Bronx High School of Science
CES 28 Mount Hope Centennial School
DeWitt Clinton High School
Hero High School
Metropolitan Lighthouse Charter School
MS/HS 223 The Laboratory School of Finance and Technology
PS 43 Jonas Bronck School
PS 86 Kingsbridge Heights
PS 9

BROOKLYN
Academy of Hospitality and Tourism
Brooklyn Academy of Science and the Environment
Brooklyn Preparatory High School
IS 187 Christa McAuliffe School
PS 16 Leonard Dunkly
PS 161 Crown School
PS 196 Ten Eyck School
PS 20 Clinton Hill
PS 206 Joseph F. Lamb
PS 229 The Dyker School
PS 264 Bay Ridge Elementary School For The Arts
EDUCATOR OF THE YEAR AWARD

DARA LUSTGARTEN
Community Health Academy of the Heights (CHAH)

Dara Lustgarten jumped into the role of school coordinator one year into JA New York’s four-year partnership with Community Health Academy of the Heights (CHAH). Since then, Dara’s passion and enthusiasm for JA has resulted in the rapid expansion and embrace of JA programming in her school. Student participation and engagement in the High School Heroes program tripled, and she helped initiate the integration of the JA Economics curriculum in CHAH classrooms. Thanks to Dara’s efforts, JA New York delivered nearly 800 student experiences to CHAH during the 2014-15 school year with the support of corporate partners like American Express, NBC Universal, and Capital One.

We are grateful to Dara for utilizing JA personal finance, entrepreneurship and work readiness skills to motivate and inspire her students to reach their fullest potential in school and in life.

PS 277 Gerritsen Beach School
PS 67 Charles Dorsey
St. Joseph High School
Urban Assembly Institute of Math and Science for Young Women
Young Scholars’ Academy for Discovery and Exploration

MANHATTAN
Community Health Academy of the Heights
Epiphany School
High School For Dual Language & Asian Studies
Mosaic Preparatory Academy
PS 129 John H Finley
PS 4 Duke Ellington School
PS 83 Luis Munoz Rivera
PS/IS 57 James Weldon Johnson School
PS 198 Isador and Ida Straus School
St. Gregory the Great School

QUEENS
Aviation Career & Technical High School
Hillcrest High School
High School for Construction Trades, Engineering and Architecture
Information Technology High School
IS 230
Martin Van Buren High School
Newcomers High School
PS 150 Sunnyside
PS 166 Henry Gradstein
PS 33 Edward M. Funk
PS 51 Early Childhood Center
PS 85 The Judge Charles J. Vallone School
PS 86
PS 212 School of CyberScience and Literacy
Richmond Hill High School
The Academy of Finance & Enterprise High School

STATEN ISLAND
PS 5 Huguenot
PS 21 Elm Park School
Staten Island School for Civic Leadership

LONG ISLAND GOLD SCHOOL PARTNERSHIPS

NASSAU
Baldwin Senior High School
East Meadow High School
Floral Park-Bellerose School
Freeport High School
Front Street Elementary School
John Lewis Childs School
Massapequa High School
NEW YORK CITY SILVER SCHOOL PARTNERSHIPS

BRONX
Bronx Leadership Academy
Bronx Preparatory Charter School
Grand Concourse Academy Charter School
PS 71 Rose E. Scala School
PS/MS 95 The Sheila Mencher
Van Cortlandt School
Soundview Academy for Culture and Scholarship

BROOKLYN
Brooklyn Technical High School
Edward R. Murrow High School
High School of Telecommunications, Arts & Technology
MS 582
PS 104 Fort Hamilton School
PS 138
PS 249 Caton School
Ronald Edmonds Learning Center II (MS 484)

MANHATTAN
Baruch College Campus High School
Cathedral High School
High School for Leadership and Public Service
High School of Economics and Finance

SUFFOLK
Central Islip Early Childhood Center
Charles A. Mulligan Middle School
Commack High School
Fort Salonga Elementary School
James H. Boyd Intermediate School
John F. Kennedy Elementary School
Kings Park High School
Longwood High School
Park View Elementary School
R.J.O. Intermediate School
Santapogue Elementary School
Smithtown High School East
Smithtown High School West
South Middle School
South Street Elementary School
Tooker Avenue Elementary School
William Rall Elementary School
William T. Rogers Middle School

HIGH
ELEMENTARY
MIDDLE
HIGH
ELEMENTARY
MIDDLE
HIGH
ELEMENTARY
MIDDLE
ELEMENTARY
MIDDLE
HIGH
ELEMENTARY
MIDDLE
HIGH
ELEMENTARY
MIDDLE
ELEMENTARY
MIDDLE

ELEMENTARY SCHOOL PARTNER OF THE YEAR AWARD
PS 166 HENRY GRADSTEIN
Queens
Since 1997, JA New York has enjoyed a long and productive partnership with PS 166 Henry Gradstein School. During the 2014-15 school year, our business and community partners delivered JA programming to nearly 2,000 K-5th graders (46 classes). Due to their whole-school participation model, PS 166 has consistently received a high rating as a gold partner school. Assistant Principal, Cheryl Hametz serves as JA’s school coordinator, and our successful collaboration with the school owes much to her leadership and commitment to JA New York’s mission. We thank PS 166 Henry Gradstein School for working with us to provide their students with relevant, hands-on experiences that give young people from kindergarten through elementary grades, vital knowledge and skills in financial literacy, work readiness, and entrepreneurship.

MIDDLE SCHOOL PARTNER OF THE YEAR AWARD
SOUTH MIDDLE SCHOOL
Brentwood
Our Middle School Partner of the Year is Suffolk County’s South Middle School. Recognizing a growing need for economic and business education for kids and teens, South Middle School has enrolled 41 classes (893 students) in JA programs and experiences since 2012. During the 2014-15 school year, South Middle enrolled their entire 8th grade (250 students) in the Capital One / JA Mobile Finance Park Program—where students learned to make informed and intelligent financial related to career choices, income, expenses, savings, and credit—decisions that last a lifetime. In addition, 22 students participated in the Microsoft JA Job Shadow experience. We are grateful to South Middle School Principal, Dr. Escorbores and the school’s educators, for recognizing JA as a value resource and education partner.
**HIGH SCHOOL PARTNER OF THE YEAR AWARD**

**HIGH SCHOOL FOR DUAL LANGUAGE AND ASIAN STUDIES**

Manhattan

The High School for Dual Language and Asian Studies has been a valuable school partnership for JA New York since 2008. Since the beginning of the partnership, their senior classes have welcomed corporate and business volunteers from companies like American Express, KPMG, EY, and HSBC into their classrooms on a weekly basis to deliver high-level economic and business education programs to their students. During the 2014-15 school year, their students learned real-world personal finance skills through participation in Capital One/JA Mobile Finance Park—and they paid it forward to younger students in their community through the JA High School Heroes program, delivering JA’s basic financial literacy lessons to PS 130’s elementary students. We congratulate the High School for Dual Language and Asian Studies Principal and educators for working tirelessly to bring JA program and volunteer resources into their classrooms, and for going above and beyond to help their students develop the competence, confidence and character needed to compete in today’s global economy.

**LONG ISLAND SILVER SCHOOL PARTNERSHIPS**

**NASSAU**

Covert Avenue Elementary School
Division Avenue High School
Floral Park Memorial High School
John W. Dodd Middle School
Leo F. Giblyn School
Martin Avenue Elementary School
Meadow Elementary School
Park Avenue School
Plainview-Old Bethpage
John F. Kennedy High School
Saw Mill Road Elementary School
St. Martin de Porres Marianist School
Wantagh Elementary School
Wantagh High School
W.T. Clarke High School

**SUFFOLK**

Branch Brook Elementary School
Brentwood High School
Commack Middle School
Dogwood Elementary School
Hampton Bays Elementary School
Hauppauge Middle School
Norwood Avenue Elementary School
Ralph G. Reed Middle School
Timber Point Elementary School
William Floyd Middle School
BOWL-A-THON COORDINATOR OF THE YEAR AWARD

STEVEN LAWLESS
KPMG

Our Bowl-A-Thon Coordinator of the Year is Steven Lawless of KPMG. Steven is a longtime champion, supporter and friend to JA New York. In fact, he celebrated his 20th anniversary coordinating the KPMG Bowl-A-Thon this past year, an incredible accomplishment! During the 2014-15 school year, thanks to Steven’s efforts, KPMG engaged more than 180 employee bowlers who raised nearly $43,000 to benefit the JA New York cause. We thank Steven for his loyalty and enthusiasm and for exemplifying passion, honesty, integrity, and excellence in all that he does for JA.

VOLUNTEER COORDINATOR OF THE YEAR AWARD

MICHELLE NG
EY

Michelle Ng has served as the Community Engagement Leader for Ernst & Young (EY) for four years. A passionate champion and supporter of the JA New York cause, Michelle recruited and led more than 300 EY business volunteers to teach 92 classes, serving more than 2,000 students during the 2014-15 school year! Michelle has the distinction of ensuring the fulfillment of every single volunteer event EY has committed to during her tenure—an especially impressive achievement given the high volume of students they reach. Under Michelle’s dynamic leadership, the quality of the volunteer experience has increased, with at least 3-4 volunteers in every classroom. In addition, EY has expanded its JA Day partnerships with schools like PS 196 Ten Eyck, MS 582, PS 166 Henry Gradstein, and PS 150 Sunnyside. EY also teaches weekly classes at nearby Jacqueline Kennedy Onassis High School. We thank Michelle for inspiring and leading EY’s efforts to make a visible and meaningful demonstration of its investment in, and commitment to youth in our community.
Your financial support for JA New York allows us to provide JA experiences for more students each year. We are grateful to our individual, corporate and foundation investors who help us meet the growing demand for our programs.

**INDIVIDUALS**

$50,000+
Gavin G. O’Connor

$10,000+
Philip S. Armstrong
Armen Avanessians
Manuel H. Barron
Steven M. Barry
Michael P. Barton
Robert A. Berry
Margaret C. Fechtmann
Leslie V. Godridge
Scott Karnas
Deborah Leone
Victor Malanga
John William McMahon
James A. McNamara
Richard J. Pocchia
Peter Craig Russell
Crystal L. Sampson
Gavin Simms
Anthony G. Viscogliosi

$5,000+
Charles A. Baillie
Shmuel Bulka
David Carnevale
Andrew J. Dannenberg
Peter E. Finn
David A. Fishman
Mathew T. Fremont-Smith
Sean J. Gallagher
Andrew J. Kaiser
Gary J. Kozlowski
Merrill M. Kraines
Henry R. Kravis
Eric Lane
Hugh Lawson
Joseph F. Murphy
Joseph Nekola
Kenneth E. Newman
Charles H. Perlmutter
Michael J. Richman
Jeffrey W. Schroeder
Michael H. Siegel
Esta Stecher
Laurence Stein
Robin A. Vince
Fred Wilpon
Judy York
Joanne Zaiac

$2,500+
Robert B. Catell
Renée M. Colombo
Jason Dickman
Suzanne Donohoe
Erik Falk
Danielle Garrity
William Janetschek
David Kast
Joan Lacagnina
Scott Levy
Scott Lippstreu
Gerald Mach
Michael Modena
Scott C. Nuttall
Paul E. Raether
Ralph Rosenberg
David J. Sorkin
Kimberly A. Wagner
Brian Wainwright
Allen S. Wolfbiss
Alisa A. Wood

$1,000+
Jospeh Abruzzo
Rick Alessandri
Shawn Alexander
Jen Barbetta
Tom Baxter
Ajay Bhumitra
Patrick Burke
Steve Case
Michael W. Chin
Chris Clarke
Richard Collins
Gus Daghash

Kenneth D. Daly
Richard D’Amura
Willie E. Dennis
Diane E. D’Erasmo
Chris Dominika
Maryellen Donohoe
Joseph Duffy
Chris Fano
Todd A. Fisher
Victor Florencio
Marie T. Gallagher
Lee Garfinkle
Marc Hanahan
Puneet Hemrajani
Jay T. Huang
Peter K. Ingerman
Victor Karim
J. Christopher Kojima
Rajiv Kumar
Sey-Hyo Lee
Bruno Leuzzi
Robert Lewin
George Lund
Mark Luppi
Cate Luzio
Sarah Madigan
Brian Margulies
David Mason
Kenneth B. Mehlman
Victoria A. Meyer
James Mindala
Karen Mitchell
Brian Mitchell
Alexandre A. Montagu
Josephine Ng
Thomas Nielsen
Carlos Pereda
Joseph A. Peri
Keith Pinniger
Conor Queenan
Louise Raymond
Salvatore Restivo
James Rittinger
Peter Rogers
Richard Schuster
Josh Shamansky
Marc Sheinbaum
Bobby Singh
Adam Smith
Margaret Smith

Delta Air Lines, Inc.
Ernst & Young
Estate of Joan Falper
Goldman Sachs
Intercontinental Exchange
JP Morgan Chase & Co.
KPMG LLP
McGraw-Hill Financial
MetLife
Terex Corporation
U.S. Bancorp
Voya Financial, Inc

$25,000+
Allianz Global Investors
AT&T
BBCN Bank
BNY Mellon
Consumer and Merchant
Awareness Foundation
Edelman
FedEx
National Grid
NYC Civic Corps
Popular Community Bank
The C. George Van Kampen
Foundation/
G. Chris Andersen
The Walt Disney Company
Thomson Reuters
TIAA-CREF
Univision Communications, Inc.

$15,000+
Ericsson
Kohlberg, Kravis,
Roberts & Co.
Microsoft
Norton Rose Fullbright
PSE&G
The Boston Consulting Group
The Sidney Milton &
Leoma Simon Foundation

$10,000+
BlackRock Financial Manage-
ment, Inc.
Credit Suisse
Cushman & Wakefield, Inc.
DigitasLBi
Encore Capital Group
Greenberg Traurig, LLP
Oracle Corporation
Pepsico

Polaris Financial Technology
Limited
TD Ameritrade
The Wireless Experience
WilmerHale

$5,000+
America's Charities
Bunzl USA Inc.
Crowe Horwath Foundation
Fidelity Investments
Holborn Foundation
Morgan Stanley Smith Barney
Sam's Club
Sentry Facility, Inc.
Shearman & Sterling LLP
Skadden Arps Slate
Meagher & Flom
Small Bone Innovations, LLC
State Street/International
Fund Services, LLC
The Viniaar Family Foundation

$2,500+
Black & Veatch
Covington & Burling LLP
Fogo de Chão Churrascaria
Google, Inc.
L. Mark Newman Foundation
Kass Enterprises LLC
Musculoskeletal Clinical
Regulatory Advisers, LLC
Network Infrastructure Inc.
Paradigm Spine, LLC
Viss cogliosi Bros., LLC

$1,000+
The Warren and Katherine
Coopersmith Foundation
Get Connected
Hemisphere Media Group
Hotspot Wireless, Inc.
Integrated Facility Solutions
Shuch Family Foundation
Stop and Stor
TelecomPioneers
Thatcher McGee’s
Woven Orthopedic
Technologies

CORPORATE
AND FOUNDATION
INVESTORS

$150,000+
American Express
PwC

$100,000+
AIG
HSBC
NASDAQ OMX

$50,000+
Accenture
AlphaSights
Capital One Bank
Citi
Deloitte & Touche, LLP
Craig Soloff
Edward Stroz
Tom Tao
Candice Tse
Anna Turkenich
Keith Turner
John Twite
Christopher A. Vanburnen
Daniel D. Walker
Anré Williams
Christina Wong
Ben Zelinsky
Ellen Zelinsky

$10,000+
BlackRock Financial Manage-
ment, Inc.
Credit Suisse
Cushman & Wakefield, Inc.
DigitasLBi
Encore Capital Group
Greenberg Traurig, LLP
Oracle Corporation
Pepsico

Polaris Financial Technology
Limited
TD Ameritrade
The Wireless Experience
WilmerHale

$5,000+
America's Charities
Bunzl USA Inc.
Crowe Horwath Foundation
Fidelity Investments
Holborn Foundation
Morgan Stanley Smith Barney
Sam's Club
Sentry Facility, Inc.
Shearman & Sterling LLP
Skadden Arps Slate
Meagher & Flom
Small Bone Innovations, LLC
State Street/International
Fund Services, LLC
The Viniaar Family Foundation

$2,500+
Black & Veatch
Covington & Burling LLP
Fogo de Chão Churrascaria
Google, Inc.
L. Mark Newman Foundation
Kass Enterprises LLC
Musculoskeletal Clinical
Regulatory Advisers, LLC
Network Infrastructure Inc.
Paradigm Spine, LLC
Viss cogliosi Bros., LLC

$1,000+
The Warren and Katherine
Coopersmith Foundation
Get Connected
Hemisphere Media Group
Hotspot Wireless, Inc.
Integrated Facility Solutions
Shuch Family Foundation
Stop and Stor
TelecomPioneers
Thatcher McGee’s
Woven Orthopedic
Technologies

CORPORATE
AND FOUNDATION
INVESTORS

$150,000+
American Express
PwC

$100,000+
AIG
HSBC
NASDAQ OMX

$50,000+
Accenture
AlphaSights
Capital One Bank
Citi
Deloitte & Touche, LLP
Craig Soloff
Edward Stroz
Tom Tao
Candice Tse
Anna Turkenich
Keith Turner
John Twite
Christopher A. Vanburnen
Daniel D. Walker
Anré Williams
Christina Wong
Ben Zelinsky
Ellen Zelinsky

$25,000+
Allianz Global Investors
AT&T
BBCN Bank
BNY Mellon
Consumer and Merchant
Awareness Foundation
Edelman
FedEx
National Grid
NYC Civic Corps
Popular Community Bank
The C. George Van Kampen
Foundation/
G. Chris Andersen
The Walt Disney Company
Thomson Reuters
TIAA-CREF
Univision Communications, Inc.

$15,000+
Ericsson
Kohlberg, Kravis,
Roberts & Co.
Microsoft
Norton Rose Fullbright
PSE&G
The Boston Consulting Group
The Sidney Milton &
Leoma Simon Foundation

$10,000+
BlackRock Financial Manage-
ment, Inc.
Credit Suisse
Cushman & Wakefield, Inc.
DigitasLBi
Encore Capital Group
Greenberg Traurig, LLP
Oracle Corporation
Pepsico

Polaris Financial Technology
Limited
TD Ameritrade
The Wireless Experience
WilmerHale

$5,000+
America's Charities
Bunzl USA Inc.
Crowe Horwath Foundation
Fidelity Investments
Holborn Foundation
Morgan Stanley Smith Barney
Sam's Club
Sentry Facility, Inc.
Shearman & Sterling LLP
Skadden Arps Slate
Meagher & Flom
Small Bone Innovations, LLC
State Street/International
Fund Services, LLC
The Viniaar Family Foundation

$2,500+
Black & Veatch
Covington & Burling LLP
Fogo de Chão Churrascaria
Google, Inc.
L. Mark Newman Foundation
Kass Enterprises LLC
Musculoskeletal Clinical
Regulatory Advisers, LLC
Network Infrastructure Inc.
Paradigm Spine, LLC
Viss cogliosi Bros., LLC

$1,000+
The Warren and Katherine
Coopersmith Foundation
Get Connected
Hemisphere Media Group
Hotspot Wireless, Inc.
Integrated Facility Solutions
Shuch Family Foundation
Stop and Stor
TelecomPioneers
Thatcher McGee’s
Woven Orthopedic
Technologies
FINANCIAL SUMMARY

OPERATING SUPPORT AND REVENUE

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$1,641,424</td>
<td>$1,702,313</td>
</tr>
<tr>
<td>Events (Net of direct expenses)</td>
<td>$1,789,161</td>
<td>$1,789,155</td>
</tr>
<tr>
<td>In-Kind &amp; Other Income</td>
<td>$267,076</td>
<td>$240,425</td>
</tr>
<tr>
<td><strong>Total Revenue and Support</strong></td>
<td><strong>$3,697,661</strong></td>
<td><strong>$3,731,893</strong></td>
</tr>
</tbody>
</table>

OPERATING EXPENSES

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td>$2,336,260</td>
<td>$2,414,527</td>
</tr>
<tr>
<td>Management &amp; General</td>
<td>$316,301</td>
<td>$307,096</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$611,604</td>
<td>$655,365</td>
</tr>
<tr>
<td>Volunteer Recruitment</td>
<td>$55,464</td>
<td>$55,464</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$3,264,165</strong></td>
<td><strong>$3,376,988</strong></td>
</tr>
</tbody>
</table>

Excess (Deficit) of Operating Support & Revenue

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Over (Under) Expenses</td>
<td>$433,496</td>
<td>$354,905</td>
</tr>
</tbody>
</table>

For a complete set of audited financial statements, please visit: jany.org or call us at 212.949.5269.
STAY IN TOUCH

NEW YORK CITY OFFICE
420 Lexington Avenue, Suite 205 | New York, NY 10170-0002
Tel: 212.949.5269 | Fax: 212.949.5262 | Email: info@jany.org

LONG ISLAND OFFICE
250 Willis Avenue | Roslyn Heights, NY 11577
Tel: 516.625.9069 | Fax: 516.625.9077 | Email: info@jany.org

LOWER HUDSON VALLEY OFFICE
12 Hamilton Place, Suite 2 | Tarrytown, NY 10591
Tel: 914.524.9760 | Email: info@jany.org

facebook/juniorachievementofnewyork
@JANewYork
LinkedIn/company/junior-achievement-of-new-york
YouTube/myjanytv
instagram.com/janewyork