

Return of Organization Exempt From Income Tax
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

2021

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

▶ Do not enter social security numbers on this form as it may be made public.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

A For the 2021 calendar year, or tax year beginning and ending

| | | | |
|--|--|---|---|
| B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending | C Name of organization ANNE RAY FOUNDATION | | D Employer identification number 47-1036008 |
| | Doing business as | | E Telephone number 952-540-4053 |
| | Number and street (or P.O. box if mail is not delivered to street address) | Room/suite | |
| | 6889 ROWLAND ROAD | | G Gross receipts \$ 1,311,430,371. |
| | City or town, state or province, country, and ZIP or foreign postal code EDEN PRAIRIE, MN 55344 | | |
| F Name and address of principal officer: PAUL BUSCH SAME AS C ABOVE | | H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. See instructions H(c) Group exemption number ▶ | |

I Tax-exempt status: 501(c)(3) 501(c) () (insert no.) 4947(a)(1) or 527

J Website: ▶ WWW.MACPHILANTHROPIES.ORG

K Form of organization: Corporation Trust Association Other ▶ **L Year of formation:** 2014 **M State of legal domicile:** MN

Part I Summary

| | | | |
|------------------------------------|---|--|---|
| Activities & Governance | 1 Briefly describe the organization's mission or most significant activities: CHARITABLE GRANTMAKING TO SOME OR ALL DESIGNATED SUPPORTED ORGANIZATIONS. | | |
| | 2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets. | | |
| | 3 | Number of voting members of the governing body (Part VI, line 1a) | 5 |
| | 4 | Number of independent voting members of the governing body (Part VI, line 1b) | 4 |
| | 5 | Total number of individuals employed in calendar year 2021 (Part V, line 2a) | 0 |
| | 6 | Total number of volunteers (estimate if necessary) | 0 |
| | 7a | Total unrelated business revenue from Part VIII, column (C), line 12 | 6,270,982. |
| 7b | Net unrelated business taxable income from Form 990-T, Part I, line 11 | 484,521. | |
| Revenue | 8 | Contributions and grants (Part VIII, line 1h) | Prior Year: 0. Current Year: 0. |
| | 9 | Program service revenue (Part VIII, line 2g) | 0. 0. |
| | 10 | Investment income (Part VIII, column (A), lines 3, 4, and 7d) | 432,268,518. 426,644,408. |
| | 11 | Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) | -41,640,188. 2,393,757. |
| | 12 | Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) | 390,628,330. 429,038,165. |
| | Expenses | 13 | Grants and similar amounts paid (Part IX, column (A), lines 1-3) |
| 14 | | Benefits paid to or for members (Part IX, column (A), line 4) | 0. 0. |
| 15 | | Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) | 15,181,194. 14,720,883. |
| 16a | | Professional fundraising fees (Part IX, column (A), line 11e) | 0. 0. |
| 16b | | Total fundraising expenses (Part IX, column (D), line 25) | 0. |
| 17 | | Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) | 14,101,034. 15,312,746. |
| 18 | | Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) | 157,989,938. 189,028,867. |
| 19 | Revenue less expenses. Subtract line 18 from line 12 | 232,638,392. 240,009,298. | |
| Net Assets or Fund Balances | 20 | Total assets (Part X, line 16) | Beginning of Current Year: 4,822,543,908. End of Year: 5,492,759,345. |
| | 21 | Total liabilities (Part X, line 26) | 104,289,264. 132,856,598. |
| | 22 | Net assets or fund balances. Subtract line 21 from line 20 | 4,718,254,644. 5,359,902,747. |

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer: *Naomi Horsager* Date: 11/10/2022

NAOMI HORSAGER, CFO
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name: ANNE FULTON Preparer's signature: *Anne Fulton* Date: 11/10/22 Check if self-employed: PTIN: P00941863

Firm's name: DELOITTE TAX, LLP Firm's EIN: 86-1065772

Firm's address: 50 SOUTH SIXTH STREET, SUITE 2800 MINNEAPOLIS, MN 55402 Phone no. 612-397-4000

May the IRS discuss this return with the preparer shown above? See instructions Yes No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III [X]

1 Briefly describe the organization's mission: PROVIDE MEANINGFUL SUPPORT TO SOME OR ALL DESIGNATED SUPPORTED ORGANIZATIONS TO MAKE A MEASURABLE AND SUSTAINABLE DIFFERENCE ON OUR SHARED PRIORITY PROBLEMS.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? [] Yes [X] No

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [] Yes [X] No

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 172,338,616. including grants of \$ 158,995,238.) (Revenue \$)

SEE SCHEDULE O

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4d Other program services (Describe on Schedule O.) (Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses 172,338,616.

Part IV Checklist of Required Schedules

Table with 3 columns: Question ID, Question Text, and Yes/No checkboxes. Rows include questions 1 through 21, with sub-questions a-f for items 11, 12, and 14. 'X' marks are present in the 'Yes' column for questions 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11a, 11b, 11e, 11f, 12a, 12b, 13, 14a, 14b, 15, 16, 17, 18, 19, 20a, 20b, and 21.

Part IV Checklist of Required Schedules (continued)

Table with 3 columns: Question ID, Question Text, Yes, No. Rows include questions 22 through 38 regarding organizational reporting, compensation, bond issues, and controlled entities.

Part V Statements Regarding Other IRS Filings and Tax Compliance. Check if Schedule O contains a response or note to any line in this Part V [X]

Table with 3 columns: Question ID, Question Text, Yes, No. Rows include questions 1a, 1b, and 1c regarding Form 1096, W-2G forms, and backup withholding rules.

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

Form with questions 2a through 17 and Yes/No columns. Includes questions about employee counts, tax returns, unrelated business income, foreign accounts, and charitable contributions.

Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI

Section A. Governing Body and Management

| | | Yes | No |
|--|---|-----|----|
| 1a Enter the number of voting members of the governing body at the end of the tax year | 5 | | |
| If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O. | | | |
| 1b Enter the number of voting members included on line 1a, above, who are independent | 4 | | |
| 2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? | | X | |
| 3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person? | | | X |
| 4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? | | | X |
| 5 Did the organization become aware during the year of a significant diversion of the organization's assets? | | | X |
| 6 Did the organization have members or stockholders? | | X | |
| 7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? | | X | |
| b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? | | X | |
| 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: | | | |
| a The governing body? | | X | |
| b Each committee with authority to act on behalf of the governing body? | | X | |
| 9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O | | | X |

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

| | Yes | No |
|---|-----|----|
| 10a Did the organization have local chapters, branches, or affiliates? | | X |
| b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? | | |
| 11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? | X | |
| b Describe on Schedule O the process, if any, used by the organization to review this Form 990. | | |
| 12a Did the organization have a written conflict of interest policy? If "No," go to line 13 | X | |
| b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? | X | |
| c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done | X | |
| 13 Did the organization have a written whistleblower policy? | X | |
| 14 Did the organization have a written document retention and destruction policy? | X | |
| 15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? | | |
| a The organization's CEO, Executive Director, or top management official | X | |
| b Other officers or key employees of the organization | X | |
| If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions. | | |
| 16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? | X | |
| b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? | X | |

Section C. Disclosure

- 17** List the states with which a copy of this Form 990 is required to be filed **MN**
- 18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
 Own website Another's website Upon request Other (explain on Schedule O)
- 19** Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records **▶**
NAOMI HORSAGER - 952-540-4053
6889 ROWLAND ROAD, EDEN PRAIRIE, MN 55344

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

| (A) Name and title | (B) Average hours per week (list any hours for related organizations below line) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC) | (E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC) | (F) Estimated amount of other compensation from the organization and related organizations |
|--|---|---|-----------------------|---------|--------------|------------------------------|--------|---|--|---|
| | | Individual trustee or director | Institutional trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| (1) SHAWN WISCHMEIER CHIEF INVESTMENT OFFICER | 50.00 | | | | X | | | 0. | 1,438,927. | 234,076. |
| (2) PAUL BUSCH DIRECTOR/PRES & CEO | 50.00 | X | | X | | | | 0. | 991,680. | 160,679. |
| (3) MICHAEL RUETZ DEPUTY CIO/INVESTMENT DIR. | 50.00 | | | | X | | | 0. | 823,806. | 151,035. |
| (4) TRICIA SCRIVNER INVESTMENT DIRECTOR | 50.00 | | | | X | | | 0. | 703,489. | 118,661. |
| (5) RODNEY OVERCASH INVESTMENT DIRECTOR | 50.00 | | | | X | | | 0. | 689,572. | 132,195. |
| (6) CHRISTOPHER VOGT INVESTMENT DIRECTOR | 50.00 | | | | X | | | 0. | 677,655. | 132,544. |
| (7) MATTHEW MINNIS INVESTMENT DIRECTOR | 50.00 | | | | X | | | 0. | 626,939. | 114,309. |
| (8) NAOMI HORSAGER TREASURER/CFO | 50.00 | | | X | | | | 0. | 573,810. | 117,604. |
| (9) HEATHER KUKLA SECRETARY/VP & GEN COUNSEL | 50.00 | | | X | | | | 0. | 573,321. | 117,899. |
| (10) TERENCE MEERSMAN VP OF PROGRAMS | 50.00 | | | | X | | | 0. | 566,689. | 107,019. |
| (11) CHRISTINE MORSE BOARD CHAIR | 7.00 6.00 | | X | | | | | 69,000. | 58,000. | 0. |
| (12) RIGHT REVEREND JOHN CHANE DIRECTOR | 4.00 3.00 | | X | | | | | 52,500. | 38,500. | 0. |
| (13) WIN NEUGER DIRECTOR | 3.00 3.00 | | X | | | | | 39,000. | 39,000. | 0. |
| (14) STUART TOBISMAN DIRECTOR | 4.00 3.00 | | X | | | | | 0. | 0. | 0. |

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

| (A) Name and title | (B) Average hours per week (list any hours for related organizations below line) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC) | (E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC) | (F) Estimated amount of other compensation from the organization and related organizations |
|--|---|---|-----------------------|---------|--------------|------------------------------|----------|---|--|---|
| | | Individual trustee or director | Institutional trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| | | | | | | | | | | |
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| | | | | | | | | | | |
| 1b Subtotal | | | | | | | 160,500. | 7,801,388. | 1,386,021. | |
| c Total from continuation sheets to Part VII, Section A | | | | | | | 0. | 0. | 0. | |
| d Total (add lines 1b and 1c) | | | | | | | 160,500. | 7,801,388. | 1,386,021. | |

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization 0

| | Yes | No |
|---|-----|----|
| 3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i> | | X |
| 4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i> | X | |
| 5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i> | | X |

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

| (A) Name and business address | (B) Description of services | (C) Compensation |
|---|--------------------------------|---------------------|
| MARGARET A. CARGILL FOUNDATION 6889 ROWLAND ROAD, EDEN PRAIRIE, MN 55344 | SHARED SERV EXP REIMBURSEMENT | 22,278,606. |
| CHILTON INVESTMENT COMPANY, LLC 1290 E MAIN STREET, STAMFORD, CT 06902 | INVESTMENT MANAGEMENT | 1,475,208. |
| RECORD CURRENCY MGMT, MORGAN HOUSE MADEIRA WALK, WINDSOR, UNITED KINGDOM SL4 1EP | INVESTMENT MANAGEMENT | 1,128,072. |
| FISHER ASSET MANAGEMENT LLC 13100 SKYLINE BOULEVARD, WOODSIDE, CA 94062 | INVESTMENT MANAGEMENT | 934,386. |
| FINANCIAL RISK GROUP, INC., 264 CHATHAM STREET, SUITE 100, CARY, NC 27511 | INVESTMENT MANAGEMENT | 458,579. |

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization 21

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

| | | | (A) | (B) | (C) | (D) | |
|--|--|--|----------------|------------------------------------|----------------------------|--|--|
| | | | Total revenue | Related or exempt function revenue | Unrelated business revenue | Revenue excluded from tax under sections 512 - 514 | |
| Contributions, Gifts, Grants and Other Similar Amounts | 1 a | Federated campaigns | 1a | | | | |
| | b | Membership dues | 1b | | | | |
| | c | Fundraising events | 1c | | | | |
| | d | Related organizations | 1d | | | | |
| | e | Government grants (contributions) | 1e | | | | |
| | f | All other contributions, gifts, grants, and similar amounts not included above | 1f | | | | |
| | g | Noncash contributions included in lines 1a-1f | 1g \$ | | | | |
| | h Total. Add lines 1a-1f | | | | | | |
| Program Service Revenue | | | Business Code | | | | |
| | 2 a | | | | | | |
| | b | | | | | | |
| | c | | | | | | |
| | d | | | | | | |
| | e | | | | | | |
| | f | All other program service revenue | | | | | |
| g Total. Add lines 2a-2f | | | | | | | |
| Other Revenue | 3 | Investment income (including dividends, interest, and other similar amounts) | | 96,059,723. | 600,381. | 95,459,342. | |
| | 4 | Income from investment of tax-exempt bond proceeds | | | | | |
| | 5 | Royalties | | | | | |
| | 6 a | Gross rents | (i) Real | | | | |
| | | | (ii) Personal | | | | |
| | | | 6a | | | | |
| | | | 6b | | | | |
| | b | Less: rental expenses | 6b | | | | |
| | c | Rental income or (loss) | 6c | | | | |
| | d | Net rental income or (loss) | | | | | |
| | 7 a | Gross amount from sales of assets other than inventory | (i) Securities | 1212976891. | | | |
| | | | (ii) Other | | | | |
| | | | 7a | | | | |
| | | | 7b | 882,392,206. | | | |
| b | Less: cost or other basis and sales expenses | 7b | | | | | |
| c | Gain or (loss) | 7c | 330,584,685. | | | | |
| d | Net gain or (loss) | | 330,584,685. | 8,440,359. | 322,144,326. | | |
| 8 a | Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 | 8a | | | | | |
| | | 8b | | | | | |
| b | Less: direct expenses | 8b | | | | | |
| c | Net income or (loss) from fundraising events | | | | | | |
| 9 a | Gross income from gaming activities. See Part IV, line 19 | 9a | | | | | |
| | | 9b | | | | | |
| b | Less: direct expenses | 9b | | | | | |
| c | Net income or (loss) from gaming activities | | | | | | |
| 10 a | Gross sales of inventory, less returns and allowances | 10a | | | | | |
| | | 10b | | | | | |
| | | 10b | | | | | |
| b | Less: cost of goods sold | 10b | | | | | |
| c | Net income or (loss) from sales of inventory | | | | | | |
| Miscellaneous Revenue | | | Business Code | | | | |
| | 11 a | OTHER INCOME | 523920 | 2,393,757. | -2,769,758. | 5,163,515. | |
| | b | | | | | | |
| | c | | | | | | |
| | d | All other revenue | | | | | |
| e | Total. Add lines 11a-11d | | 2,393,757. | | | | |
| 12 | Total revenue. See instructions | | | 429,038,165. | 0. | 6,270,982. | |
| | | | | | 422,767,183. | | |

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

| Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII. | (A) Total expenses | (B) Program service expenses | (C) Management and general expenses | (D) Fundraising expenses |
|---|-----------------------|---------------------------------|--|-----------------------------|
| 1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 | 158,995,238. | 158,995,238. | | |
| 2 Grants and other assistance to domestic individuals. See Part IV, line 22 | | | | |
| 3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 | | | | |
| 4 Benefits paid to or for members | | | | |
| 5 Compensation of current officers, directors, trustees, and key employees | 1,498,362. | 1,129,523. | 368,839. | |
| 6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) | | | | |
| 7 Other salaries and wages | 10,327,097. | 6,141,916. | 4,185,181. | |
| 8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) | | | | |
| 9 Other employee benefits | 2,895,424. | 1,921,372. | 974,052. | |
| 10 Payroll taxes | | | | |
| 11 Fees for services (nonemployees): | | | | |
| a Management | | | | |
| b Legal | 584,037. | 158,913. | 425,124. | |
| c Accounting | 247,546. | 125,421. | 122,125. | |
| d Lobbying | | | | |
| e Professional fundraising services. See Part IV, line 17 | | | | |
| f Investment management fees | 7,665,687. | | 7,665,687. | |
| g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.) | 3,648,251. | 1,727,971. | 1,920,280. | |
| 12 Advertising and promotion | | | | |
| 13 Office expenses | 101,655. | 81,106. | 20,549. | |
| 14 Information technology | 686,901. | 563,244. | 123,657. | |
| 15 Royalties | | | | |
| 16 Occupancy | 1,537,729. | 1,155,004. | 382,725. | |
| 17 Travel | 11,331. | 3,732. | 7,599. | |
| 18 Payments of travel or entertainment expenses for any federal, state, or local public officials | | | | |
| 19 Conferences, conventions, and meetings | 37,914. | 32,355. | 5,559. | |
| 20 Interest | | | | |
| 21 Payments to affiliates | | | | |
| 22 Depreciation, depletion, and amortization | | | | |
| 23 Insurance | 56,512. | 44,350. | 12,162. | |
| 24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.) | | | | |
| a GRANT DISCOUNT | -111,219. | -111,219. | 0. | |
| b DUES & SUBSCRIPTIONS | 407,525. | 174,003. | 233,522. | |
| c RECRUITING | 225,447. | 163,883. | 61,564. | |
| d OTHER TAXES | 174,890. | | 174,890. | |
| e All other expenses | 38,540. | 31,804. | 6,736. | |
| 25 Total functional expenses. Add lines 1 through 24e | 189,028,867. | 172,338,616. | 16,690,251. | 0. |
| 26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. | | | | |

Check here if following SOP 98-2 (ASC 958-720)

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X

| | | (A) Beginning of year | | (B) End of year |
|---|--|--------------------------|----------------|--------------------|
| Assets | 1 Cash - non-interest-bearing | | 1 | |
| | 2 Savings and temporary cash investments | 14,492,974. | 2 | 19,434,940. |
| | 3 Pledges and grants receivable, net | | 3 | |
| | 4 Accounts receivable, net | 30,286. | 4 | 76,529. |
| | 5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons | | 5 | |
| | 6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B) | | 6 | |
| | 7 Notes and loans receivable, net | | 7 | |
| | 8 Inventories for sale or use | | 8 | |
| | 9 Prepaid expenses and deferred charges | 935,000. | 9 | 5,793,762. |
| | 10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D | 10a 44,637. | | |
| | b Less: accumulated depreciation | 10b 44,637. | 10c 0. | 0. |
| | 11 Investments - publicly traded securities | 580,807,420. | 11 | 680,826,177. |
| | 12 Investments - other securities. See Part IV, line 11 | 4,226,278,228. | 12 | 4,786,627,937. |
| | 13 Investments - program-related. See Part IV, line 11 | | 13 | |
| | 14 Intangible assets | | 14 | |
| | 15 Other assets. See Part IV, line 11 | | 15 | |
| 16 Total assets. Add lines 1 through 15 (must equal line 33) | 4,822,543,908. | 16 | 5,492,759,345. | |
| Liabilities | 17 Accounts payable and accrued expenses | 14,201,966. | 17 | 15,155,396. |
| | 18 Grants payable | 90,087,298. | 18 | 117,701,202. |
| | 19 Deferred revenue | | 19 | |
| | 20 Tax-exempt bond liabilities | | 20 | |
| | 21 Escrow or custodial account liability. Complete Part IV of Schedule D | | 21 | |
| | 22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons | | 22 | |
| | 23 Secured mortgages and notes payable to unrelated third parties | | 23 | |
| | 24 Unsecured notes and loans payable to unrelated third parties | | 24 | |
| | 25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D | | 25 | |
| | 26 Total liabilities. Add lines 17 through 25 | 104,289,264. | 26 | 132,856,598. |
| Net Assets or Fund Balances | Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33. | | | |
| | 27 Net assets without donor restrictions | 4,718,254,644. | 27 | 5,359,902,747. |
| | 28 Net assets with donor restrictions | | 28 | |
| | Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33. | | | |
| | 29 Capital stock or trust principal, or current funds | | 29 | |
| | 30 Paid-in or capital surplus, or land, building, or equipment fund | | 30 | |
| | 31 Retained earnings, endowment, accumulated income, or other funds | | 31 | |
| 32 Total net assets or fund balances | 4,718,254,644. | 32 | 5,359,902,747. | |
| 33 Total liabilities and net assets/fund balances | 4,822,543,908. | 33 | 5,492,759,345. | |

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

| | | | |
|-----------|--|-----------|----------------|
| 1 | Total revenue (must equal Part VIII, column (A), line 12) | 1 | 429,038,165. |
| 2 | Total expenses (must equal Part IX, column (A), line 25) | 2 | 189,028,867. |
| 3 | Revenue less expenses. Subtract line 2 from line 1 | 3 | 240,009,298. |
| 4 | Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A)) | 4 | 4,718,254,644. |
| 5 | Net unrealized gains (losses) on investments | 5 | 593,806,473. |
| 6 | Donated services and use of facilities | 6 | |
| 7 | Investment expenses | 7 | 15,750,438. |
| 8 | Prior period adjustments | 8 | |
| 9 | Other changes in net assets or fund balances (explain on Schedule O) | 9 | -207,918,106. |
| 10 | Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B)) | 10 | 5,359,902,747. |

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

| | Yes | No |
|---|-----|----|
| 1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O. | | |
| 2a Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis | | X |
| b Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis | X | |
| c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O. | X | |
| 3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? | | X |
| b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits | | |

SCHEDULE A
(Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization

ANNE RAY FOUNDATION

Employer identification number

47-1036008

Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)
- 3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: _____
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____
- 10 An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11 An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
 - a **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
 - b **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
 - c **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
 - d **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
 - e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.

f Enter the number of supported organizations

16

g Provide the following information about the supported organization(s).

| (i) Name of supported organization | (ii) EIN | (iii) Type of organization (described on lines 1-10 above (see instructions)) | (iv) Is the organization listed in your governing document? | | (v) Amount of monetary support (see instructions) | (vi) Amount of other support (see instructions) |
|------------------------------------|------------|---|---|----|---|---|
| | | | Yes | No | | |
| ARC NATIONAL | 53-0196605 | 7 | X | | 20,926,000. | 0. |
| ASI | 41-0711603 | 7 | X | | 1,465,000. | 0. |
| BEREA COLLEGE | 61-0444650 | 2 | X | | 13,927,370. | 0. |
| IDYLLWILD | 95-1801279 | 2 | X | | 1,795,000. | 0. |
| KPBS | 33-0373293 | 2 | X | | 932,000. | 0. |
| Total | | | | | 136,128,877. | 0. |

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

| Calendar year (or fiscal year beginning in) ► | (a) 2017 | (b) 2018 | (c) 2019 | (d) 2020 | (e) 2021 | (f) Total |
|---|----------|----------|----------|----------|----------|-----------|
| 1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") | | | | | | |
| 2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf | | | | | | |
| 3 The value of services or facilities furnished by a governmental unit to the organization without charge | | | | | | |
| 4 Total. Add lines 1 through 3 | | | | | | |
| 5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) | | | | | | |
| 6 Public support. Subtract line 5 from line 4. | | | | | | |

Section B. Total Support

| Calendar year (or fiscal year beginning in) ► | (a) 2017 | (b) 2018 | (c) 2019 | (d) 2020 | (e) 2021 | (f) Total |
|--|----------|----------|----------|----------|----------|-----------|
| 7 Amounts from line 4 | | | | | | |
| 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources | | | | | | |
| 9 Net income from unrelated business activities, whether or not the business is regularly carried on | | | | | | |
| 10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) | | | | | | |
| 11 Total support. Add lines 7 through 10 | | | | | | |
| 12 Gross receipts from related activities, etc. (see instructions) | | | | | 12 | |
| 13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here <input type="checkbox"/> | | | | | | |

Section C. Computation of Public Support Percentage

| | | |
|--|----|---|
| 14 Public support percentage for 2021 (line 6, column (f), divided by line 11, column (f)) | 14 | % |
| 15 Public support percentage from 2020 Schedule A, Part II, line 14 | 15 | % |
| 16a 33 1/3% support test - 2021. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization <input type="checkbox"/> | | |
| b 33 1/3% support test - 2020. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization <input type="checkbox"/> | | |
| 17a 10% -facts-and-circumstances test - 2021. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization <input type="checkbox"/> | | |
| b 10% -facts-and-circumstances test - 2020. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization <input type="checkbox"/> | | |
| 18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions <input type="checkbox"/> | | |

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Table with 7 columns: (a) 2017, (b) 2018, (c) 2019, (d) 2020, (e) 2021, (f) Total. Rows include: 1 Gifts, grants, contributions, and membership fees received; 2 Gross receipts from admissions, merchandise sold or services performed; 3 Gross receipts from activities that are not an unrelated trade or business; 4 Tax revenues levied for the organization's benefit; 5 The value of services or facilities furnished by a governmental unit; 6 Total. Add lines 1 through 5; 7a Amounts included on lines 1, 2, and 3 received from disqualified persons; 7b Amounts included on lines 2 and 3 received from other than disqualified persons; 8 Public support. (Subtract line 7c from line 6.)

Section B. Total Support

Table with 7 columns: (a) 2017, (b) 2018, (c) 2019, (d) 2020, (e) 2021, (f) Total. Rows include: 9 Amounts from line 6; 10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources; 10b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975; 11 Net income from unrelated business activities not included on line 10b; 12 Other income. Do not include gain or loss from the sale of capital assets; 13 Total support. (Add lines 9, 10c, 11, and 12.)

14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here

Section C. Computation of Public Support Percentage

Table with 2 columns: Line number, Percentage. Row 15: Public support percentage for 2021 (line 8, column (f), divided by line 13, column (f)) 15 %; Row 16: Public support percentage from 2020 Schedule A, Part III, line 15 16 %

Section D. Computation of Investment Income Percentage

Table with 2 columns: Line number, Percentage. Row 17: Investment income percentage for 2021 (line 10c, column (f), divided by line 13, column (f)) 17 %; Row 18: Investment income percentage from 2020 Schedule A, Part III, line 17 18 %

19a 33 1/3% support tests - 2021. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization

b 33 1/3% support tests - 2020. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

Part IV Supporting Organizations

(Complete only if you checked a box in line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

- 1 Are all of the organization's supported organizations listed by name in the organization's governing documents? *If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.*
- 2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? *If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).*
- 3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? *If "Yes," answer lines 3b and 3c below.*
- b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? *If "Yes," describe in Part VI when and how the organization made the determination.*
- c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? *If "Yes," explain in Part VI what controls the organization put in place to ensure such use.*
- 4a Was any supported organization not organized in the United States ("foreign supported organization")? *If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.*
- b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? *If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.*
- c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? *If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.*
- 5a Did the organization add, substitute, or remove any supported organizations during the tax year? *If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).*
- b **Type I or Type II only.** Was any added or substituted supported organization part of a class already designated in the organization's organizing document?
- c **Substitutions only.** Was the substitution the result of an event beyond the organization's control?
- 6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? *If "Yes," provide detail in Part VI.*
- 7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? *If "Yes," complete Part I of Schedule L (Form 990).*
- 8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? *If "Yes," complete Part I of Schedule L (Form 990).*
- 9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? *If "Yes," provide detail in Part VI.*
- b Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? *If "Yes," provide detail in Part VI.*
- c Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? *If "Yes," provide detail in Part VI.*
- 10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? *If "Yes," answer line 10b below.*
- b Did the organization have any excess business holdings in the tax year? *(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)*

| | Yes | No |
|-----|-----|----|
| 1 | X | |
| 2 | | X |
| 3a | | X |
| 3b | | |
| 3c | | |
| 4a | | X |
| 4b | | |
| 4c | | |
| 5a | | X |
| 5b | | |
| 5c | | |
| 6 | | X |
| 7 | | X |
| 8 | | X |
| 9a | | X |
| 9b | | X |
| 9c | | X |
| 10a | X | |
| 10b | | X |

Part IV Supporting Organizations (continued)

| | Yes | No |
|--|-----|----|
| 11 Has the organization accepted a gift or contribution from any of the following persons? | | |
| a A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization? | | X |
| b A family member of a person described on line 11a above? | | X |
| c A 35% controlled entity of a person described on line 11a or 11b above? <i>If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.</i> | | X |

Section B. Type I Supporting Organizations

| | Yes | No |
|---|-----|----|
| 1 Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i> | | |
| 2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</i> | | |

Section C. Type II Supporting Organizations

| | Yes | No |
|--|-----|----|
| 1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i> | | |

Section D. All Type III Supporting Organizations

| | Yes | No |
|---|-----|----|
| 1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided? | X | |
| 2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i> | | X |
| 3 By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i> | X | |

Section E. Type III Functionally Integrated Supporting Organizations

| | | |
|---|--|--|
| 1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions). | | |
| a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below. | | |
| b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below. | | |
| c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions). | | |
| 2 Activities Test. Answer lines 2a and 2b below. | | |
| a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i> | | |
| b Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i> | | |
| 3 Parent of Supported Organizations. Answer lines 3a and 3b below. | | |
| a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>If "Yes" or "No" provide details in Part VI.</i> | | |
| b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i> | | |

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). See instructions.
All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

| Section A - Adjusted Net Income | | (A) Prior Year | (B) Current Year (optional) |
|---------------------------------|--|----------------|-----------------------------|
| 1 | Net short-term capital gain | 76,379,321. | 106,478,208. |
| 2 | Recoveries of prior-year distributions | 430,194. | 0. |
| 3 | Other gross income (see instructions) | 112,033,405. | 153,961,748. |
| 4 | Add lines 1 through 3. | 188,842,920. | 260,439,956. |
| 5 | Depreciation and depletion | 0. | 0. |
| 6 | Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions) | 103,086,257. | 72,279,802. |
| 7 | Other expenses (see instructions) | 0. | 0. |
| 8 | Adjusted Net Income (subtract lines 5, 6, and 7 from line 4) | 85,756,663. | 188,160,154. |

| Section B - Minimum Asset Amount | | (A) Prior Year | (B) Current Year (optional) |
|----------------------------------|---|----------------|-----------------------------|
| 1 | Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year): | | |
| a | Average monthly value of securities | 1,331,378,524. | 1,336,471,026. |
| b | Average monthly cash balances | 94,856,351. | 75,996,860. |
| c | Fair market value of other non-exempt-use assets | 2,939,299,340. | 3,546,423,608. |
| d | Total (add lines 1a, 1b, and 1c) | 4,365,534,215. | 4,958,891,494. |
| e | Discount claimed for blockage or other factors (explain in detail in Part VI): | 0. | |
| 2 | Acquisition indebtedness applicable to non-exempt-use assets | 0. | 0. |
| 3 | Subtract line 2 from line 1d. | 4,365,534,215. | 4,958,891,494. |
| 4 | Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions). | 65,483,013. | 74,383,372. |
| 5 | Net value of non-exempt-use assets (subtract line 4 from line 3) | 4,300,051,202. | 4,884,508,122. |
| 6 | Multiply line 5 by 0.035. | 150,501,792. | 170,957,784. |
| 7 | Recoveries of prior-year distributions | 430,194. | 0. |
| 8 | Minimum Asset Amount (add line 7 to line 6) | 150,931,986. | 170,957,784. |

| Section C - Distributable Amount | | | Current Year |
|----------------------------------|---|---|--------------|
| 1 | Adjusted net income for prior year (from Section A, line 8, column A) | 1 | 85,756,663. |
| 2 | Enter 0.85 of line 1. | 2 | 72,893,164. |
| 3 | Minimum asset amount for prior year (from Section B, line 8, column A) | 3 | 150,931,986. |
| 4 | Enter greater of line 2 or line 3. | 4 | 150,931,986. |
| 5 | Income tax imposed in prior year | 5 | 0. |
| 6 | Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions). | 6 | 150,931,986. |
| 7 | <input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions). | | |

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

| Section D - Distributions | | Current Year |
|---------------------------|--|--------------|
| 1 | Amounts paid to supported organizations to accomplish exempt purposes | 136,128,877. |
| 2 | Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity | |
| 3 | Administrative expenses paid to accomplish exempt purposes of supported organizations | 12,410,088. |
| 4 | Amounts paid to acquire exempt-use assets | |
| 5 | Qualified set-aside amounts (prior IRS approval required - provide details in Part VI) | |
| 6 | Other distributions (describe in Part VI). See instructions. | |
| 7 | Total annual distributions. Add lines 1 through 6. | 148,538,965. |
| 8 | Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions. | 136,128,877. |
| 9 | Distributable amount for 2021 from Section C, line 6 | 150,931,986. |
| 10 | Line 8 amount divided by line 9 amount | 90.19% |

| Section E - Distribution Allocations (see instructions) | (i) Excess Distributions | (ii) Underdistributions Pre-2021 | (iii) Distributable Amount for 2021 |
|---|---|--|---|
| 1 | Distributable amount for 2021 from Section C, line 6 | | 150,931,986. |
| 2 | Underdistributions, if any, for years prior to 2021 (reasonable cause required - explain in Part VI). See instructions. | | |
| 3 | Excess distributions carryover, if any, to 2021 | | |
| a | From 2016 | | |
| b | From 2017 | | |
| c | From 2018 | | |
| d | From 2019 | | |
| e | From 2020 67,152,261. | | |
| f | Total of lines 3a through 3e 67,152,261. | | |
| g | Applied to underdistributions of prior years | | |
| h | Applied to 2021 distributable amount | | 67,152,261. |
| i | Carryover from 2016 not applied (see instructions) | | |
| j | Remainder. Subtract lines 3g, 3h, and 3i from line 3f. | | |
| 4 | Distributions for 2021 from Section D, line 7: \$ 148,538,965. | | |
| a | Applied to underdistributions of prior years | | |
| b | Applied to 2021 distributable amount | | 83,779,725. |
| c | Remainder. Subtract lines 4a and 4b from line 4. 64,759,240. | | |
| 5 | Remaining underdistributions for years prior to 2021, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions. | | |
| 6 | Remaining underdistributions for 2021. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions. | | |
| 7 | Excess distributions carryover to 2022. Add lines 3j and 4c. 64,759,240. | | |
| 8 | Breakdown of line 7: | | |
| a | Excess from 2017 | | |
| b | Excess from 2018 | | |
| c | Excess from 2019 | | |
| d | Excess from 2020 | | |
| e | Excess from 2021 64,759,240. | | |

Part VI Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

SCHEDULE A, PART I LINE 12G

DUE TO SPACE CONSTRAINTS ON THE SCHEDULE, THE NAMES OF THE DESIGNATED

SUPPORTED ORGANIZATIONS WERE ABBREVIATED. ABBREVIATIONS USED HAVE THE

FOLLOWING MEANINGS FOR BOTH SCHEDULE A AND SCHEDULE R:

ARC NATIONAL - THE AMERICAN NATIONAL RED CROSS, INCLUDING FOR THE

BENEFIT OF ITS SAN DIEGO AND IMPERIAL COUNTIES CHAPTERS AND ITS

INTERNATIONAL SERVICES DEPARTMENT

ASI - THE AMERICAN SWEDISH INSTITUTE

IDYLLWILD - IDYLLWILD ARTS FOUNDATION

KPBS - SAN DIEGO STATE UNIVERSITY, FOR THE BENEFIT OF KPBS

MINGEI - MINGEI INTERNATIONAL, INC.

YMCA OF THE USA - NATIONAL COUNCIL OF YOUNG MEN'S CHRISTIAN

ASSOCIATIONS OF THE UNITED STATES OF AMERICA, DOING BUSINESS AS YMCA

NMAI - SMITHSONIAN INSTITUTION, FOR THE BENEFIT OF THE NATIONAL MUSEUM

OF THE AMERICAN INDIAN

PBS - PUBLIC BROADCASTING SERVICE

PMG - PUBLIC MEDIA GROUP OF SOUTHERN CALIFORNIA

SA CA - THE SALVATION ARMY, A CALIFORNIA CORPORATION, FOR THE BENEFIT

OF ITS CALIFORNIA SOUTH DIVISION

SA NATIONAL - THE SALVATION ARMY NATIONAL CORPORATION

SAR - SCHOOL FOR ADVANCED RESEARCH

SDHS - SAN DIEGO HUMANE SOCIETY AND S.P.C.A.

ST. PAUL'S - ST. PAUL'S EPISCOPAL HOME, INC.

TNC - THE NATURE CONSERVANCY

Part VI

Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

SCHEDULE A, PART IV, SECTION D, LINE 2

ANNE RAY FOUNDATION'S PRIMARY CHARITABLE ACTIVITY IS SUPPORTING ITS

DESIGNATED SUPPORTED ORGANIZATIONS, AS STATED IN ITS ARTICLES. THE

OFFICERS AND DIRECTORS OF ANNE RAY FOUNDATION MAINTAIN A CLOSE AND

CONTINUOUS WORKING RELATIONSHIP WITH THE OFFICERS, DIRECTORS OR

TRUSTEES OF THE DESIGNATED SUPPORTED ORGANIZATIONS. THIS IS DONE, IN

PART, BY ANNUAL MEETINGS THAT ANNE RAY FOUNDATION'S CEO AND CFO HAVE

WITH THEIR COUNTERPARTS AT EACH OF THE DESIGNATED SUPPORTED

ORGANIZATIONS. ADDITIONALLY, ANNE RAY FOUNDATION PROGRAM STAFF

COMMUNICATE ON A REGULAR BASIS WITH THEIR COUNTERPARTS AT THE

DESIGNATED SUPPORTED ORGANIZATIONS THROUGHOUT THE YEAR, FURTHER

SUPPORTING THE CLOSE AND CONTINUOUS RELATIONSHIP.

INFORMATION FROM ALL OF THESE COMMUNICATION CHANNELS, INCLUDING BOTH

CEO AND CFO VISITS, IS DOCUMENTED AND SIGNIFICANT UPDATES ARE SHARED

AMONG ANNE RAY FOUNDATION'S STAFF AND BOARD MEMBERS THROUGHOUT THE YEAR

ON A FORMAL AND INFORMAL BASIS.

SCHEDULE A, PART IV, SECTION D, LINE 3

THE DESIGNATED SUPPORTED ORGANIZATIONS ARE IN REGULAR AND CONTINUOUS

CONTACT WITH THE REPORTING ORGANIZATION. FOR EXAMPLE, THE DESIGNATED

SUPPORTED ORGANIZATIONS PROVIDE PERIODIC UPDATES DURING THE YEAR THAT

HIGHLIGHT THEIR CURRENT PRIORITIES AND UPCOMING SHORT-TERM AND

LONG-TERM NEEDS. THE DESIGNATED SUPPORTED ORGANIZATIONS ARE ASKED TO

PROVIDE INPUT ON OPPORTUNITIES TO IMPROVE THE EFFECTIVENESS OF THE

GRANTMAKING PRACTICES AT THE REPORTING ORGANIZATION AND TO SHARE

Part VI

Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

OPPORTUNITIES FOR FUNDING IN AREAS OF MUTUAL INTEREST THAT ARE EXPECTED

TO HAVE THE BEST POSSIBLE IMPACT ON THE COMMUNITIES SERVED BY THE

DESIGNATED SUPPORTED ORGANIZATIONS.

IN ADDITION TO HEARING FROM THE DESIGNATED SUPPORTED ORGANIZATIONS ON

THEIR STRATEGIC PRIORITIES AND CURRENT NEEDS, ANNE RAY FOUNDATION

SHARES RELEVANT INFORMATION ON IMPORTANT ASPECTS OF ANNE RAY

FOUNDATION'S OPERATIONS WITH EACH OF THE DESIGNATED SUPPORTED

ORGANIZATIONS. ANNUALLY, ANNE RAY FOUNDATION SHARES A SUMMARY

INVESTMENT POLICY STATEMENT AND AN INVESTMENT PERFORMANCE REPORT WITH

THE SUPPORTED ORGANIZATIONS TO PROVIDE INFORMATION ON THE KEY

INVESTMENT POLICIES THAT GOVERNED THE MANAGEMENT OF INVESTED FUNDS FOR

ANNE RAY FOUNDATION AND TO PROVIDE TRANSPARENCY AROUND HOW INVESTMENTS

ARE MANAGED. ANNE RAY FOUNDATION ALSO PROVIDES A COPY OF THE MOST

RECENTLY FILED FORM 990 AND AUDITED FINANCIAL STATEMENTS TO THE

DESIGNATED SUPPORTED ORGANIZATIONS ON AN ANNUAL BASIS ALONG WITH OTHER

RELEVANT ANNE RAY FOUNDATION DOCUMENTS.

INFORMATION SHARED BY ANNE RAY FOUNDATION GOES BEYOND WHAT IS REQUIRED

FOR THE NOTIFICATION REQUIREMENT AND IS INTENDED TO PROVIDE INFORMATION

TO SUPPORT THE SIGNIFICANT VOICE THAT THE DESIGNATED SUPPORTED

ORGANIZATIONS HAVE WITH RESPECT TO ANNE RAY FOUNDATION'S OPERATIONS,

GRANTMAKING, AND INVESTMENTS. ANNE RAY FOUNDATION ALSO PROACTIVELY ASKS

FOR INPUT FROM THE DESIGNATED SUPPORTED ORGANIZATIONS AS PART OF ITS

CLOSE AND CONTINUOUS RELATIONSHIP WITH EACH ORGANIZATION.

ANNE RAY FOUNDATION STRIVES TO ADDRESS THE NEEDS OF THE DESIGNATED

Part VI

Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

SUPPORTED ORGANIZATIONS IN A WAY THAT ALIGNS WITH ITS PHILANTHROPIC

MISSION AND INTENDS TO BE A RESOURCE TO THE DESIGNATED SUPPORTED

ORGANIZATIONS BOTH NOW AND INTO THE FUTURE.

SCHEDULE A, PART V, SECTION D, LINE 8

ANNE RAY FOUNDATION SEEKS TO ESTABLISH ATTENTIVENESS THROUGH

GRANTMAKING THAT IS SIGNIFICANT, EITHER ON A RELATIVE OR AN ABSOLUTE

BASIS, AND FOLLOWS INTERNALLY DEVELOPED GUIDELINES FOR ESTABLISHING

ATTENTIVENESS. ANNE RAY FOUNDATION PROVIDES FUNDING EARMARKED FOR A

SPECIFIC PROJECT OR PROGRAM THAT IS IMPORTANT TO THE DESIGNATED

SUPPORTED ORGANIZATION AND IS ALIGNED WITH ANNE RAY FOUNDATION'S

MISSION AND VALUES.

ADDITIONALLY, ANNE RAY FOUNDATION IS THE SINGLE LARGEST PRIVATE DONOR

TO MOST, IF NOT ALL, OF ITS DESIGNATED SUPPORTED ORGANIZATIONS. ANNE

RAY FOUNDATION REQUESTS WRITTEN CONFIRMATION FROM THE SUPPORTED

ORGANIZATIONS THAT ONE OR MORE EARMARKED PROGRAMS OR ACTIVITIES WOULD

CEASE OR BE MATERIALLY IMPACTED IF THERE WAS A CHANGE IN ANNE RAY

FOUNDATION'S FUNDING FOR THE PROGRAM OR ACTIVITY.

Part VI Supplemental Information (Schedule A, Part I, Line 12g - Information regarding supported organizations (continuation))

| (i) Name of supported organization | (ii) EIN | (iii) Type of organization (described on lines 1-10 above) | (iv) Is the organization listed in your governing document? | | (v) Amount of monetary support | (vi) Amount of other support |
|------------------------------------|------------|--|---|----|--------------------------------|------------------------------|
| | | | Yes | No | | |
| MINGEI | 23-7433357 | 7 | X | | 5,755,000. | 0. |
| YMCA OF THE USA | 36-3258696 | 10 | X | | 20,011,507. | 0. |
| NMAI | 53-0206027 | 7 | X | | 1,350,000. | 0. |
| PBS | 52-0899215 | 7 | X | | 23,000,000. | 0. |
| SA CA | 94-1156347 | 1 | X | | 1,987,000. | 0. |
| SA NATIONAL | 22-2406433 | 1 | X | | 2,750,000. | 0. |
| SAR | 85-0125045 | 7 | X | | 750,000. | 0. |
| SDHS | 95-1661688 | 7 | X | | 1,635,000. | 0. |
| ST. PAUL'S | 95-2111196 | 10 | X | | 8,602,000. | 0. |
| TNC | 53-0242652 | 7 | X | | 30,325,000. | 0. |
| PMG | 95-2211661 | 7 | X | | 918,000. | 0. |
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| | | | | | | |
| Continuation Totals | | | | | 97,083,507. | |

Public Inspection Copy

SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b. Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization

ANNE RAY FOUNDATION

Employer identification number

47-1036008

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 2 columns: (a) Donor advised funds, (b) Funds and other accounts. Rows include: 1 Total number at end of year, 2 Aggregate value of contributions to (during year), 3 Aggregate value of grants from (during year), 4 Aggregate value at end of year, 5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?, 6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply). 2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year. 3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year. 4 Number of states where property subject to conservation easement is located. 5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? 6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year. 7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year. 8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? 9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items. 1b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items: (i) Revenue included on Form 990, Part VIII, line 1. (ii) Assets included in Form 990, Part X. 2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items: a Revenue included on Form 990, Part VIII, line 1. b Assets included in Form 990, Part X.

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule D (Form 990) 2021

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

- 3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):
- a Public exhibition
 - b Scholarly research
 - c Preservation for future generations
 - d Loan or exchange program
 - e Other _____
- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements. Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No
- b If "Yes," explain the arrangement in Part XIII and complete the following table:
- | | Amount |
|---------------------------------|--------|
| c Beginning balance | 1c |
| d Additions during the year | 1d |
| e Distributions during the year | 1e |
| f Ending balance | 1f |
- 2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? Yes No
- b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

Part V Endowment Funds. Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

| | (a) Current year | (b) Prior year | (c) Two years back | (d) Three years back | (e) Four years back |
|--|------------------|----------------|--------------------|----------------------|---------------------|
| 1a Beginning of year balance | | | | | |
| b Contributions | | | | | |
| c Net investment earnings, gains, and losses | | | | | |
| d Grants or scholarships | | | | | |
| e Other expenditures for facilities and programs | | | | | |
| f Administrative expenses | | | | | |
| g End of year balance | | | | | |

- 2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a Board designated or quasi-endowment _____ %
 - b Permanent endowment _____ %
 - c Term endowment _____ %
- The percentages on lines 2a, 2b, and 2c should equal 100%.

- 3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- | | Yes | No |
|--|--------|----|
| (i) Unrelated organizations | 3a(i) | |
| (ii) Related organizations | 3a(ii) | |
| b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? | 3b | |

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

| Description of property | (a) Cost or other basis (investment) | (b) Cost or other basis (other) | (c) Accumulated depreciation | (d) Book value |
|--|--------------------------------------|---------------------------------|------------------------------|----------------|
| 1a Land | | | | |
| b Buildings | | | | |
| c Leasehold improvements | | | | |
| d Equipment | | | | |
| e Other | 44,637. | | 44,637. | 0. |
| Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) | | | | 0. |

Part VII Investments - Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

| (a) Description of security or category (including name of security) | (b) Book value | (c) Method of valuation: Cost or end-of-year market value |
|---|----------------|---|
| (1) Financial derivatives | -883,570. | END-OF-YEAR MARKET VALUE |
| (2) Closely held equity interests | | |
| (3) Other | | |
| (A) EQUITY FUNDS | 1,445,434,189. | END-OF-YEAR MARKET VALUE |
| (B) PRIVATE EQUITY FUNDS | 763,702,852. | END-OF-YEAR MARKET VALUE |
| (C) REAL ASSET FUNDS | 971,410,241. | END-OF-YEAR MARKET VALUE |
| (D) CREDIT FUNDS | 1,315,340,482. | END-OF-YEAR MARKET VALUE |
| (E) PRIVATE CREDIT FUNDS | 291,623,743. | END-OF-YEAR MARKET VALUE |
| (F) | | |
| (G) | | |
| (H) | | |
| Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.) | 4,786,627,937. | |

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

| (a) Description of investment | (b) Book value | (c) Method of valuation: Cost or end-of-year market value |
|---|----------------|---|
| (1) | | |
| (2) | | |
| (3) | | |
| (4) | | |
| (5) | | |
| (6) | | |
| (7) | | |
| (8) | | |
| (9) | | |
| Total. (Col. (b) must equal Form 990, Part X, col. (B) line 13.) | | |

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

| (a) Description | (b) Book value |
|---|----------------|
| (1) | |
| (2) | |
| (3) | |
| (4) | |
| (5) | |
| (6) | |
| (7) | |
| (8) | |
| (9) | |
| Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) | |

Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

| 1. (a) Description of liability | (b) Book value |
|---|----------------|
| (1) Federal income taxes | |
| (2) | |
| (3) | |
| (4) | |
| (5) | |
| (6) | |
| (7) | |
| (8) | |
| (9) | |
| Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) | |

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

| | | | |
|----------|--|-----------|--------------|
| 1 | Total revenue, gains, and other support per audited financial statements | 1 | 815,930,296. |
| 2 | Amounts included on line 1 but not on Form 990, Part VIII, line 12: | | |
| a | Net unrealized gains (losses) on investments | 2a | 593,806,473. |
| b | Donated services and use of facilities | 2b | |
| c | Recoveries of prior year grants | 2c | |
| d | Other (Describe in Part XIII.) | 2d | |
| e | Add lines 2a through 2d | 2e | 593,806,473. |
| 3 | Subtract line 2e from line 1 | 3 | 222,123,823. |
| 4 | Amounts included on Form 990, Part VIII, line 12, but not on line 1: | | |
| a | Investment expenses not included on Form 990, Part VIII, line 7b | 4a | 15,750,438. |
| b | Other (Describe in Part XIII.) | 4b | 191,163,904. |
| c | Add lines 4a and 4b | 4c | 206,914,342. |
| 5 | Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.) | 5 | 429,038,165. |

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

| | | | |
|----------|---|-----------|--------------|
| 1 | Total expenses and losses per audited financial statements | 1 | 174,282,193. |
| 2 | Amounts included on line 1 but not on Form 990, Part IX, line 25: | | |
| a | Donated services and use of facilities | 2a | |
| b | Prior year adjustments | 2b | |
| c | Other losses | 2c | |
| d | Other (Describe in Part XIII.) | 2d | |
| e | Add lines 2a through 2d | 2e | 0. |
| 3 | Subtract line 2e from line 1 | 3 | 174,282,193. |
| 4 | Amounts included on Form 990, Part IX, line 25, but not on line 1: | | |
| a | Investment expenses not included on Form 990, Part VIII, line 7b | 4a | 15,750,438. |
| b | Other (Describe in Part XIII.) | 4b | -1,003,764. |
| c | Add lines 4a and 4b | 4c | 14,746,674. |
| 5 | Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.) | 5 | 189,028,867. |

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

PART X, LINE 2:

ANNE RAY HAS BEEN RECOGNIZED BY THE INTERNAL REVENUE SERVICE AS EXEMPT FROM INCOME TAX UNDER SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE (IRC) AND, ACCORDINGLY, IS GENERALLY NOT SUBJECT TO INCOME TAX. HOWEVER, ANNE RAY IS SUBJECT TO TAXES ON UNRELATED TRADE OR BUSINESS INCOME. ANNE RAY HAS ADOPTED GUIDANCE REGARDING THE RECOGNITION OF UNCERTAIN TAX POSITIONS. ANNE RAY BELIEVES IT HAS APPROPRIATE SUPPORT FOR UNRELATED TRADE OR BUSINESS POSITIONS AND, AS A RESULT, DOES NOT HAVE UNCERTAIN TAX POSITIONS THAT HAVE A MATERIAL IMPACT ON ITS CONSOLIDATED FINANCIAL STATEMENTS.

PART XI, LINE 4B - OTHER ADJUSTMENTS:

BOOK AND TAX TIMING DIFFERENCES RELATED TO INVESTMENT

Part XIII Supplemental Information (continued)

INCOME -75,508,900.

INCOME FROM FLOWTHROUGH PASSIVE INVESTMENTS 266,672,804.

TOTAL TO SCHEDULE D, PART XI, LINE 4B 191,163,904.

PART XII, LINE 4B - OTHER ADJUSTMENTS:

OTHER BOOK-TAX ADJUSTMENTS TO OTHER EXPENSES -1,003,764.

PART VII, LINE 1

BOOK VALUE OF FINANCIAL DERIVATIVES REFLECTS THE END OF YEAR VALUE OF
OPTIONS AND FOREIGN CURRENCY CONTRACTS POSITIONS HELD BY THE REPORTING
ORGANIZATION.

**SCHEDULE F
(Form 990)**

Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 14b, 15, or 16.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public
Inspection

Name of the organization

Employer identification number

ANNE RAY FOUNDATION

47-1036008

Part I General Information on Activities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

1 For grantmakers. Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? Yes No

2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

3 Activities per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

| (a) Region | (b) Number of offices in the region | (c) Number of employees, agents, and independent contractors in the region | (d) Activities conducted in the region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region) | (e) If activity listed in (d) is a program service, describe specific type of service(s) in the region | (f) Total expenditures for and investments in the region |
|---|-------------------------------------|--|--|--|--|
| CENTRAL AMERICAN AND THE CARIBBEAN | 0 | 0 | VALUE OF INVESTED ASSETS | N/A | 1652481081. |
| EAST ASIA AND THE PACIFIC - AUSTRALIA, BRUNEI, BURMA, CAMBODIA, | 0 | 0 | VALUE OF INVESTED ASSETS | N/A | 63,402,617. |
| EUROPE (INCLUDING ICELAND & GREENLAND) - ALBANIA, ANDORRA, AUSTRIA, BELGIUM | 0 | 0 | VALUE OF INVESTED ASSETS | N/A | 287,759,483. |
| NORTH AMERICA - CANADA AND MEXICO, BUT NOT THE UNITED STATES | 0 | 0 | VALUE OF INVESTED ASSETS | N/A | 75,254,963. |
| EUROPE (INCLUDING ICELAND & GREENLAND) - ALBANIA, ANDORRA, AUSTRIA, BELGIUM | 0 | 1 | INVESTMENT MANAGEMENT SERVICES | N/A | 1,128,072. |
| SOUTH ASIA - AFGHANISTAN, BANGLADESH, BHUTAN, INDIA, MALDIVES, | 0 | 1 | INVESTMENT SERVICES | N/A | 150. |
| 3 a Subtotal | 0 | 2 | | | 2080026366. |
| b Total from continuation sheets to Part I | 0 | 0 | | | 0. |
| c Totals (add lines 3a and 3b) | 0 | 2 | | | 2080026366. |

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule F (Form 990) 2021

Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

| 1 (a) Name of organization | (b) IRS code section and EIN (if applicable) | (c) Region | (d) Purpose of grant | (e) Amount of cash grant | (f) Manner of cash disbursement | (g) Amount of noncash assistance | (h) Description of noncash assistance | (i) Method of valuation (book, FMV, appraisal, other) |
|-------------------------------|--|------------|----------------------|--------------------------|---------------------------------|----------------------------------|---------------------------------------|---|
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2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as a tax exempt 501(c)(3) organization by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter **▶** _____

3 Enter total number of other organizations or entities **▶** _____

Part III Grants and Other Assistance to Individuals Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 16.

Part III can be duplicated if additional space is needed.

| (a) Type of grant or assistance | (b) Region | (c) Number of recipients | (d) Amount of cash grant | (e) Manner of cash disbursement | (f) Amount of noncash assistance | (g) Description of noncash assistance | (h) Method of valuation (book, FMV, appraisal, other) |
|---------------------------------|------------|--------------------------|--------------------------|---------------------------------|----------------------------------|---------------------------------------|---|
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Part IV Foreign Forms

- 1 Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* Yes No
- 2 Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return To Report Transactions With Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; don't file with Form 990)* Yes No
- 3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons With Respect to Certain Foreign Corporations (see Instructions for Form 5471)* Yes No
- 4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see Instructions for Form 8621)* Yes No
- 5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons With Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* Yes No
- 6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713; don't file with Form 990)* Yes No

Schedule F (Form 990) 2021

Part V Supplemental Information

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

[Lined area for supplemental information input]

**SCHEDULE I
(Form 990)**

Department of the Treasury
Internal Revenue Service

**Grants and Other Assistance to Organizations,
Governments, and Individuals in the United States**
Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2021

**Open to Public
Inspection**

Name of the organization **ANNE RAY FOUNDATION** Employer identification number **47-1036008**

Part I General Information on Grants and Assistance

- 1** Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? Yes No
- 2** Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

| 1 (a) Name and address of organization or government | (b) EIN | (c) IRC section (if applicable) | (d) Amount of cash grant | (e) Amount of noncash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of noncash assistance | (h) Purpose of grant or assistance |
|---|------------|---------------------------------|--------------------------|----------------------------------|---|---------------------------------------|--|
| AMERICAN NATIONAL RED CROSS 2025 E STREET NW WASHINGTON, DC 20006 | 53-0196605 | 501(C)(3) | 4,000,000. | 0. | | | SUPPORT FOR UNDERFUNDED DISASTERS |
| AMERICAN NATIONAL RED CROSS 2025 E STREET NW WASHINGTON, DC 20006 | 53-0196605 | 501(C)(3) | 3,630,000. | 0. | | | SUPPORT FOR ENHANCED READINESS TO RESPOND |
| AMERICAN NATIONAL RED CROSS 2025 E STREET NW WASHINGTON, DC 20006 | 53-0196605 | 501(C)(3) | 3,000,000. | 0. | | | SUPPORT FOR THE MEASLES AND RUBELLA INITIATIVE |
| AMERICAN NATIONAL RED CROSS 431 18TH STREET NW WASHINGTON, DC 20006 | 53-0196605 | 501(C)(3) | 2,100,000. | 0. | | | SUPPORT FOR LOW-ATTENTION DISASTERS IN THE MIDWEST |
| AMERICAN NATIONAL RED CROSS 2025 E STREET NW WASHINGTON, DC 20006 | 53-0196605 | 501(C)(3) | 1,510,000. | 0. | | | SUPPORT FOR DISASTER-READY COMMUNITIES PROGRAMS IN INDONESIA |
| AMERICAN NATIONAL RED CROSS 2025 E STREET NW WASHINGTON, DC 20006 | 53-0196605 | 501(C)(3) | 1,400,000. | 0. | | | SUPPORT FOR GLOBAL DISASTER READINESS TOOLS |

- 2** Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ▶ 16.
- 3** Enter total number of other organizations listed in the line 1 table ▶

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule I (Form 990) 2021

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (Schedule I (Form 990), Part II.)

| (a) Name and address of organization or government | (b) EIN | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of noncash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|---|------------|-------------------------------|--------------------------|----------------------------------|---|--|---|
| AMERICAN NATIONAL RED CROSS 2025 E STREET NW WASHINGTON, DC 20006 | 53-0196605 | 501(C)(3) | 830,000. | 0. | | | SUPPORT FOR DISASTER RISK REDUCTION IN EL SALVADOR |
| AMERICAN NATIONAL RED CROSS 431 18TH STREET NW WASHINGTON, DC 20006 | 53-0196605 | 501(C)(3) | 800,000. | 0. | | | SUPPORT FOR AQUATICS CENTENNIAL CAMPAIGN AND WHALE TALES PROGRAMMING |
| AMERICAN NATIONAL RED CROSS 2025 E STREET NW WASHINGTON, DC 20006 | 53-0196605 | 501(C)(3) | 600,000. | 0. | | | SUPPORT FOR COASTAL DISASTER RISK REDUCTION PROGRAM IN BANGLADESH |
| AMERICAN NATIONAL RED CROSS 2025 E STREET NW WASHINGTON, DC 20006 | 53-0196605 | 501(C)(3) | 600,000. | 0. | | | SUPPORT FOR COMMUNITY READINESS IN PHILIPPINES |
| AMERICAN NATIONAL RED CROSS 2025 E STREET NW WASHINGTON, DC 20006 | 53-0196605 | 501(C)(3) | 580,000. | 0. | | | SUPPORT FOR DISASTER PREPAREDNESS PROJECT IN NEPAL |
| AMERICAN NATIONAL RED CROSS 431 18TH STREET NW WASHINGTON, DC 20006 | 53-0196605 | 501(C)(3) | 300,000. | 0. | | | SUPPORT FOR DISASTER CYCLE SERVICES READINESS INITIATIVE |
| AMERICAN NATIONAL RED CROSS 2025 E STREET NW WASHINGTON, DC 20006 | 53-0196605 | 501(C)(3) | 200,000. | 0. | | | CAPACITY BUILDING GRANT TO SUPPORT INTERNATIONAL SERVICES DEPARTMENT |
| AMERICAN NATIONAL RED CROSS 3950 CALLE FORTUNADA SAN DIEGO, CA 92123-1027 | 53-0196605 | 501(C)(3) | 695,000. | 0. | | | SUPPORTING SERVICES FOR DISASTERS, VOLUNTEERS, YOUTH AND THE ARMED FORCES |
| AMERICAN NATIONAL RED CROSS 3950 CALLE FORTUNADA SAN DIEGO, CA 92123-1027 | 53-0196605 | 501(C)(3) | 400,000. | 0. | | | SUPPORT FOR FACILITIES IMPROVEMENTS |

Schedule I (Form 990)

| Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (Schedule I (Form 990), Part II.) | | | | | | | |
|---|------------|-------------------------------|--------------------------|----------------------------------|---|--|---|
| (a) Name and address of organization or government | (b) EIN | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of noncash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
| AMERICAN NATIONAL RED CROSS 3950 CALLE FORTUNADA SAN DIEGO, CA 92123-1027 | 53-0196605 | 501(C)(3) | 250,000. | 0. | | | SUPPORT FOR DISASTER CYCLE SERVICES AND LEARNING COMPONENT |
| AMERICAN NATIONAL RED CROSS 3950 CALLE FORTUNADA SAN DIEGO, CA 92123-1027 | 53-0196605 | 501(C)(3) | 31,000. | 0. | | | CAPACITY BUILDING GRANT TO SUPPORT SAN DIEGO AND IMPERIAL COUNTIES |
| AMERICAN SWEDISH INSTITUTE 2600 PARK AVENUE MINNEAPOLIS, MN 55407 | 41-0711603 | 501(C)(3) | 900,000. | 0. | | | SUPPORT FOR FOLK ARTS AND CULTURE PROGRAMS |
| AMERICAN SWEDISH INSTITUTE 2600 PARK AVENUE MINNEAPOLIS, MN 55407 | 41-0711603 | 501(C)(3) | 300,000. | 0. | | | SUPPORT FOR TECHNOLOGY AND INNOVATION |
| AMERICAN SWEDISH INSTITUTE 2600 PARK AVENUE MINNEAPOLIS, MN 55407 | 41-0711603 | 501(C)(3) | 250,000. | 0. | | | CAPITAL GRANT FOR MUSEUM AND OFFICE RENOVATIONS |
| AMERICAN SWEDISH INSTITUTE 2600 PARK AVENUE MINNEAPOLIS, MN 55407 | 41-0711603 | 501(C)(3) | 15,000. | 0. | | | CAPACITY BUILDING GRANT |
| BEREA COLLEGE CPO 2096 BEREA, KY 40404 | 61-0444650 | 501(C)(3) | 7,672,180. | 0. | | | SUPPORT FOR BRIDGE STUDENT PROGRAMMING |
| BEREA COLLEGE CPO 2096 BEREA, KY 40404 | 61-0444650 | 501(C)(3) | 1,544,210. | 0. | | | SUPPORT FOR COLLEGE ADVANCEMENT |
| BEREA COLLEGE CPO 2096 BEREA, KY 40404 | 61-0444650 | 501(C)(3) | 1,300,000. | 0. | | | CAPITAL GRANT FOR COLLEGE FARM TRANSFORMATIVE GROWTH AND ENHANCEMENTS |

Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (Schedule I (Form 990), Part II.)

| (a) Name and address of organization or government | (b) EIN | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of noncash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|--|------------|-------------------------------|--------------------------|----------------------------------|---|--|--|
| BEREA COLLEGE CPO 2096 BEREA, KY 40404 | 61-0444650 | 501(C)(3) | 1,285,000. | 0. | | | CAPITAL GRANT FOR TECHNOLOGY INFRASTRUCTURE |
| BEREA COLLEGE CPO 2096 BEREA, KY 40404 | 61-0444650 | 501(C)(3) | 1,000,000. | 0. | | | SUPPORT FOR COLLEGE FOLK ARTS AND CULTURES PROJECT |
| BEREA COLLEGE CPO 2096 BEREA, KY 40404 | 61-0444650 | 501(C)(3) | 500,000. | 0. | | | CAPACITY BUILDING GRANT |
| BEREA COLLEGE CPO 2096 BEREA, KY 40404 | 61-0444650 | 501(C)(3) | 353,650. | 0. | | | SUPPORT FOR TECHNOLOGY, SAFETY, AND STUDENT SPACE ENHANCEMENTS |
| BEREA COLLEGE CPO 2096 BEREA, KY 40404 | 61-0444650 | 501(C)(3) | 272,330. | 0. | | | SUPPORT FOR GRANT MANAGEMENT RESOURCES |
| IDYLLWILD ARTS FOUNDATION PO BOX 38, 52500 TEMECULA ROAD IDYLLWILD, CA 92549 | 95-1801279 | 501(C)(3) | 995,000. | 0. | | | SUPPORT FOR EDUCATIONAL PROGRAMS & SCHOLARSHIPS |
| IDYLLWILD ARTS FOUNDATION PO BOX 38, 52500 TEMECULA ROAD IDYLLWILD, CA 92549 | 95-1801279 | 501(C)(3) | 500,000. | 0. | | | CAPACITY BUILDING GRANT |
| IDYLLWILD ARTS FOUNDATION PO BOX 38, 52500 TEMECULA ROAD IDYLLWILD, CA 92549 | 95-1801279 | 501(C)(3) | 200,000. | 0. | | | SUPPORT FOR UPGRADES TO EDUCATIONAL TECHNOLOGY |
| IDYLLWILD ARTS FOUNDATION PO BOX 38, 52500 TEMECULA ROAD IDYLLWILD, CA 92549 | 95-1801279 | 501(C)(3) | 100,000. | 0. | | | CAPITAL GRANT FOR PARKING IMPROVEMENTS |

Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (Schedule I (Form 990), Part II.)

| (a) Name and address of organization or government | (b) EIN | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|---|------------|-------------------------------|--------------------------|-----------------------------------|---|--|---|
| MINGEI INTERNATIONAL MUSEUM 1439 EL PRADO SAN DIEGO, CA 92101 | 23-7433357 | 501(C)(3) | 5,000,000. | 0. | | | CAPITAL GRANT FOR MUSEUM TRANSFORMATION |
| MINGEI INTERNATIONAL MUSEUM 1439 EL PRADO SAN DIEGO, CA 92101 | 23-7433357 | 501(C)(3) | 755,000. | 0. | | | SUPPORT FOR KEY ARTS CONTENT |
| PUBLIC BROADCASTING SERVICE (PBS) 1225 SOUTH CLARK STREET ARLINGTON, VA 22202 | 52-0899215 | 501(C)(3) | 5,650,000. | 0. | | | CAPACITY BUILDING GRANT TO SUPPORT AUDIENCE ENGAGEMENT |
| PUBLIC BROADCASTING SERVICE (PBS) 1225 SOUTH CLARK STREET ARLINGTON, VA 22202 | 52-0899215 | 501(C)(3) | 5,000,000. | 0. | | | CAPACITY BUILDING GRANT FOR MEDIA INFRASTRUCTURE |
| PUBLIC BROADCASTING SERVICE (PBS) 1225 SOUTH CLARK STREET ARLINGTON, VA 22202 | 52-0899215 | 501(C)(3) | 5,000,000. | 0. | | | SUPPORT FOR ENVIRONMENT, CLIMATE CHANGE, AND CONSERVATION CONTENT |
| PUBLIC BROADCASTING SERVICE (PBS) 1225 SOUTH CLARK STREET ARLINGTON, VA 22202 | 52-0899215 | 501(C)(3) | 3,750,000. | 0. | | | PRODUCTION SUPPORT FOR AMERICAN PORTRAIT |
| PUBLIC BROADCASTING SERVICE (PBS) 1225 SOUTH CLARK STREET ARLINGTON, VA 22202 | 52-0899215 | 501(C)(3) | 1,150,000. | 0. | | | SUPPORT FOR DEVELOPING DIVERSE FILMMAKERS AND CONTENT CREATORS |
| PUBLIC BROADCASTING SERVICE (PBS) 1225 SOUTH CLARK STREET ARLINGTON, VA 22202 | 52-0899215 | 501(C)(3) | 1,000,000. | 0. | | | CAPACITY BUILDING GRANT TO SUPPORT TECHNOLOGY |
| PUBLIC BROADCASTING SERVICE (PBS) 1225 SOUTH CLARK STREET ARLINGTON, VA 22202 | 52-0899215 | 501(C)(3) | 950,000. | 0. | | | SUPPORT FOR NATIVE AMERICAN CULTURE AND EXPERIENCES CONTENT |

Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (Schedule I (Form 990), Part II.)

| (a) Name and address of organization or government | (b) EIN | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of noncash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|---|------------|-------------------------------|--------------------------|----------------------------------|---|--|--|
| PUBLIC BROADCASTING SERVICE (PBS) 1225 SOUTH CLARK STREET ARLINGTON, VA 22202 | 52-0899215 | 501(C)(3) | 500,000. | 0. | | | TECHNOLOGY FOR NEW PLATFORMS, IMPACT MEASUREMENT, AND OPERATIONAL EFFICIENCY |
| PUBLIC MEDIA GROUP OF SOUTHERN CALIFORNIA - 2900 WEST ALAMEDA AVENUE, SUITE 600 - BURBANK, CA 91505 | 95-2211661 | 501(C)(3) | 840,000. | 0. | | | SUPPORT FOR SOUTHERN CALIFORNIA ORIGINAL PROGRAMMING |
| PUBLIC MEDIA GROUP OF SOUTHERN CALIFORNIA - 2900 WEST ALAMEDA AVENUE, SUITE 600 - BURBANK, CA 91505 | 95-2211661 | 501(C)(3) | 78,000. | 0. | | | CAPACITY BUILDING GRANT |
| SAN DIEGO HUMANE SOCIETY & SPCA 5500 GAINES STREET SAN DIEGO, CA 92110 | 95-1661688 | 501(C)(3) | 711,000. | 0. | | | SUPPORT FOR INTAKE DIVERSION PROGRAMS |
| SAN DIEGO HUMANE SOCIETY & SPCA 5500 GAINES STREET SAN DIEGO, CA 92110 | 95-1661688 | 501(C)(3) | 400,000. | 0. | | | SUPPORT FOR PROJECT WILDLIFE |
| SAN DIEGO HUMANE SOCIETY & SPCA 5500 GAINES STREET SAN DIEGO, CA 92110 | 95-1661688 | 501(C)(3) | 250,000. | 0. | | | SUPPORT FOR COMPANION ANIMAL PROGRAMS |
| SAN DIEGO HUMANE SOCIETY & SPCA 5500 GAINES STREET SAN DIEGO, CA 92110 | 95-1661688 | 501(C)(3) | 214,000. | 0. | | | CAPITAL GRANT FOR FACILITIES PLANNING AND CONSTRUCTION |
| SAN DIEGO HUMANE SOCIETY & SPCA 5500 GAINES STREET SAN DIEGO, CA 92110 | 95-1661688 | 501(C)(3) | 60,000. | 0. | | | CAPACITY BUILDING GRANT |
| SAN DIEGO STATE UNIVERSITY (KPBS) 5200 CAMPANILE DRIVE SAN DIEGO, CA 92182-5400 | 33-0373293 | 501(C)(3) | 600,000. | 0. | | | SUPPORT FOR KPBS PROGRAMMING |

Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (Schedule I (Form 990), Part II.)

| (a) Name and address of organization or government | (b) EIN | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of noncash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|--|------------|-------------------------------|--------------------------|----------------------------------|---|--|---|
| SAN DIEGO STATE UNIVERSITY (KPBS) 5200 CAMPANILE DRIVE SAN DIEGO, CA 92182-5400 | 33-0373293 | 501(C)(3) | 200,000. | 0. | | | SUPPORT FOR SMART CONNECTIONS PROJECT |
| SAN DIEGO STATE UNIVERSITY (KPBS) 5200 CAMPANILE DRIVE SAN DIEGO, CA 92182-5400 | 33-0373293 | 501(C)(3) | 80,000. | 0. | | | SUPPORT FOR AUDIENCE AND MEMBER ENGAGEMENT |
| SAN DIEGO STATE UNIVERSITY (KPBS) 5200 CAMPANILE DRIVE SAN DIEGO, CA 92182-5400 | 33-0373293 | 501(C)(3) | 52,000. | 0. | | | CAPACITY BUILDING GRANT |
| SCHOOL FOR ADVANCED RESEARCH PO BOX 2188 SANTA FE, NM 87504 | 85-0125045 | 501(C)(3) | 425,000. | 0. | | | SUPPORTING INDIGENOUS ARTS AND KNOWLEDGE TRANSFER BETWEEN GENERATIONS |
| SCHOOL FOR ADVANCED RESEARCH PO BOX 2188 SANTA FE, NM 87504 | 85-0125045 | 501(C)(3) | 325,000. | 0. | | | CAPACITY BUILDING GRANT |
| SMITHSONIAN INSTITUTION (NMAI) OFFICE OF SPONSORED PROJECTS, PO BOX 37012, MRC 1205 - WASHINGTON, DC 20013- | 53-0206027 | 501(C)(3) | 950,000. | 0. | | | SUPPORT FOR COMMUNITY LOANS PROGRAM |
| SMITHSONIAN INSTITUTION (NMAI) OFFICE OF SPONSORED PROJECTS, PO BOX 37012, MRC 1205 - WASHINGTON, DC 20013- | 53-0206027 | 501(C)(3) | 400,000. | 0. | | | CAPACITY BUILDING GRANT |
| ST. PAUL'S EPISCOPAL HOME 328 MAPLE STREET SAN DIEGO, CA 92103 | 95-2111196 | 501(C)(3) | 7,500,000. | 0. | | | CAPITAL GRANT FOR ST. PAUL'S MANOR RENOVATION |
| ST. PAUL'S EPISCOPAL HOME 328 MAPLE STREET SAN DIEGO, CA 92103 | 95-2111196 | 501(C)(3) | 440,000. | 0. | | | CAPACITY BUILDING GRANT |

Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (Schedule I (Form 990), Part II.)

| (a) Name and address of organization or government | (b) EIN | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of noncash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|--|------------|-------------------------------|--------------------------|----------------------------------|---|--|--|
| ST. PAUL'S EPISCOPAL HOME 328 MAPLE STREET SAN DIEGO, CA 92103 | 95-2111196 | 501(C)(3) | 353,000. | 0. | | | SUPPORT FOR QUALITY OF LIFE PROGRAM AND LEARNING STUDY |
| ST. PAUL'S EPISCOPAL HOME 328 MAPLE STREET SAN DIEGO, CA 92103 | 95-2111196 | 501(C)(3) | 309,000. | 0. | | | SUPPORT FOR INFORMATION SYSTEMS |
| THE NATURE CONSERVANCY 4245 NORTH FAIRFAX DR, SUITE 100 ARLINGTON, VA 22203-1606 | 53-0242652 | 501(C)(3) | 7,500,000. | 0. | | | COMMUNITY-LED CONSERVATION, LIVELIHOODS AND RESILIENCE IN COASTAL ECOSYSTEMS |
| THE NATURE CONSERVANCY 4245 NORTH FAIRFAX DR, SUITE 100 ARLINGTON, VA 22203-1606 | 53-0242652 | 501(C)(3) | 7,000,000. | 0. | | | COMMUNITY-LED CONSERVATION IN TROPICAL FOREST LANDSCAPES |
| THE NATURE CONSERVANCY 4245 NORTH FAIRFAX DR, SUITE 100 ARLINGTON, VA 22203-1606 | 53-0242652 | 501(C)(3) | 5,000,000. | 0. | | | SUPPORT FOR ENDURING EARTH PROJECT |
| THE NATURE CONSERVANCY 4245 NORTH FAIRFAX DR, SUITE 100 ARLINGTON, VA 22203-1606 | 53-0242652 | 501(C)(3) | 2,500,000. | 0. | | | COMMUNITY-BASED CONSERVATION IN CRITICAL GRASSLAND ECOSYSTEMS |
| THE NATURE CONSERVANCY 4245 NORTH FAIRFAX DR, SUITE 100 ARLINGTON, VA 22203-1606 | 53-0242652 | 501(C)(3) | 1,756,500. | 0. | | | COMMUNITY-BASED CONSERVATION IN FRESHWATER ECOSYSTEMS OF AFRICA |
| THE NATURE CONSERVANCY 4245 NORTH FAIRFAX DR, SUITE 100 ARLINGTON, VA 22203-1606 | 53-0242652 | 501(C)(3) | 1,740,000. | 0. | | | SUPPORT FOR DELIVERING EQUITABLE AND TRANSFORMATIVE STRATEGIES FOR PEOPLE AND NATURE |
| THE NATURE CONSERVANCY 4245 NORTH FAIRFAX DR, SUITE 100 ARLINGTON, VA 22203-1606 | 53-0242652 | 501(C)(3) | 1,243,500. | 0. | | | COMMUNITY-BASED CONSERVATION IN FRESHWATER ECOSYSTEMS OF SOUTH AMERICA |

Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (Schedule I (Form 990), Part II.)

| (a) Name and address of organization or government | (b) EIN | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of noncash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|--|------------|-------------------------------|--------------------------|----------------------------------|---|--|---|
| THE NATURE CONSERVANCY 4245 NORTH FAIRFAX DR, SUITE 100 ARLINGTON, VA 22203-1606 | 53-0242652 | 501(C)(3) | 1,015,000. | 0. | | | SUPPORT FOR ACCELERATING THE IMPACT OF THE SHARED CONSERVATION AGENDA |
| THE NATURE CONSERVANCY 4245 NORTH FAIRFAX DR, SUITE 100 ARLINGTON, VA 22203-1606 | 53-0242652 | 501(C)(3) | 870,000. | 0. | | | FOSTERING EXCELLENCE IN COMMUNITY-BASED CONSERVATION |
| THE NATURE CONSERVANCY 4245 NORTH FAIRFAX DR, SUITE 100 ARLINGTON, VA 22203-1606 | 53-0242652 | 501(C)(3) | 600,000. | 0. | | | SUPPORT FOR GREAT BEAR PROGRAM |
| THE NATURE CONSERVANCY 4245 NORTH FAIRFAX DR, SUITE 100 ARLINGTON, VA 22203-1606 | 53-0242652 | 501(C)(3) | 600,000. | 0. | | | SUPPORTING ENVIRONMENTAL RESILIENCY PROTECTION FOR CALIFORNIA |
| THE NATURE CONSERVANCY 4245 NORTH FAIRFAX DR, SUITE 100 ARLINGTON, VA 22203-1606 | 53-0242652 | 501(C)(3) | 500,000. | 0. | | | SUPPORT FOR NORTHERN GREAT PLAINS GRASSLAND CONSERVATION |
| THE SALVATION ARMY NATIONAL CORPORATION - 615 SLATERS LANE - ALEXANDRIA, VA 22314 | 22-2406433 | 501(C)(3) | 2,000,000. | 0. | | | COVID-19 EMERGENCY RESPONSE SUPPORT |
| THE SALVATION ARMY NATIONAL CORPORATION - 615 SLATERS LANE - ALEXANDRIA, VA 22314 | 22-2406433 | 501(C)(3) | 300,000. | 0. | | | CAPACITY BUILDING GRANT |
| THE SALVATION ARMY NATIONAL CORPORATION - 615 SLATERS LANE - ALEXANDRIA, VA 22314 | 22-2406433 | 501(C)(3) | 250,000. | 0. | | | SUPPORT FOR RAPID RESPONSE IN THE MIDWEST |
| THE SALVATION ARMY NATIONAL CORPORATION - 615 SLATERS LANE - ALEXANDRIA, VA 22314 | 22-2406433 | 501(C)(3) | 200,000. | 0. | | | SUPPORT FOR DISASTER READY ORGANIZATIONS |

Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (Schedule I (Form 990), Part II.)

| (a) Name and address of organization or government | (b) EIN | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of noncash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|---|------------|-------------------------------|--------------------------|----------------------------------|---|--|--|
| THE SALVATION ARMY, A CALIFORNIA CORPORATION - 6605 UNIVERSITY AVENUE - SAN DIEGO, CA 92115 | 94-1156347 | 501(C)(3) | 715,000. | 0. | | | SUPPORT FOR YOUTH PROGRAMMING |
| THE SALVATION ARMY, A CALIFORNIA CORPORATION - 6605 UNIVERSITY AVENUE - SAN DIEGO, CA 92115 | 94-1156347 | 501(C)(3) | 600,000. | 0. | | | SUPPORT FOR VOLUNTEER DEPARTMENT NEEDS |
| THE SALVATION ARMY, A CALIFORNIA CORPORATION - 6605 UNIVERSITY AVENUE - SAN DIEGO, CA 92115 | 94-1156347 | 501(C)(3) | 337,000. | 0. | | | SUPPORT FOR THE SENIOR NUTRITION PROGRAM |
| THE SALVATION ARMY, A CALIFORNIA CORPORATION - 6605 UNIVERSITY AVENUE - SAN DIEGO, CA 92115 | 94-1156347 | 501(C)(3) | 215,000. | 0. | | | SUPPORT FOR PATHWAY OF HOPE PROGRAM |
| THE SALVATION ARMY, A CALIFORNIA CORPORATION - 6605 UNIVERSITY AVENUE - SAN DIEGO, CA 92115 | 94-1156347 | 501(C)(3) | 120,000. | 0. | | | CAPACITY BUILDING GRANT |
| YMCA OF THE USA 101 N WACKER DRIVE CHICAGO, IL 60606-1784 | 36-3258696 | 501(C)(3) | 6,298,976. | 0. | | | SUPPORT FOR CAMP ACCESS AND YOUTH CAMP EXPERIENCES |
| YMCA OF THE USA 101 N WACKER DRIVE CHICAGO, IL 60606-1784 | 36-3258696 | 501(C)(3) | 3,930,000. | 0. | | | SUPPORT FOR LOCAL CAMP CAPITAL IMPROVEMENTS |
| YMCA OF THE USA 101 N WACKER DRIVE CHICAGO, IL 60606-1784 | 36-3258696 | 501(C)(3) | 3,000,000. | 0. | | | SUPPORT FOR CAMP FACILITY UPGRADES TO PROMOTE ACCESS AND INCLUSION |
| YMCA OF THE USA 101 N WACKER DRIVE CHICAGO, IL 60606-1784 | 36-3258696 | 501(C)(3) | 2,000,000. | 0. | | | CAPACITY BUILDING GRANT |

Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (Schedule I (Form 990), Part II.)

| (a) Name and address of organization or government | (b) EIN | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of noncash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|---|------------|-------------------------------|--------------------------|----------------------------------|---|--|--|
| YMCA OF THE USA 101 N WACKER DRIVE CHICAGO, IL 60606-1784 | 36-3258696 | 501(C)(3) | 1,500,000. | 0. | | | SUPPORT FOR FAMILY AND COMMUNITY STABILITY PROGRAM |
| YMCA OF THE USA 101 N WACKER DRIVE CHICAGO, IL 60606-1784 | 36-3258696 | 501(C)(3) | 1,395,000. | 0. | | | SUPPORTING SAFETY, RELEVANCE, AND SUSTAINABILITY IN CAMP AND SWIM PROGRAMS |
| YMCA OF THE USA 101 N WACKER DRIVE CHICAGO, IL 60606-1784 | 36-3258696 | 501(C)(3) | 1,000,000. | 0. | | | CAPITAL GRANT FOR RESIDENT CAMPS |
| YMCA OF THE USA 101 N WACKER DRIVE CHICAGO, IL 60606-1784 | 36-3258696 | 501(C)(3) | 887,531. | 0. | | | SUPPORT FOR CAMP RESEARCH AND METRICS |
| | | | | | | | |
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Part III **Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22.
Part III can be duplicated if additional space is needed.

| (a) Type of grant or assistance | (b) Number of recipients | (c) Amount of cash grant | (d) Amount of non-cash assistance | (e) Method of valuation (book, FMV, appraisal, other) | (f) Description of noncash assistance |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|---|---------------------------------------|
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Part IV **Supplemental Information.** Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

PART I, LINE 2:

THE REPORTING ORGANIZATION GENERALLY MONITORS USE OF FUNDS BY REQUIRING

GRANT RECIPIENTS TO REPORT ON USE OF FUNDS AS WELL AS PROGRESS MADE ON

SUPPORTED PROJECTS. THESE REPORTS ARE MADE IN ACCORDANCE WITH THE GRANT

PROPOSALS AND GRANT AGREEMENTS, STAFF REVIEW REPORTS AND STATEMENTS

CERTIFYING USE OF FUNDS FOR APPROVED CHARITABLE PURPOSES. FUNDS THAT ARE

NOT USED FOR THE PURPOSE OF THE GRANT ARE REQUIRED TO BE RETURNED TO ANNE

RAY FOUNDATION, SUBJECT TO THE DISCRETION OF THE REPORTING ORGANIZATION.

**SCHEDULE J
(Form 990)**

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization

ANNE RAY FOUNDATION

Employer identification number

47-1036008

Part I Questions Regarding Compensation

1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- | | |
|---|--|
| <input type="checkbox"/> First-class or charter travel | <input type="checkbox"/> Housing allowance or residence for personal use |
| <input type="checkbox"/> Travel for companions | <input type="checkbox"/> Payments for business use of personal residence |
| <input checked="" type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees |
| <input type="checkbox"/> Discretionary spending account | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

3 Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- | | |
|---|---|
| <input checked="" type="checkbox"/> Compensation committee | <input type="checkbox"/> Written employment contract |
| <input checked="" type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study |
| <input checked="" type="checkbox"/> Form 990 of other organizations | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a** Receive a severance payment or change-of-control payment?
- b** Participate in or receive payment from a supplemental nonqualified retirement plan?
- c** Participate in or receive payment from an equity-based compensation arrangement?
- If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.

5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization?
- b** Any related organization?
- If "Yes" on line 5a or 5b, describe in Part III.

6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a** The organization?
- b** Any related organization?
- If "Yes" on line 6a or 6b, describe in Part III.

7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III

8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III

9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

| | Yes | No |
|-----------|-----|----|
| 1b | X | |
| 2 | X | |
| 4a | | X |
| 4b | X | |
| 4c | | X |
| 5a | | X |
| 5b | | X |
| 6a | | X |
| 6b | | X |
| 7 | X | |
| 8 | | X |
| 9 | | |

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2021

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

| (A) Name and Title | (B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation | | | (C) Retirement and other deferred compensation | (D) Nontaxable benefits | (E) Total of columns (B)(i)-(D) | (F) Compensation in column (B) reported as deferred on prior Form 990 |
|--|--|-------------------------------------|-------------------------------------|--|-------------------------|---------------------------------|---|
| | (i) Base compensation | (ii) Bonus & incentive compensation | (iii) Other reportable compensation | | | | |
| (1) SHAWN WISCHMEIER CHIEF INVESTMENT OFFICER | (i) | 0. | 0. | 0. | 0. | 0. | 0. |
| | (ii) | 775,094. | 512,500. | 151,333. | 197,047. | 37,029. | 1,673,003. |
| (2) PAUL BUSCH DIRECTOR/PRES & CEO | (i) | 0. | 0. | 0. | 0. | 0. | 0. |
| | (ii) | 860,661. | 0. | 131,019. | 135,211. | 25,468. | 1,152,359. |
| (3) MICHAEL RUETZ DEPUTY CIO/INVESTMENT DIR. | (i) | 0. | 0. | 0. | 0. | 0. | 0. |
| | (ii) | 494,173. | 257,100. | 72,533. | 114,340. | 36,695. | 974,841. |
| (4) TRICIA SCRIVNER INVESTMENT DIRECTOR | (i) | 0. | 0. | 0. | 0. | 0. | 0. |
| | (ii) | 394,271. | 204,500. | 104,718. | 93,849. | 24,812. | 822,150. |
| (5) RODNEY OVERCASH INVESTMENT DIRECTOR | (i) | 0. | 0. | 0. | 0. | 0. | 0. |
| | (ii) | 410,581. | 205,300. | 73,691. | 94,208. | 37,987. | 821,767. |
| (6) CHRISTOPHER VOGT INVESTMENT DIRECTOR | (i) | 0. | 0. | 0. | 0. | 0. | 0. |
| | (ii) | 388,777. | 204,500. | 84,378. | 93,849. | 38,695. | 810,199. |
| (7) MATTHEW MINNIS INVESTMENT DIRECTOR | (i) | 0. | 0. | 0. | 0. | 0. | 0. |
| | (ii) | 367,506. | 200,900. | 58,533. | 89,383. | 24,926. | 741,248. |
| (8) NAOMI HORSAGER TREASURER/CFO | (i) | 0. | 0. | 0. | 0. | 0. | 0. |
| | (ii) | 496,474. | 0. | 77,336. | 79,622. | 37,982. | 691,414. |
| (9) HEATHER KUKLA SECRETARY/VP & GEN COUNSEL | (i) | 0. | 0. | 0. | 0. | 0. | 0. |
| | (ii) | 495,948. | 0. | 77,373. | 79,391. | 38,508. | 691,220. |
| (10) TERRENCE MEERSMAN VP OF PROGRAMS | (i) | 0. | 0. | 0. | 0. | 0. | 0. |
| | (ii) | 486,505. | 0. | 80,184. | 79,700. | 27,319. | 673,708. |
| | (i) | | | | | | |
| | (ii) | | | | | | |
| | (i) | | | | | | |
| | (ii) | | | | | | |
| | (i) | | | | | | |
| | (ii) | | | | | | |
| | (i) | | | | | | |
| | (ii) | | | | | | |
| | (i) | | | | | | |
| | (ii) | | | | | | |

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

PART I, LINE 1A:

ALL EMPLOYEES INCLUDING THOSE REPORTED IN PART VII RECEIVED A TAX GROSS-UP
RELATED TO THE COST OF LONG-TERM DISABILITY PREMIUMS.

PART I, LINE 3:

THE BOARDS OF ANNE RAY FOUNDATION AND MARGARET A. CARGILL FOUNDATION
ESTABLISHED A JOINT, INDEPENDENT COMPENSATION COMMITTEE. SEE STATEMENT
INCLUDED WITH SCH O FOR DETAILED INFORMATION ON CEO/EXECUTIVE DIRECTOR
COMPENSATION AS REQUIRED BY BOTH FORM 990, PART VII AND SCHEDULE J.

PART I, LINE 4B:

MARGARET A. CARGILL FOUNDATION, A RELATED ORGANIZATION, SPONSORS AN
UNFUNDED, NON-QUALIFIED DEFERRED COMPENSATION PLAN ("THE RESTORATION PLAN")
UNDER INTERNAL REVENUE CODE SECTION 457(F) FOR THE PURPOSE OF PROVIDING
DEFERRED COMPENSATION FOR A SELECT GROUP OF MANAGEMENT OR HIGHLY
COMPENSATED EMPLOYEES. THE RESTORATION PLAN PROVIDES DEFERRED COMPENSATION
BENEFITS FOR PARTICIPANTS WHO COULD NOT FULLY MATCH CONTRIBUTIONS TO
QUALIFIED DEFINED CONTRIBUTION PLANS WHICH WOULD OTHERWISE HAVE BEEN
AVAILABLE BUT FOR INTERNAL REVENUE CODE LIMITS. ANNE RAY FOUNDATION

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

APPROVES AWARDS TO THIS PLAN AS PART OF THE ANNUAL COMPENSATION SETTING AND

APPROVAL PROCESSES. AMOUNTS DEFERRED UNDER THE RESTORATION PLAN ARE SUBJECT

TO A SUBSTANTIAL RISK OF FORFEITURE UNTIL VESTED.

DURING 2021, THE FOLLOWING ARE AMOUNTS THAT WERE INCLUDED IN COMPENSATION

DUE TO VESTING AND DISTRIBUTED FROM THE RESTORATION PLAN TO PAY TAXES ON

THE VESTED PORTION OF THE ACCOUNT.

PAUL BUSCH - \$28,232

NAOMI HORSAGER - \$15,176

HEATHER KUKLA - \$16,018

TERRENCE MEERSMAN - \$11,026

SHAWN WISCHMEIER - \$38,331

RODNEY OVERCASH - \$21,269

MICHAEL RUETZ - \$20,815

TRICIA SCRIVNER - \$24,955

CHRISTOPHER VOGT - \$18,405

MATT MINNIS - \$10,599

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

PART I, LINE 7:

VARIABLE INCENTIVE PLAN AWARDS WERE PROVIDED TO CERTAIN PERSONS LISTED ON

PART VII, AND WERE MADE UNDER THE COMPENSATION DETERMINATION PROCESS

DETAILED WITHIN SCHEDULE O. THESE AWARDS WERE PAID BASED ON A VARIABLE

COMPENSATION PLAN APPLICABLE TO INVESTMENT STAFF.

**SCHEDULE O
(Form 990)**

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or Form 990-EZ.
▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2021

Open to Public
Inspection

Name of the organization

ANNE RAY FOUNDATION

Employer identification number

47-1036008

FORM 990, PART III, LINE 4A, PROGRAM SERVICE ACCOMPLISHMENTS:

OUR GRANTMAKING REFLECTS OUR MISSION, VALUES, AND OUR DONOR'S GUIDING
PRINCIPLES.

WE SUPPORT THE WORK OF OUR DESIGNATED SUPPORTING ORGANIZATIONS IN

COMMUNITIES ACROSS SEVEN PROGRAM AREAS REFERRED TO AS DOMAINS. THE

DOMAINS ARE:

- ANIMAL WELFARE: WE FOCUS ON THE WELLBEING OF DOMESTIC ANIMALS AND
INJURED WILD ANIMALS, AND WAYS TO INCREASE EMPATHY TOWARD ANIMALS AMONG
CHILDREN AND ADULTS.

- ARTS & CULTURES: WE HELP SUPPORT FOLK ARTS, NATIVE AMERICAN ART,
MUSIC, TACTILE ART, AND ARTISTICALLY SIGNIFICANT CRAFTS THAT FOSTER
HUMAN CREATIVITY.

- DISASTER RELIEF & RECOVERY: WE SUPPORT WORK IN NATURAL DISASTER
PREPAREDNESS, RELIEF, AND RECOVERY WITH EMPHASIS ON COMMUNITIES PRONE
TO LOW-ATTENTION DISASTERS.

- ENVIRONMENT: WE SUPPORT THE CONSERVATION OF NATURAL RESOURCES AND
PROTECTION OF NATURAL HABITATS.

- LEGACY & OPPORTUNITY: WE PROVIDE FUNDING FOR OPPORTUNITIES ALIGNED
WITH MARGARET A. CARGILL PHILANTHROPIES' STRATEGIC PRIORITIES AND
SUPPORT FOR GEOGRAPHIES OF IMPORTANCE TO OUR FOUNDER, MARGARET CARGILL.

- QUALITY OF LIFE: WE SUPPORT CHILDREN, YOUNG ADULTS, FAMILIES, AND
OLDER ADULTS THROUGHOUT LIFE'S JOURNEY.

- TEACHERS & STUDENTS: WE SUPPORT THE TEACHING PROFESSION AND STUDENT
SUCCESS.

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule O (Form 990) 2021

| | |
|---|--|
| Name of the organization ANNE RAY FOUNDATION | Employer identification number 47-1036008 |
|---|--|

DURING 2021 ANNE RAY FOUNDATION MADE GRANTS TO DESIGNATED SUPPORTED ORGANIZATIONS FOR A VARIETY OF PROGRAMS AS DETAILED ON SCHEDULE I, PART II.

FORM 990, PART V, LINE 4B, LIST OF FOREIGN COUNTRIES:

BELGIUM, CANADA, DENMARK, FRANCE, GERMANY, ISRAEL, NETHERLANDS, UNITED KINGDOM

FORM 990, PART VI, SECTION A, LINE 2:

ANNE RAY FOUNDATION SHARED OPERATIONS WITH MARGARET A. CARGILL FOUNDATION (MAC FOUNDATION), A RELATED ORGANIZATION, IN PURSUIT OF THEIR SHARED VISION IN ORDER TO MAXIMIZE ASSETS AVAILABLE FOR CHARITABLE GRANTMAKING. AS PART OF THE SHARED OPERATIONS, ALL STAFF AND DIRECTORS LISTED IN PART VII ALSO SERVE AS STAFF AND DIRECTORS OF MAC FOUNDATION. OFFICERS, KEY EMPLOYEES, AND BOARD MEMBERS LISTED IN PART VII ARE DEEMED TO HAVE A BUSINESS RELATIONSHIP WITH EACH OTHER AS DEFINED BY FORM 990 REPORTING STANDARDS.

FORM 990, PART VI, SECTION A, LINE 6:

ANNE RAY FOUNDATION HAS TWO MEMBERS WHO ALSO SERVE AS DIRECTORS OF THE ORGANIZATION. MEMBERS' RIGHTS COVER GOVERNANCE AND OVERSIGHT AS DESCRIBED IN THE EXPLANATION STATEMENT PROVIDED FOR LINE 7B. MEMBERS ARE NOT RESERVED ANY RIGHTS THAT WOULD RESULT IN A PERSONAL BENEFIT TO THE MEMBER.

FORM 990, PART VI, SECTION A, LINE 7A:

THE ARTICLES AND BYLAWS PROVIDE THAT THE TWO MEMBERS SHALL HAVE THE AUTHORITY TO DESIGNATE DIRECTORS. THE MEMBERS WILL SEEK INPUT FROM OTHER DIRECTORS ON THE DESIGNATION AND ACT ON THEIR RECOMMENDATIONS ACCORDING TO

Name of the organization

ANNE RAY FOUNDATION

Employer identification number

47-1036008

THE ARTICLES AND BYLAWS.

FORM 990, PART VI, SECTION A, LINE 7B:

ANNE RAY FOUNDATION'S ORGANIZING DOCUMENTS RESERVE CERTAIN RIGHTS FOR THE MEMBERS, SPECIFICALLY THE RIGHT TO AMEND THE BYLAWS, APPOINT COMMITTEE CHAIRS, NOMINATE COMMITTEE MEMBERS, APPROVE DOMAIN DEFINITIONS, AND OVERSEE WINDING UP THE AFFAIRS OF THE ORGANIZATION. ANNE RAY FOUNDATION'S BOARD OF DIRECTORS ESTABLISHED THE AKALOA PROGRAM COMMITTEE. THIS COMMITTEE IS AUTHORIZED TO RECOMMEND OR APPROVE GRANTS WITHIN THE BUDGET PROVIDED BY THE BOARD.

FORM 990, PART VI, SECTION B, LINE 11B:

THE RETURN WAS REVIEWED BY THE CFO AND INDEPENDENT CPA PAID PREPARER. BEFORE FILING WITH THE IRS, BOARD MEMBERS AND OFFICERS REVIEW AND DISCUSS COPIES OF THE COMPLETE FORM 990.

FORM 990, PART VI, SECTION B, LINE 12C:

ALL OFFICERS, DIRECTORS, KEY EMPLOYEES, AND OTHER STAFF MEMBERS ARE REQUIRED TO SIGN A CONFLICT OF INTEREST DISCLOSURE ANNUALLY. ANY DISCLOSURES ARE FIRST REVIEWED BY THE LEGAL DEPARTMENT. IF NECESSARY THE CEO/PRESIDENT OR BOARD CHAIR FURTHER REVIEWS, DETERMINES WHETHER A CONFLICT EXISTS, AND DETERMINES HOW TO RESOLVE SUCH CONFLICT. ANY DIRECTOR FOUND TO HAVE A MATERIAL CONFLICT IS RESTRICTED FROM VOTING ON RELATED MATTERS AND ANNE RAY FOUNDATION'S GENERAL COUNSEL, IN CONSULTATION WITH THE PRESIDENT/CEO OR BOARD CHAIR, DETERMINES WHETHER OTHER ACTIONS ARE REQUIRED TO NEUTRALIZE THE POTENTIAL CONFLICT.

Name of the organization

ANNE RAY FOUNDATION

Employer identification number

47-1036008

FORM 990, PART VI, SECTION B, LINE 15:

ANNE RAY FOUNDATION IS RELATED TO MARGARET A. CARGILL FOUNDATION (MAC FOUNDATION). MAC FOUNDATION IS THE EMPLOYER OF ALL STAFF RESPONSIBLE FOR PROVIDING SERVICES TO MAC FOUNDATION AND ANNE RAY FOUNDATION. ANNE RAY FOUNDATION REIMBURSES MAC FOUNDATION FOR ITS ALLOCABLE SHARE OF THE STAFF COSTS RELATED TO SERVICES PROVIDED TO ANNE RAY FOUNDATION.

THE ANNE RAY FOUNDATION BOARD AND MAC FOUNDATION BOARD ESTABLISHED A JOINT COMPENSATION COMMITTEE. MEMBERSHIP IN THE COMPENSATION COMMITTEE IS LIMITED SO THAT ALL COMMITTEE MEMBERS ARE INDEPENDENT. THE ANNE RAY FOUNDATION BOARD AND MAC FOUNDATION BOARD ENGAGE AN INDEPENDENT CONSULTANT TO ANALYZE RELEVANT COMPARABILITY DATA AND ADVISE THE ORGANIZATIONS ON THE REASONABLENESS OF PROPOSED TOTAL REMUNERATION. THE COMPENSATION COMMITTEE IS RESPONSIBLE FOR:

- RECOMMEND AND/OR APPROVE COMPENSATION FOR EXECUTIVES;
- PERIODICALLY REVIEW COMPENSATION AND BENEFITS OFFERINGS AND PHILOSOPHY;
- ENSURE THAT COMPENSATION APPROVALS ARE DOCUMENTED IN WRITING IN CONTEMPORANEOUS COMMITTEE MEETING MINUTES.

IN DETERMINING COMPENSATION TO BE PAID FOR THE 2021 TAX YEAR, THE ORGANIZATIONS HIRED AN INDEPENDENT CONSULTANT TO ANALYZE THE REASONABLENESS OF COMPENSATION TO BE PAID TO DIRECTORS, EXECUTIVES, AND CERTAIN KEY EMPLOYEES. THE REPORT WAS BASED ON PUBLISHED SURVEY DATA AS WELL AS FORM 990 DATA FOR COMPARABLE ORGANIZATIONS. THE CONSULTANT COMMUNICATED THE RESULTS OF THE REPORT DIRECTLY TO THE COMPENSATION COMMITTEE. THE COMMITTEE APPROVED COMPENSATION TO CERTAIN EXECUTIVES AND KEY EMPLOYEES, NOTING THE APPROVAL WAS BASED ON THE COMMITTEE'S DETERMINATION THAT COMPENSATION WAS

| | |
|---|--|
| Name of the organization ANNE RAY FOUNDATION | Employer identification number 47-1036008 |
|---|--|

REASONABLE. THE COMMITTEE THEN MADE A RECOMMENDATION FOR REVIEW AND APPROVAL BY THE BOARDS FOR COMPENSATION TO BE PAID TO CERTAIN OTHER EXECUTIVES.

AFTER CONSIDERING RECOMMENDATIONS FROM THE COMPENSATION COMMITTEE, THE ANNE RAY FOUNDATION BOARD AND MAC FOUNDATION BOARD APPROVED COMPENSATION TO BOARD DIRECTORS AND CERTAIN EXECUTIVES, NOTING THE APPROVAL WAS BASED ON THE BOARDS' DETERMINATION THAT COMPENSATION WAS REASONABLE. WHEN NECESSARY, BOARD MEMBERS WERE RECUSED FROM APPROVING COMPENSATION IN ACCORDANCE WITH THE ORGANIZATIONS' CONFLICT OF INTEREST POLICY.

FORM 990, PART VI, SECTION C, LINE 19:
THE ORGANIZATION POSTS ITS FORM 990 AND AUDITED FINANCIAL STATEMENTS TO ITS WEBSITE FOR PUBLIC ACCESS. THE ORGANIZATION ALSO SHARED ITS FORM 990 AND AUDITED FINANCIALS DIRECTLY WITH EACH DESIGNATED SUPPORTED ORGANIZATION.

FORM 990, PART XI, LINE 9, CHANGES IN NET ASSETS:

| | |
|--|---------------|
| BOOK/TAX DIFFERENCE IN NET INCOME FROM INVESTMENTS | -206,914,342. |
| OTHER BOOK/TAX DIFFERENCE IN EXPENSE | -1,003,764. |
| TOTAL TO FORM 990, PART XI, LINE 9 | -207,918,106. |

**SCHEDULE R
(Form 990)**

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

**Open to Public
Inspection**

Name of the organization **ANNE RAY FOUNDATION** Employer identification number **47-1036008**

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

| (a) Name, address, and EIN (if applicable) of disregarded entity | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Total income | (e) End-of-year assets | (f) Direct controlling entity |
|--|-----------------------------|---|---------------------|---------------------------|-------------------------------------|
| KARI LLC - 42-1747887 120 BROADWAY AVE N WAYZATA, MN 55391 | REAL ESTATE HOLDING COMPANY | MINNESOTA | 0. | 0. | ANNE RAY FOUNDATION |
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Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Exempt Code section | (e) Public charity status (if section 501(c)(3)) | (f) Direct controlling entity | (g) Section 512(b)(13) controlled entity? | |
|---|--|---|-------------------------------|---|-------------------------------------|--|----|
| | | | | | | Yes | No |
| ARC NATIONAL - 53-0196605 2025 E STREET NW WASHINGTON, DC 20006 | EMERGENCY RESPONSE AND PREVENTION | DISTRICT OF COLUMBIA | 501(C)(3) | 7 | N/A | | X |
| ASI - 41-0711603 2600 PARK AVENUE MINNEAPOLIS, MN 55407 | PROMOTE KNOWLEDGE OF SWEDISH ART, LITERATURE AND SCIENCE | MINNESOTA | 501(C)(3) | 7 | N/A | | X |
| BEREA COLLEGE - 61-0444650 LINCOLN HALL NO 220 BEREA, KY 40404 | POST-SECONDARY EDUCATION | KENTUCKY | 501(C)(3) | 2 | N/A | | X |
| IDYLLWILD - 95-1801279 PO BOX 38 IDYLLWILD, CA 92549 | ENRICHMENT IN THE ARTS | CALIFORNIA | 501(C)(3) | 2 | N/A | | X |

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule R (Form 990) 2021

Part II Continuation of Identification of Related Tax-Exempt Organizations

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Exempt Code section | (e) Public charity status (if section 501(c)(3)) | (f) Direct controlling entity | (g) Section 512(b)(13) controlled organization? | |
|--|--|---|-------------------------------|---|-------------------------------------|--|----|
| | | | | | | Yes | No |
| MINGEI - 23-7433357 1439 EL PRADO SAN DIEGO, CA 92101 | FOLK ART MUSEUM | CALIFORNIA | 501(C)(3) | 7 | N/A | | X |
| PBS - 52-0899215 2100 CRYSTAL DRIVE ARLINGTON, VA 22202 | PUBLIC MEDIA | VIRGINIA | 501(C)(3) | 7 | N/A | | X |
| SDHS - 95-1661688 5500 GAINES STREET SAN DIEGO, CA 92110 | PROMOTE HUMANE TREATMENT OF ANIMALS | CALIFORNIA | 501(C)(3) | 7 | N/A | | X |
| KPBS - 33-0373293 5250 CAMPANILE DRIVE SAN DIEGO, CA 92182 | PUBLIC MEDIA AND EDUCATIONAL PROGRAMS | CALIFORNIA | 501(C)(3) | 2 | N/A | | X |
| SAR - 85-0125045 PO BOX 2188 SANTA FE, NM 87504 | ADVANCED STUDY AND COMMUNICATION OF KNOWLEDGE | NEW MEXICO | 501(C)(3) | 7 | N/A | | X |
| NMAI - 53-0206027 1000 JEFFERSON DRIVE S WASHINGTON, DC 20560 | INCREASE AND DIFFUSION OF KNOWLEDGE | DISTRICT OF COLUMBIA | 501(C)(3) | 7 | N/A | | X |
| ST. PAUL'S - 95-2111196 328 MAPLE STREET SAN DIEGO, CA 92103 | SUPPORT FOR LONG-TERM CARE FACILITIES | CALIFORNIA | 501(C)(3) | 10 | N/A | | X |
| SA CA - 94-1156347 180 E OCEAN BLVD, 9TH FLOOR LONG BEACH, CA 90802 | MEETING HUMAN NEED IN THE NAME OF THE CHRISTIAN CHURCH | CALIFORNIA | 501(C)(3) | 1 | N/A | | X |
| SA NATIONAL - 22-2406433 615 SLATERS LANE ALEXANDRIA, VA 22313 | MEETING HUMAN NEED IN THE NAME OF THE CHRISTIAN CHURCH | VIRGINIA | 501(C)(3) | 1 | N/A | | X |
| YMCA OF THE USA - 36-3258696 101 NORTH WACKER DRIVE, SUITE 400 CHICAGO, IL 60606 | PROGRAMS THAT BUILD HEALTHY SPIRIT, MIND AND BODY FOR ALL | ILLINOIS | 501(C)(3) | 10 | N/A | | X |
| TNC - 53-0242652 4245 N FAIRFAX DR, STE 100 ARLINGTON, VA 22203 | PROTECTING THE LAND AND WATER ON WHICH THE DIVERSITY OF LIFE DEPENDS | VIRGINIA | 501(C)(3) | 7 | N/A | | X |
| PMG - 95-2211661 2900 WEST ALAMEDA AVENUE, SUITE 600 BURBANK, CA 91505 | PUBLIC MEDIA PROGRAMMING | CALIFORNIA | 501(C)(3) | 7 | N/A | | X |

Part II Continuation of Identification of Related Tax-Exempt Organizations

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Exempt Code section | (e) Public charity status (if section 501(c)(3)) | (f) Direct controlling entity | (g) Section 512(b)(13) controlled organization? | |
|--|-------------------------|---|-------------------------------|---|-------------------------------------|--|----|
| | | | | | | Yes | No |
| MARGARET A. CARGILL FOUNDATION - 37-1758406 6889 ROWLAND ROAD EDEN PRAIRIE, MN 55344 | CHARITABLE GRANTMAKING | MINNESOTA | 501(C)(3) | N/A | N/A | X | |
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Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Direct controlling entity | (e) Predominant income (related, unrelated, excluded from tax under sections 512-514) | (f) Share of total income | (g) Share of end-of-year assets | (h) Disproportionate allocations? | | (i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065) | (j) General or managing partner? | | (k) Percentage ownership |
|--|-------------------------|--|-------------------------------------|---|---------------------------------|--|---|----|---|---|----|--------------------------------|
| | | | | | | | Yes | No | | Yes | No | |
| MARATHON MAGNI FUND, L.P. - 46-1902953, ONE BRYANT PARK, 38TH FLOOR, NEW YORK, NY 10036 | INVESTMENTS | NY | ANNE RAY FOUNDATION | INVESTMENT | 6,147,095. | 43,488,913. | X | | N/A | X | | 60.57% |
| SKADI LLC - 81-2108322 6889 ROWLAND ROAD EDEN PRAIRIE, MN 55344 | INVESTMENTS | DE | ANNE RAY FOUNDATION | INVESTMENT | 43,923,109. | 250,729,374. | X | | N/A | X | | 59.48% |
| ART&ARF PRIVATE EQUITY PARTNERSHIP - 20-3049679, 767 FIFTH AVENUE, 14TH FLOOR, NEW YORK, NY 10153 | INVESTMENTS | NY | ANNE RAY FOUNDATION | INVESTMENT | 3,674,040. | 10,715,033. | X | | N/A | X | | 99.50% |
| M-DATA CENTER PORTFOLIO CO-INVESTOR, LLC - 82-5332495, 4700 WILSHIRE BLVD, LOS ANGELES, CA 90010 | INVESTMENTS | CA | ANNE RAY FOUNDATION | INVESTMENT | 1,368,937. | 2,809,403. | X | | N/A | X | | 60.00% |

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Direct controlling entity | (e) Type of entity (C corp, S corp, or trust) | (f) Share of total income | (g) Share of end-of-year assets | (h) Percentage ownership | (i) Section 512(b)(13) controlled entity? | |
|--|-------------------------|---|-------------------------------------|--|---------------------------------|--|--------------------------------|---|----|
| | | | | | | | | Yes | No |
| AG ANDVARI FUND, L.P. - 99-0383003 89 NEXUS WAY CAMANA BAY, GRAND CAYMAN, CAYMAN ISLANDS | INVESTMENTS | CAYMAN ISLANDS | ANNE RAY FOUNDATION | C CORP | 9,405,559. | 94,412,038. | 63.00% | X | |
| H/2 CP LTD - 98-1048477 680 WASHINGTON BLVD STAMFORD, CT 06901 | INVESTMENTS | CAYMAN ISLANDS | ANNE RAY FOUNDATION | C CORP | 1,778,698. | 75,358,782. | 57.00% | X | |
| MARATHON MODI 90 NEXUS WAY CAMANA BAY, GRAND CAYMAN, CAYMAN ISLANDS | INVESTMENTS | CAYMAN ISLANDS | ANNE RAY FOUNDATION | C CORP | 3,022,685. | 26,797,557. | 59.95% | X | |

Part III Continuation of Identification of Related Organizations Taxable as a Partnership

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Direct controlling entity | (e) Predominant income (related, unrelated, excluded from tax under sections 512-514) | (f) Share of total income | (g) Share of end-of-year assets | (h) Disproportion- ate allocations? | | (i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065) | (j) General or managing partner? | | (k) Percentage ownership |
|--|-------------------------|--|-------------------------------------|---|---------------------------------|--|---|----|---|---|----|--------------------------------|
| | | | | | | | Yes | No | | Yes | No | |
| ASEAN CHINA INVESTMENT FUND (US) V, L.P. - 86-3840198, 592 5TH AVE, STE 602, NEW YORK, NY 10036 | INVESTMENTS | NY | ANNE RAY FOUNDATION | INVESTMENT | 0. | 3,478,535. | | X | N/A | X | | 54.87% |
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Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note: Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

- a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity
- b Gift, grant, or capital contribution to related organization(s)
- c Gift, grant, or capital contribution from related organization(s)
- d Loans or loan guarantees to or for related organization(s)
- e Loans or loan guarantees by related organization(s)

- f Dividends from related organization(s)
- g Sale of assets to related organization(s)
- h Purchase of assets from related organization(s)
- i Exchange of assets with related organization(s)
- j Lease of facilities, equipment, or other assets to related organization(s)

- k Lease of facilities, equipment, or other assets from related organization(s)
- l Performance of services or membership or fundraising solicitations for related organization(s)
- m Performance of services or membership or fundraising solicitations by related organization(s)
- n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)
- o Sharing of paid employees with related organization(s)

- p Reimbursement paid to related organization(s) for expenses
- q Reimbursement paid by related organization(s) for expenses

- r Other transfer of cash or property to related organization(s)
- s Other transfer of cash or property from related organization(s)

| | Yes | No |
|-----------|-----|----|
| 1a | | X |
| 1b | X | |
| 1c | | X |
| 1d | | X |
| 1e | | X |
| 1f | | X |
| 1g | | X |
| 1h | | X |
| 1i | | X |
| 1j | X | |
| 1k | | X |
| 1l | | X |
| 1m | X | |
| 1n | X | |
| 1o | X | |
| 1p | X | |
| 1q | | X |
| 1r | | X |
| 1s | X | |

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

| (a) Name of related organization | (b) Transaction type (a-s) | (c) Amount involved | (d) Method of determining amount involved |
|---|-------------------------------|------------------------|--|
| (1) MARGARET A. CARGILL FOUNDATION PAYMENTS FOR SHARED SERVICES | M | 22,278,606. | BOOKS AND RECORDS - COST |
| (2) MARGARET A. CARGILL FOUNDATION PAYMENTS FOR SHARED SERVICES | N | 0. | INCLUDED IN M ABOVE |
| (3) MARGARET A. CARGILL FOUNDATION PAYMENTS FOR SHARED SERVICES | O | 0. | INCLUDED IN M ABOVE |
| (4) MARGARET A. CARGILL FOUNDATION PAYMENTS FOR ADVANCES | P | 0. | INCLUDED IN M ABOVE |
| (5) MARGARET A. CARGILL FOUNDATION PAYMENTS FOR SHARED SERVICES | Q | 0. | INCLUDED IN M ABOVE |
| (6) MARGARET A. CARGILL FOUNDATION PAYMENTS FOR SHARED SERVICES | J | 0. | INCLUDED IN M ABOVE |

Part V Continuation of Transactions With Related Organizations (Schedule R (Form 990), Part V, line 2)

| (a) Name of other organization | (b) Transaction type (a-s) | (c) Amount involved | (d) Method of determining amount involved |
|---|----------------------------------|------------------------|---|
| (7) AG ANDVARI FUND | S | 18,000,000. | BOOKS AND RECORDS |
| (8) MARATHON MAGNI FUND, L.P. | S | 1,774,397. | BOOKS AND RECORDS |
| (9) ASEAN CHINA INVESTMENT FUND (US) V, L.P. | B | 3,683,460. | BOOKS AND RECORDS |
| (10) M-DATA CENTER PORTFOLIO CO-INVESTOR, LLC | S | 2,718,325. | BOOKS AND RECORDS |
| (11) M-DATA CENTER PORTFOLIO CO-INVESTOR, LLC | B | 221,159. | BOOKS AND RECORDS |
| (12) MARATHON MODI PARTNERSHIP, LTD. | S | 6,000,000. | BOOKS AND RECORDS |
| (13) SKADI LLC | B | 15,600,000. | BOOKS AND RECORDS |
| (14) ART&ARF PRIVATE EQUITY PARTNERSHIP | S | 9,337,866. | BOOKS AND RECORDS |
| (15) ART&ARF PRIVATE EQUITY PARTNERSHIP | B | 24,000. | BOOKS AND RECORDS |
| (16) | | | |
| (17) | | | |
| (18) | | | |
| (19) | | | |
| (20) | | | |
| (21) | | | |
| (22) | | | |
| (23) | | | |
| (24) | | | |

Part VI Unrelated Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

| (a) Name, address, and EIN of entity | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Predominant income (related, unrelated, excluded from tax under sections 512-514) | (e) Are all partners sec. 501(c)(3) orgs.? | | (f) Share of total income | (g) Share of end-of-year assets | (h) Dispropor- tionate allocations? | | (i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065) | (j) General or managing partner? | | (k) Percentage ownership |
|--|-------------------------|--|---|--|----|------------------------------------|--|--|----|---|---|----|--------------------------------|
| | | | | Yes | No | | | Yes | No | | Yes | No | |
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Part VII Supplemental Information

Provide additional information for responses to questions on Schedule R. See instructions.

PART IV, IDENTIFICATION OF RELATED ORGANIZATIONS TAXABLE AS CORP OR TRUST:

NAME, ADDRESS, AND EIN OF RELATED ORGANIZATION:

AG ANDVARI FUND, L.P.

EIN: 99-0383003

89 NEXUS WAY

CAMANA BAY, GRAND CAYMAN, CAYMAN ISLANDS KY1-1205

NAME AND ADDRESS OF RELATED ORGANIZATION:

MARATHON MODI

90 NEXUS WAY

CAMANA BAY, GRAND CAYMAN, CAYMAN ISLANDS KY1-1205

SCHEDULE R, PART V, LINE 2

MARGARET A. CARGILL FOUNDATION AND ANNE RAY FOUNDATION SHARE OPERATIONS

IN PURSUIT OF THEIR SHARED VISION IN ORDER TO MAXIMIZE ASSETS AVAILABLE

TO CHARITABLE GRANTMAKING. THE TRANSACTIONS REPORTED AT PART V, LINES

1.A THROUGH 1.P ARE THE RESULT OF SHARED COSTS THAT ARE INCURRED IN

PURSUIT OF THEIR SHARED VISION.

ANNE RAY FOUNDATION ALSO REPORTS AT PART V, LINE 2 TRANSFERS TO OR FROM

PASSIVE INVESTMENT FUNDS THAT ARE IDENTIFIED AS RELATED CORPORATIONS

AND PARTNERSHIPS AT PART IV.