Return of Private Foundation

For calendar year 2021 or tax year beginning and ending

Name of foundation
THE ROBERT WOOD JOHNSON FOUNDATION

Number and street (or P.O. box number if mail is not delivered to street address)
50 COLLEGE ROAD EAST

City or town, state or province, country, and ZIP or foreign postal code
PRINCETON, NJ 08540

Number and street (or P.O. box number if mail is not delivered to street address)
50 COLLEGE ROAD EAST (609) 627-6000

Name of foundation
THE ROBERT WOOD JOHNSON FOUNDATION

For calendar year 2021 or tax year beginning and ending

Department of the Treasury Internal Revenue Service

Form 990-PF

2021

For Paperwork Reduction Act Notice, see instructions.

For calendar year 2021 or tax year beginning and ending

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Form 990-PF

2021

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### Part II Balance Sheets

<table>
<thead>
<tr>
<th>Description</th>
<th>Beginning of year</th>
<th>End of year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(a) Book Value</td>
<td>(b) Book Value</td>
</tr>
<tr>
<td>1 Cash - non-interest-bearing</td>
<td>26,492,071.</td>
<td>49,739,140.</td>
</tr>
<tr>
<td>2 Savings and temporary cash investments</td>
<td>355,775,811.</td>
<td>361,911,627.</td>
</tr>
<tr>
<td>Less: allowance for doubtful accounts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Pledges receivable</td>
<td>34,644,179.</td>
<td></td>
</tr>
<tr>
<td>Less: allowance for doubtful accounts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Grants receivable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Receivables due from officers, directors, trustees, and other disqualified persons (attach schedule) (see instructions)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Other notes and loans receivable (attach schedule)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less: allowance for doubtful accounts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 Inventories for sale or use</td>
<td>158,225.</td>
<td>107,842.</td>
</tr>
<tr>
<td>9 Prepaid expenses and deferred charges</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10a Investments - U.S. and state government obligations (attach schedule)**</td>
<td>316,378,067.</td>
<td>471,764,979.</td>
</tr>
<tr>
<td>10b Investments - corporate stock (attach schedule)  STM 12**</td>
<td>2,486,769,357.</td>
<td>2,411,411,529.</td>
</tr>
<tr>
<td>10c Investments - corporate bonds (attach schedule)</td>
<td>104,944,896.</td>
<td>0.</td>
</tr>
<tr>
<td>11 Investments - land, buildings, and equipment: basis</td>
<td>1,165,588.</td>
<td>1,165,588.</td>
</tr>
<tr>
<td>Less: accumulated depreciation (attach schedule)</td>
<td></td>
<td>1,165,588.</td>
</tr>
<tr>
<td>12 Investments - mortgage loans</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13 Investments - other (attach schedule) STM 12</td>
<td>9,809,022,615.</td>
<td>11,045,232,731.</td>
</tr>
<tr>
<td>14 Land, buildings, and equipment: basis</td>
<td>71,644,561.</td>
<td></td>
</tr>
<tr>
<td>Less: accumulated depreciation (attach schedule)</td>
<td>36,754,748,48</td>
<td>33,783,623.</td>
</tr>
<tr>
<td>15 Other assets (describe STM 28)</td>
<td>41,702,479.</td>
<td>129,001,340.</td>
</tr>
<tr>
<td>16 Total assets (to be completed by all filers - see the instructions. Also, see page 1, item I)</td>
<td>13,220,198,571.</td>
<td>14,837,880,900.</td>
</tr>
<tr>
<td>17 Accounts payable and accrued expenses</td>
<td>15,726,271.</td>
<td>17,664,677.</td>
</tr>
<tr>
<td>18 Grants payable</td>
<td>322,860,152.</td>
<td>356,769,915.</td>
</tr>
<tr>
<td>19 Deferred revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20 Loans from officers, directors, trustees, and other disqualified persons</td>
<td></td>
<td></td>
</tr>
<tr>
<td>21 Mortgages and other notes payable (attach schedule)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>22 Other liabilities (describe STM 29)</td>
<td>294,891,278.</td>
<td>558,703,285.</td>
</tr>
<tr>
<td>23 Total liabilities (add lines 17 through 22)</td>
<td>633,477,701.</td>
<td>933,137,877.</td>
</tr>
<tr>
<td>24 Net assets without donor restrictions</td>
<td>12,555,319,142.</td>
<td>13,870,098,844.</td>
</tr>
<tr>
<td>25 Net assets with donor restrictions</td>
<td>31,401,728.</td>
<td>34,644,179.</td>
</tr>
<tr>
<td>26 Capital stock, trust principal, or current funds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>27 Paid-in or capital surplus, or land, bldg., and equipment fund</td>
<td></td>
<td></td>
</tr>
<tr>
<td>28 Retained earnings, accumulated income, endowment, or other funds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>29 Total net assets or fund balances (see instructions)</td>
<td>12,586,720,870.</td>
<td>13,904,743,023.</td>
</tr>
<tr>
<td>30 Total liabilities and net assets/fund balances (see instructions)</td>
<td>13,220,198,571.</td>
<td>14,837,880,900.</td>
</tr>
</tbody>
</table>

### Part III Analysis of Changes in Net Assets or Fund Balances

1 Total net assets or fund balances at beginning of year - Part II, column (a), line 29 (must agree with end-of-year figure reported on prior year's return) | 12,586,720,870. |
2 Enter amount from Part I, line 27a | 251,422,182. |
3 Other increases not included in line 2 (itemize) | SEE STATEMENT 30 |
4 Add lines 1, 2, and 3 | 13,904,743,023. |
5 Decreases not included in line 2 (itemize) | |
6 Total net assets or fund balances at end of year (line 4 minus line 5) - Part II, column (b), line 29 | 13,904,743,023. |

**STMT 8**
## Part IV  Capital Gains and Losses for Tax on Investment Income

**List and describe the kind(s) of property sold (for example, real estate, 2-story brick warehouse; or common stock, 200 shs. MLC Co.).**

<table>
<thead>
<tr>
<th>Property Description</th>
<th>Date Acquired</th>
<th>Date Sold</th>
<th>Purchase/Donation</th>
<th>Cost or Other Basis</th>
<th>Depreciation Allowed</th>
<th>Gross Sales Price + Expense of Sale</th>
<th>Gain or Loss</th>
</tr>
</thead>
<tbody>
<tr>
<td>2-story brick warehouse</td>
<td>mo., day, yr.</td>
<td>mo., day, yr.</td>
<td>P</td>
<td>(e) Gross sales price</td>
<td>(f) Depreciation allowed</td>
<td>(g) Cost or other basis plus expense of sale</td>
<td>(h) Gain or (loss)</td>
</tr>
<tr>
<td>common stock, 200 shs. MLC Co.</td>
<td></td>
<td></td>
<td>D</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Complete only for assets showing gain in column (h) and owned by the foundation on 12/31/69.**

<table>
<thead>
<tr>
<th>FMV as of 12/31/69</th>
<th>Adjusted Basis</th>
<th>Excess of col. (i) over col. (j), if any</th>
<th>Gains (Col. (h) gain minus col. (k), but not less than -0-) or Losses (from col. (h))</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

**2 Capital gain net income or (net capital loss) If gain, also enter in Part I, line 7**

**3 Net short-term capital gain or (loss) as defined in sections 1222(5) and (6): If gain, also enter in Part I, line 8, column (c). See instructions. If (loss), enter -0- in Part I, line 8.**

### Part V  Excise Tax Based on Investment Income (Section 4940(a), 4940(b), or 4948 - see instructions)

**1 Exempt operating foundations described in section 4940(d)(2), check here ☑ and enter "N/A" on line 1.**

**2 Tax under section 511 (domestic section 4947(a)(1) trusts and taxable foundations only; others, enter -0-)**

**3 Add lines 1 and 2.**

**4 Subtitle A (income) tax (domestic section 4947(a)(1) trusts and taxable foundations only; others, enter -0-)**

**5 Tax based on investment income. Subtract line 4 from line 3. If zero or less, enter -0- in Part I, line 8.**

**6 Credits/Payments:**

**7 Total credits and payments. Add lines 6a through 6d.**

**8 Enter any penalty for underpayment of estimated tax. Check here ☑ if Form 2220 is attached.**

**9 Tax due. If the total of lines 5 and 8 is more than line 7, enter amount owed.**

**10 Overpayment. If line 7 is more than the total of lines 5 and 8, enter the amount overpaid.**

**11 Enter the amount of line 10 to be: Credited to 2022 estimated tax ☑ Refunded ☑**

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**JSA 1E1430 1.000
83967X 886Y V21-7.5F**
Part VI-A  Statements Regarding Activities

1a. During the tax year, did the foundation attempt to influence any national, state, or local legislation or did it participate or intervene in any political campaign? (Yes) (No)

1b. Did it spend more than $100 during the year (either directly or indirectly) for political purposes? See the instructions for the definition.

1c. Did the foundation file Form 1120-POL for this year? (Yes) (No)

1d. Enter the amount (if any) of tax on political expenditures (section 4955) imposed during the year: $ (1) On the foundation. $ (2) On foundation managers.

1e. Enter the reimbursement (if any) paid by the foundation during the year for political expenditure tax imposed on foundation managers: $.

1f. Has the foundation engaged in any activities that have not previously been reported to the IRS? (Yes) (No)

2. If "Yes," attach a detailed description of the activities.

3. If the answer is "Yes," attach a conformed copy of the changes.

4a. Did the foundation have unrelated business gross income of $1,000 or more during the year? (Yes) (No)

4b. If "Yes," has it filed a tax return on Form 990-T for this year? (Yes) (No)

5. Was there a liquidation, termination, dissolution, or substantial contraction during the year? (Yes) (No)

6. Are the requirements of section 508(e) (relating to sections 4941 through 4945) satisfied either:
   a. By language in the governing instrument, or
   b. By state legislation that effectively amends the governing instrument so that no mandatory directions that conflict with the state law remain in the governing instrument?

7. Did the foundation have at least $5,000 in assets at any time during the year? (Yes) (No)

8a. Enter the states to which the foundation reports or with which it is registered. See instructions.

8b. If the answer is "Yes" to line 7, has the foundation furnished a copy of Form 990-PF to the Attorney General (or designate) of each state as required by General Instruction G? (Yes) (No)

9. Is the foundation claiming status as a private operating foundation within the meaning of section 4942(j)(3) or 4942(j)(5) for calendar year 2021 or the tax year beginning in 2021? See the instructions for Part XIII. If "Yes," complete Part XIII.

10. Did any persons become substantial contributors during the tax year? If "Yes," attach a schedule listing their names and addresses.

11. At any time during the year, did the foundation, directly or indirectly, own a controlled entity within the meaning of section 512(b)(13)? If "Yes," attach schedule.

12. Did the foundation make a distribution to a donor advised fund over which the foundation or a disqualified person had advisory privileges? If "Yes," attach statement.

13. Did the foundation comply with the public inspection requirements for its annual returns and exemption application? Website address. 

14. The books are in care of William Roell, CFO/Treasurer, Telephone no. (609) 627-6000. Located at 50 College Road East Princeton, NJ 08540.

15. Section 4947(a)(1) nonexempt charitable trusts filing Form 990-PF in lieu of Form 1041 - check here and enter the amount of tax-exempt interest received or accrued during the year.

16. At any time during calendar year 2021, did the foundation have an interest in or a signature or other authority over a bank, securities, or other financial account in a foreign country? (Yes) (No)

See the instructions for exceptions and filing requirements for FinCEN Form 114. If "Yes," enter the name of the foreign country.

Yes No
Part VI-B  Statements Regarding Activities for Which Form 4720 May Be Required

1a During the year, did the foundation (either directly or indirectly):

(1) Engage in the sale or exchange, or leasing of property with a disqualified person? ................................................................. 1a(1) X

(2) Borrow money from, lend money to, or otherwise extend credit to (or accept it from) a disqualified person? .............................. 1a(2) X

(3) Furnish goods, services, or facilities to (or accept them from) a disqualified person? ................................................................. 1a(3) X

(4) Pay compensation to, or pay or reimburse the expenses of, a disqualified person? ................................................................. 1a(4) X

(5) Transfer any income or assets to a disqualified person (or make any of either available for the benefit or use of a disqualified person)? ................................................................. 1a(5) X

(6) Agree to pay money or property to a government official?  (Exception. Check "No" if the foundation agreed to make a grant to or to employ the official for a period after termination of government service, if terminating within 90 days.) ................................................................. 1a(6) X

b If any answer is "Yes" to 1a(1)-(6), did any of the acts fail to qualify under the exceptions described in Regulations section 53.4941(d)-3 or in a current notice regarding disaster assistance? See instructions ................................................................. 1b X

c Organizations relying on a current notice regarding disaster assistance, check here, ................................................................. 1c □

d Did the foundation engage in a prior year in any of the acts described in 1a, other than excepted acts, that were not corrected before the first day of the tax year beginning in 2021? ................................................................. 1d X

2 Taxes on failure to distribute income (section 4942) (does not apply for years the foundation was a private operating foundation defined in section 4942(j)(3) or 4942(j)(5)):

a At the end of tax year 2021, did the foundation have any undistributed income (Part XII, lines 6d and 6e) for tax year(s) beginning before 2021? ................................................................. 2a X

b Are there any years listed in 2a for which the foundation is not applying the provisions of section 4942(a)(2) (relating to incorrect valuation of assets) to the year’s undistributed income? (If applying section 4942(a)(2) to all years listed, answer "No" and attach statement - see instructions.) ................................................................. 2b

c If the provisions of section 4942(a)(2) are being applied to any of the years listed in 2a, list the years here. ................................................................. 2c □

3a Did the foundation hold more than a 2% direct or indirect interest in any business enterprise at any time during the year? ................................................................. 3a X

b If "Yes," did it have excess business holdings in 2021 as a result of (1) any purchase by the foundation or disqualified persons after May 26, 1969; (2) the lapse of the 5-year period (or longer period approved by the Commissioner under section 4943(c)(7)) to dispose of holdings acquired by gift or bequest; or (3) the lapse of the 10-, 15-, or 20-year first phase holding period? (Use Form 4720, Schedule C, to determine if the foundation had excess business holdings in 2021.) ................................................................. 3b X

4a Did the foundation invest during the year any amount in a manner that would jeopardize its charitable purposes?  ................................................................. 4a X

b Did the foundation make any investment in a prior year (but after December 31, 1969) that could jeopardize its charitable purpose that had not been removed from jeopardy before the first day of the tax year beginning in 2021? ................................................................. 4b X
Part VI-B Statements Regarding Activities for Which Form 4720 May Be Required (continued)

5a During the year, did the foundation pay or incur any amount to:
(1) Carry on propaganda, or otherwise attempt to influence legislation (section 4945(e))?  X
(2) Influence the outcome of any specific public election (see section 4955); or to carry on, directly or indirectly, any voter registration drive?  X
(3) Provide a grant to an individual for travel, study, or other similar purposes?  X
(4) Provide a grant to an organization other than a charitable, etc., organization described in section 4945(d)(4)? See instructions.  X
(5) Provide for any purpose other than religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals?  X

b If any answer is "Yes" to 5a(1)-(5), did any of the transactions fail to qualify under the exceptions described in Regulations section 53.4945 or in a current notice regarding disaster assistance? See instructions  

5d X

If the answer is "Yes," attach the statement required by Regulations section 53.4945-5(d).

6a Did the foundation, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?  X

b Did the foundation, during the year, pay premiums, directly or indirectly, on a personal benefit contract?  X

7a At any time during the tax year, was the foundation a party to a prohibited tax shelter transaction?  X

b If "Yes," did the foundation receive any proceeds or have any net income attributable to the transaction?  X

8 Is the foundation subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment(s) during the year?  X

Part VII Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors

1 List all officers, directors, trustees, and foundation managers and their compensation. See instructions.

(a) Name and address

SEE STATEMENT 79

(b) Title, and average hours per week devoted to position

(c) Compensation

5,533,168.  1,173,346.  13,822.

(d) Contributions to employee benefit plans and deferred compensation

(e) Expense account, other allowances

2 Compensation of five highest-paid employees (other than those included on line 1 - see instructions). If none, enter "NONE."

(a) Name and address of each employee paid more than $50,000

SEE STATEMENT 95

(b) Title, and average hours per week devoted to position

(c) Compensation

3,721,857.  472,973.  3,600.

(d) Contributions to employee benefit plans and deferred compensation

(e) Expense account, other allowances

Total number of other employees paid over $50,000  288
### Part VII  
Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors (continued)

#### 3 Five highest-paid independent contractors for professional services. See instructions. If none, enter "NONE."

<table>
<thead>
<tr>
<th>(a) Name and address of each person paid more than $50,000</th>
<th>(b) Type of service</th>
<th>(c) Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEE STATEMENT 100</td>
<td></td>
<td>18,432,194.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total number of others receiving over $50,000 for professional services**

#### Part VIII-A  
Summary of Direct Charitable Activities

List the foundation's four largest direct charitable activities during the tax year. Include relevant statistical information such as the number of organizations and other beneficiaries served, conferences convened, research papers produced, etc.

<table>
<thead>
<tr>
<th>Number</th>
<th>Activity Description</th>
<th>Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>RESEARCH, EVALUATION, LEARNING: PROGRAMS THAT HELP IDENTIFY THE ROOT CAUSES OF HEALTH DISPARITIES IN AMERICA, AND POTENTIAL SOLUTIONS TO IMPROVE HEALTH, EQUITY, AND WELLBEING.</td>
<td>9,990,644.</td>
</tr>
<tr>
<td>2</td>
<td>HEALTHY CHILDREN AND FAMILIES: PROGRAMS AND COMMUNICATIONS EFFORTS THAT ENSURE ALL FAMILIES HAVE THE RESOURCES THEY NEED TO FOSTER HEALTHY DEVELOPMENT &amp; RAISE THRIVING CHILDREN.</td>
<td>7,177,365.</td>
</tr>
<tr>
<td>3</td>
<td>GENERAL OUTREACH AND SUPPORT: SYNTHESIZE AND SHARE RESEARCH FINDINGS, SUPPORT POLICY AND COMMUNICATIONS ACTIVITIES THAT IMPROVE THE HEALTH AND WELLBEING OF EVERYONE IN AMERICA.</td>
<td>6,142,330.</td>
</tr>
<tr>
<td>4</td>
<td>OTHER ACTIVITIES: FUND AND SHARE EVIDENCE-BASED, NONPARTISAN REPORTS AND ANALYSES THAT HELP SHAPE HEALTH AND HEALTH EQUITY POLICIES AT ALL LEVELS OF GOVERNMENT AND IN COMMUNITIES.</td>
<td>24,557,978.</td>
</tr>
</tbody>
</table>

#### Part VIII-B  
Summary of Program-Related Investments (see instructions)

Describe the two largest program-related investments made by the foundation during the tax year on lines 1 and 2.

<table>
<thead>
<tr>
<th>Number</th>
<th>Investment Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>SUPPORTIVE HOUSING SOLUTIONS FUND (GRANT ID 77298) – SUPPORTING THE CORPORATION TO EXPAND ITS NATIONAL LOAN FUND FOR DEVELOPMENT OF SUPPORTIVE HOUSING</td>
<td>2,066,000.</td>
</tr>
<tr>
<td>2</td>
<td>OHIO CAPITAL FINANCE (GRANT ID 78371) – TO PROVIDE AND PRESERVE AFFORDABLE HOUSING IN THE LINDEN NEIGHBORHOOD OF COLUMBUS, OHIO</td>
<td>1,500,000.</td>
</tr>
<tr>
<td>3</td>
<td>NATIONAL HOUSING TRUST COMMUNITY DEVELOPMENT FUND (GRANT ID 78396) TO PRESERVE AND CREATE AFFORDABLE HOUSING ALONG MARYLAND'S PLANNED 16-MILE LIGHT RAIL PURPLE LINE</td>
<td>575,000.</td>
</tr>
</tbody>
</table>

**Total. Add lines 1 through 3**

4,141,000.
### Part IX  Minimum Investment Return

(All domestic foundations must complete this part. Foreign foundations, see instructions.)

<table>
<thead>
<tr>
<th>Line</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a</td>
<td>Fair market value of assets not used (or held for use) directly in carrying</td>
<td>13,800,910,309.</td>
</tr>
<tr>
<td></td>
<td>out charitable, etc., purposes:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a) Average monthly fair market value of securities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b) Average of monthly cash balances</td>
<td>409,438,789.</td>
</tr>
<tr>
<td></td>
<td>c) Fair market value of all other assets (see instructions)</td>
<td>6,830,000.</td>
</tr>
<tr>
<td></td>
<td>d) Total (add lines 1a, b, and c)</td>
<td>14,217,179,098.</td>
</tr>
<tr>
<td></td>
<td>e) Reduction claimed for blockage or other factors reported on lines 1a and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1c (attach detailed explanation)</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Acquisition indebtedness applicable to line 1 assets</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Subtract line 2 from line 1d</td>
<td>14,217,179,098.</td>
</tr>
<tr>
<td>3</td>
<td>Cash deemed held for charitable activities. Enter 1.5% (0.015) of line 3 (for</td>
<td>213,257,686.</td>
</tr>
<tr>
<td></td>
<td>greater amount, see instructions).</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Net value of noncharitable-use assets. Subtract line 4 from line 3</td>
<td>14,003,921,412.</td>
</tr>
<tr>
<td>5</td>
<td>Minimum investment return. Enter 5% (0.05) of line 5</td>
<td>700,196,071.</td>
</tr>
</tbody>
</table>

### Part X  Distributable Amount

(see instructions) (Section 4942(j)(3) and (j)(5) private operating foundations and certain foreign organizations, check here \[ \] and do not complete this part.)

<table>
<thead>
<tr>
<th>Line</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Minimum investment return from Part IX, line 6</td>
<td>700,196,071.</td>
</tr>
<tr>
<td>2a</td>
<td>Tax on investment income for 2021 from Part V, line 5</td>
<td>14,718,130.</td>
</tr>
<tr>
<td>2b</td>
<td>Income tax for 2021. (This does not include the tax from Part V.)</td>
<td></td>
</tr>
<tr>
<td>2c</td>
<td>Add lines 2a and 2b</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Distributable amount before adjustments. Subtract line 2c from line 1</td>
<td>685,477,941.</td>
</tr>
<tr>
<td>4</td>
<td>Recoveries of amounts treated as qualifying distributions</td>
<td>15,737,626.</td>
</tr>
<tr>
<td>5</td>
<td>Add lines 3 and 4</td>
<td>701,215,567.</td>
</tr>
<tr>
<td>6</td>
<td>Deduction from distributable amount (see instructions),</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Distributable amount as adjusted. Subtract line 6 from line 5. Enter here and</td>
<td>701,215,567.</td>
</tr>
</tbody>
</table>

### Part XI  Qualifying Distributions

(see instructions)

<table>
<thead>
<tr>
<th>Line</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Amounts paid (including administrative expenses) to accomplish charitable,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>etc., purposes:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a) Expenses, contributions, gifts, etc. - total from Part I, column (d), line</td>
<td>728,159,661.</td>
</tr>
<tr>
<td></td>
<td>26</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b) Program-related investments - total from Part VIII-B.</td>
<td>4,141,000.</td>
</tr>
<tr>
<td>2</td>
<td>Amounts paid to acquire assets used (or held for use) directly in carrying</td>
<td>5,986,645.</td>
</tr>
<tr>
<td></td>
<td>out charitable, etc., purposes</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Amounts set aside for specific charitable projects that satisfy the:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a) Suitability test (prior IRS approval required)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b) Cash distribution test (attach the required schedule)</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Qualifying distributions. Add lines 1a through 3b. Enter here and on Part XII,</td>
<td>738,287,306.</td>
</tr>
<tr>
<td></td>
<td>line 1</td>
<td></td>
</tr>
</tbody>
</table>
### Undistributed Income (see instructions)

<table>
<thead>
<tr>
<th></th>
<th>(a) Corpus</th>
<th>(b) Years prior to 2020</th>
<th>(c) 2020</th>
<th>(d) 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Distributable amount for 2021 from Part X, line 7</td>
<td></td>
<td></td>
<td>701,215,567.</td>
</tr>
<tr>
<td>2</td>
<td>Undistributed income, if any, as of the end of 2021:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>Enter amount for 2020 only</td>
<td></td>
<td></td>
<td>NONE</td>
</tr>
<tr>
<td>b</td>
<td>Total for prior years: 20 19, 20 18, 20 17</td>
<td></td>
<td></td>
<td>NONE</td>
</tr>
<tr>
<td>3</td>
<td>Excess distributions carryover, if any, to 2021:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>From 2016</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>From 2017</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c</td>
<td>From 2018</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d</td>
<td>From 2019</td>
<td></td>
<td></td>
<td>NONE</td>
</tr>
<tr>
<td>e</td>
<td>From 2020</td>
<td></td>
<td></td>
<td>72,499,667.</td>
</tr>
<tr>
<td>f</td>
<td>Total of lines 3a through e</td>
<td></td>
<td></td>
<td>72,499,667.</td>
</tr>
<tr>
<td>4</td>
<td>Qualifying distributions for 2021 from Part XI, line 4:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>Applied to 2020, but not more than line 2a</td>
<td></td>
<td></td>
<td>NONE</td>
</tr>
<tr>
<td>b</td>
<td>Applied to undistributed income of prior years (Election required - see instructions)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c</td>
<td>Treated as distributions out of corpus (Election required - see instructions)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d</td>
<td>Applied to 2021 distributable amount</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e</td>
<td>Remaining amount distributed out of corpus</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Excess distributions carryover applied to 2021 (If an amount appears in column (d), the same amount must be shown in column (a).)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Enter the net total of each column as indicated below:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>Corpus. Add lines 3f, 4c, and 4e. Subtract line 5</td>
<td></td>
<td></td>
<td>109,571,406.</td>
</tr>
<tr>
<td>b</td>
<td>Prior years' undistributed income. Subtract line 4b from line 2b</td>
<td></td>
<td></td>
<td>NONE</td>
</tr>
<tr>
<td>c</td>
<td>Enter the amount of prior years' undistributed income for which a notice of deficiency has been issued, or on which the section 4942(a) tax has been previously assessed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d</td>
<td>Subtract line 6c from line 6b. Taxable amount - see instructions</td>
<td></td>
<td></td>
<td>NONE</td>
</tr>
<tr>
<td>e</td>
<td>Undistributed income for 2020. Subtract line 4a from line 2a. Taxable amount - see instructions</td>
<td></td>
<td></td>
<td>NONE</td>
</tr>
<tr>
<td>f</td>
<td>Undistributed income for 2021. Subtract lines 4d and 5 from line 1. This amount must be distributed in 2022</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Amounts treated as distributions out of corpus to satisfy requirements imposed by section 170(b)(1)(F) or 4942(g)(3) (Election may be required - see instructions)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Excess distributions carryover from 2016 not applied on line 5 or line 7 (see instructions)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Excess distributions carryover to 2022.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Subtract lines 7 and 8 from line 6a</td>
<td></td>
<td></td>
<td>109,571,406.</td>
</tr>
<tr>
<td>10</td>
<td>Analysis of line 9:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>Excess from 2017</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>Excess from 2018</td>
<td></td>
<td></td>
<td>NONE</td>
</tr>
<tr>
<td>c</td>
<td>Excess from 2019</td>
<td></td>
<td></td>
<td>NONE</td>
</tr>
<tr>
<td>d</td>
<td>Excess from 2020</td>
<td></td>
<td></td>
<td>72,499,667.</td>
</tr>
<tr>
<td>e</td>
<td>Excess from 2021</td>
<td></td>
<td></td>
<td>37,071,739.</td>
</tr>
</tbody>
</table>
Part XIII  Private Operating Foundations (see instructions and Part VI-A, question 9)

1a If the foundation has received a ruling or determination letter that it is a private operating foundation, and the ruling is effective for 2021, enter the date of the ruling.

b Check box to indicate whether the foundation is a private operating foundation described in section 4942(j)(3) or 4942(j)(5).

2a Enter the lesser of the adjusted net income from Part I or the minimum investment return from Part IX for each year listed.

<table>
<thead>
<tr>
<th>Tax year</th>
<th>Prior 3 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) 2021</td>
<td>(b) 2020</td>
</tr>
<tr>
<td>85% (0.85) of line 2a</td>
<td></td>
</tr>
<tr>
<td>Qualifying distributions from Part XI, line 4, for each year listed</td>
<td></td>
</tr>
<tr>
<td>Amounts included in line 2c not used directly for active conduct of exempt activities</td>
<td></td>
</tr>
<tr>
<td>Qualifying distributions made directly for active conduct of exempt activities. Subtract line 2d from line 2c</td>
<td></td>
</tr>
</tbody>
</table>

3 Complete 3a, b, or c for the alternative test relied upon:

a "Assets" alternative test - enter:

(1) Value of all assets
(2) Value of assets qualifying under section 4942(j)(3)(B)(i)

b "Endowment" alternative test - enter 2/3 of minimum investment return shown in Part IX, line 6, for each year listed.

c "Support" alternative test - enter:

(1) Total support other than gross investment income (interest, dividends, rents, payments on securities loans (section 512(a)(5)), or royalties).
(2) Support from general public and 5 or more exempt organizations as provided in section 4942(j)(3)(B)(ii)
(3) Largest amount of support from an exempt organization
(4) Gross investment income

Part XIV  Supplementary Information (Complete this part only if the foundation had $5,000 or more in assets at any time during the year - see instructions.)

1 Information Regarding Foundation Managers:

a List any managers of the foundation who have contributed more than 2% of the total contributions received by the foundation before the close of any tax year (but only if they have contributed more than $5,000). (See section 507(d)(2).)

N/A

b List any managers of the foundation who own 10% or more of the stock of a corporation (or an equally large portion of the ownership of a partnership or other entity) of which the foundation has a 10% or greater interest.

N/A

2 Information Regarding Contribution, Grant, Gift, Loan, Scholarship, etc., Programs:

Check here if the foundation only makes contributions to preselected charitable organizations and does not accept unsolicited requests for funds. If the foundation makes gifts, grants, etc., to individuals or organizations under other conditions, complete items 2a, b, c, and d. See instructions.

a The name, address, and telephone number or email address of the person to whom applications should be addressed:

SEE STATEMENT 102

b The form in which applications should be submitted and information and materials they should include:

SEE STATEMENT 103

c Any submission deadlines:

SEE STATEMENT 104

d Any restrictions or limitations on awards, such as by geographical areas, charitable fields, kinds of institutions, or other factors:

SEE STATEMENT 105
### Part XIV  Supplementary Information (continued)

#### 3 Grants and Contributions Paid During the Year or Approved for Future Payment

<table>
<thead>
<tr>
<th>Recipient</th>
<th>Name and address (home or business)</th>
<th>Foundation status of recipient</th>
<th>Purpose of grant or contribution</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>a</strong> Paid during the year</td>
<td>SEE STATEMENT 106</td>
<td></td>
<td></td>
<td>607,948,030.</td>
</tr>
<tr>
<td><strong>b</strong> Approved for future payment</td>
<td>SEE STATEMENT 2095</td>
<td></td>
<td></td>
<td>217,465,139.</td>
</tr>
</tbody>
</table>

**Total** 607,948,030. 217,465,139.
### Part XV-A  Analysis of Income-Producing Activities

Enter gross amounts unless otherwise indicated.

<table>
<thead>
<tr>
<th>Line</th>
<th>Activity</th>
<th>Business code</th>
<th>Amount</th>
<th>Exclusion code</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Program service revenue:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>f</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>g</td>
<td>Fees and contracts from government agencies</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Membership dues and assessments</td>
<td></td>
<td>14</td>
<td></td>
<td>197,151</td>
</tr>
<tr>
<td>3</td>
<td>Interest on savings and temporary cash investments</td>
<td></td>
<td>520000</td>
<td>622,724</td>
<td>14</td>
</tr>
<tr>
<td>4</td>
<td>Dividends and interest from securities</td>
<td></td>
<td>520000</td>
<td>57,574,312</td>
<td>18</td>
</tr>
<tr>
<td>5</td>
<td>Net rental income or (loss) from real estate:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>Debt-financed property</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>Not debt-financed property</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Net rental income or (loss) from personal property</td>
<td></td>
<td>01</td>
<td></td>
<td>596,341</td>
</tr>
<tr>
<td>7</td>
<td>Other investment income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Gain or (loss) from sales of assets other than inventory</td>
<td></td>
<td>520000</td>
<td>58,197,036</td>
<td>18</td>
</tr>
<tr>
<td>9</td>
<td>Net income or (loss) from special events</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Gross profit or (loss) from sales of inventory</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Other revenue:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Subtotal. Add columns (b), (d), and (e)</td>
<td></td>
<td>58,197,036</td>
<td></td>
<td>1,066,976,467</td>
</tr>
<tr>
<td>13</td>
<td>Total. Add line 12, columns (b), (d), and (e)</td>
<td></td>
<td>1,125,173,503</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(See worksheet in line 13 instructions to verify calculations.)

### Part XV-B  Relationship of Activities to the Accomplishment of Exempt Purposes

Explain below how each activity for which income is reported in column (e) of Part XV-A contributed importantly to the accomplishment of the foundation's exempt purposes (other than by providing funds for such purposes). (See instructions.)

- NOT APPLICABLE
Information Regarding Transfers to and Transactions and Relationships With Noncharitable Exempt Organizations

1 Did the organization directly or indirectly engage in any of the following with any other organization described in section 501(c) (other than section 501(c)(3) organizations) or in section 527, relating to political organizations?

   a Transfers from the reporting foundation to a noncharitable exempt organization of:
      (1) Cash, ................................................................. 1a(1) X
      (2) Other assets, ...................................................... 1a(2) X

   b Other transactions:
      (1) Sales of assets to a noncharitable exempt organization. 1b(1) X
      (2) Purchases of assets from a noncharitable exempt organization. 1b(2) X
      (3) Rental of facilities, equipment, or other assets. 1b(3) X
      (4) Reimbursement arrangements. 1b(4) X
      (5) Loans or loan guarantees. 1b(5) X
      (6) Performance of services or membership or fundraising solicitations 1b(6) X
      (7) Sharing of facilities, equipment, mailing lists, other assets, or paid employees. 1c X

   d If the answer to any of the above is "Yes," complete the following schedule. Column (b) should always show the fair market value of the goods, other assets, or services given by the reporting foundation. If the foundation received less than fair market value in any transaction or sharing arrangement, show in column (d) the value of the goods, other assets, or services received.

   (a) Line no. (b) Amount involved (c) Name of noncharitable exempt organization (d) Description of transfers, transactions, and sharing arrangements
      1a(1) 14,480. COUNCIL DEV FIN AGNCY GRANT ID 77579 COVID SUPPORT
      1a(1) 15,000. NATL COUNCIL ST HSG GRANT ID 77574 HOUSING SUPPORT
      1a(1) 598,407. AMERICAN HOSP ASSN GRANT ID 78939 SUP. HEALTH EQ.

2a Is the foundation directly or indirectly affiliated with, or related to, one or more tax-exempt organizations described in section 501(c) (other than section 501(c)(3)) or in section 527? Yes No

   b If "Yes," complete the following schedule.

   (a) Name of organization (b) Type of organization (c) Description of relationship

CFO/TREASURER

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 taxpayer) is based on all information of which preparer has any knowledge.

Signature of officer or trustee Date Title

[Signature]

[Date]

[Title]

[Preparer’s name]

[Preparer’s signature]

[Date]

[Preparer’s EIN]

[Preparer’s address]

[Preparer’s phone number]

Form 990-PF (2021)