

Return of Private Foundation

or Section 4947(a)(1) Trust Treated as Private Foundation

▶ Do not enter social security numbers on this form as it may be made public.
▶ Go to www.irs.gov/Form990PF for instructions and the latest information.

For calendar year 2020 or tax year beginning

, and ending

Name of foundation THE RONDA E. STRYKER AND WILLIAM D. JOHNSTON FOUNDATION		A Employer identification number ** - *** 4966
Number and street (or P.O. box number if mail is not delivered to street address) 211 SOUTH ROSE STREET	Room/suite	B Telephone number 269-388-9800
City or town, state or province, country, and ZIP or foreign postal code KALAMAZOO, MI 49007		C If exemption application is pending, check here ... <input type="checkbox"/>
G Check all that apply: <input type="checkbox"/> Initial return <input type="checkbox"/> Initial return of a former public charity <input type="checkbox"/> Final return <input type="checkbox"/> Amended return <input type="checkbox"/> Address change <input type="checkbox"/> Name change		D 1. Foreign organizations, check here ... <input type="checkbox"/> 2. Foreign organizations meeting the 85% test, check here and attach computation ... <input type="checkbox"/>
H Check type of organization: <input checked="" type="checkbox"/> Section 501(c)(3) exempt private foundation <input type="checkbox"/> Section 4947(a)(1) nonexempt charitable trust <input type="checkbox"/> Other taxable private foundation		E If private foundation status was terminated under section 507(b)(1)(A), check here ... <input type="checkbox"/>
I Fair market value of all assets at end of year (from Part II, col. (c), line 16) ▶ \$ 65,575,288.	J Accounting method: <input checked="" type="checkbox"/> Cash <input type="checkbox"/> Accrual <input type="checkbox"/> Other (specify) _____	F If the foundation is in a 60-month termination under section 507(b)(1)(B), check here ... <input type="checkbox"/>

Part I Analysis of Revenue and Expenses <small>(The total of amounts in columns (b), (c), and (d) may not necessarily equal the amounts in column (a).)</small>		(a) Revenue and expenses per books	(b) Net investment income	(c) Adjusted net income	(d) Disbursements for charitable purposes (cash basis only)
Revenue	1 Contributions, gifts, grants, etc., received				
	2 Check <input checked="" type="checkbox"/> if the foundation is not required to attach Sch. B				
	3 Interest on savings and temporary cash investments				
	4 Dividends and interest from securities	845,897.	835,897.		STATEMENT 1
	5a Gross rents				
	b Net rental income or (loss)				
	6a Net gain or (loss) from sale of assets not on line 10	6,891,484.			
	b Gross sales price for all assets on line 6a	12,319,121.			
	7 Capital gain net income (from Part IV, line 2)		12,318,274.		
	8 Net short-term capital gain				
	9 Income modifications				
	10a Gross sales less returns and allowances				
b Less: Cost of goods sold					
c Gross profit or (loss)					
11 Other income					
12 Total. Add lines 1 through 11	7,737,381.	13,154,171.	0.		
Operating and Administrative Expenses	13 Compensation of officers, directors, trustees, etc.	92,827.	0.	0.	92,827.
	14 Other employee salaries and wages				
	15 Pension plans, employee benefits				
	16a Legal fees	35,512.	0.	0.	35,512.
	b Accounting fees	9,870.	4,935.	0.	4,935.
	c Other professional fees	619,901.	218,476.	0.	401,425.
	17 Interest				
	18 Taxes	41,250.	0.	0.	0.
	19 Depreciation and depletion	4,841.	0.	2,510.	
	20 Occupancy				
	21 Travel, conferences, and meetings	1,485.	0.	0.	1,485.
	22 Printing and publications				
	23 Other expenses	78,669.	0.	0.	48,669.
	24 Total operating and administrative expenses. Add lines 13 through 23	884,355.	223,411.	2,510.	584,853.
	25 Contributions, gifts, grants paid	41,398,518.			41,398,518.
26 Total expenses and disbursements. Add lines 24 and 25	42,282,873.	223,411.	2,510.	41,983,371.	
27 Subtract line 26 from line 12:					
a Excess of revenue over expenses and disbursements	-34,545,492.				
b Net investment income (if negative, enter -0-)		12,930,760.			
c Adjusted net income (if negative, enter -0-)			0.		

**THE RONDA E. STRYKER AND
WILLIAM D. JOHNSTON FOUNDATION**

Part II Balance Sheets Attached schedules and amounts in the description column should be for end-of-year amounts only.		Beginning of year	End of year	
		(a) Book Value	(b) Book Value	(c) Fair Market Value
Assets	1 Cash - non-interest-bearing	5,319.	6,174.	6,174.
	2 Savings and temporary cash investments	819,348.	3,988,110.	3,988,110.
	3 Accounts receivable ▶ Less: allowance for doubtful accounts ▶			
	4 Pledges receivable ▶ Less: allowance for doubtful accounts ▶			
	5 Grants receivable			
	6 Receivables due from officers, directors, trustees, and other disqualified persons			
	7 Other notes and loans receivable ▶ 1,750,000. Less: allowance for doubtful accounts ▶ 0.	1,750,000.	1,750,000.	1,750,000.
	8 Inventories for sale or use			
	9 Prepaid expenses and deferred charges			
	10a Investments - U.S. and state government obligations STMT 8	1,000,000.	1,000,000.	1,000,480.
	b Investments - corporate stock STMT 9	42,796,439.	22,615,405.	58,818,421.
	c Investments - corporate bonds			
	11 Investments - land, buildings, and equipment: basis ▶ Less: accumulated depreciation ▶			
	12 Investments - mortgage loans			
	13 Investments - other			
	14 Land, buildings, and equipment: basis ▶ 17,572. Less: accumulated depreciation STMT 10 ▶ 5,469.	16,944.	12,103.	12,103.
15 Other assets (describe)				
16 Total assets (to be completed by all filers - see the instructions. Also, see page 1, item I)	46,388,050.	29,371,792.	65,575,288.	
Liabilities	17 Accounts payable and accrued expenses			
	18 Grants payable			
	19 Deferred revenue			
	20 Loans from officers, directors, trustees, and other disqualified persons			
	21 Mortgages and other notes payable			
	22 Other liabilities (describe STATEMENT 11)	0.	159.	
23 Total liabilities (add lines 17 through 22)	0.	159.		
Net Assets or Fund Balances	Foundations that follow FASB ASC 958, check here ▶ <input type="checkbox"/> and complete lines 24, 25, 29, and 30.			
	24 Net assets without donor restrictions			
	25 Net assets with donor restrictions			
	Foundations that do not follow FASB ASC 958, check here ▶ <input checked="" type="checkbox"/> and complete lines 26 through 30.			
	26 Capital stock, trust principal, or current funds	40,292,578.	57,821,653.	
	27 Paid-in or capital surplus, or land, bldg., and equipment fund	0.	0.	
	28 Retained earnings, accumulated income, endowment, or other funds	6,095,472.	-28,450,020.	
	29 Total net assets or fund balances	46,388,050.	29,371,633.	
30 Total liabilities and net assets/fund balances	46,388,050.	29,371,792.		

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)	1	46,388,050.
2 Enter amount from Part I, line 27a	2	-34,545,492.
3 Other increases not included in line 2 (itemize) SEE STATEMENT 7	3	17,529,075.
4 Add lines 1, 2, and 3	4	29,371,633.
5 Decreases not included in line 2 (itemize) ▶	5	0.
6 Total net assets or fund balances at end of year (line 4 minus line 5) - Part II, column (b), line 29	6	29,371,633.

THE RONDA E. STRYKER AND
WILLIAM D. JOHNSTON FOUNDATION

Part IV Capital Gains and Losses for Tax on Investment Income

(a) List and describe the kind(s) of property sold (for example, real estate, 2-story brick warehouse; or common stock, 200 shs. MLC Co.)	(b) How acquired P - Purchase D - Donation	(c) Date acquired (mo., day, yr.)	(d) Date sold (mo., day, yr.)
1a STRYKER CORPORATION - 6934 SHS	D	07/25/76	01/29/20
b STRYKER CORPORATION - 18444 SHS	D	07/25/76	06/29/20
c STRYKER CORPORATION - 2730 SHS	D	07/25/76	12/08/20
d STRYKER CORPORATION - 29500 SHS	D	07/25/76	12/18/20
e			

(e) Gross sales price	(f) Depreciation allowed (or allowable)	(g) Cost or other basis plus expense of sale	(h) Gain or (loss) ((e) plus (f) minus (g))
a 1,462,042.		102.	1,461,940.
b 3,222,824.		271.	3,222,553.
c 640,957.		40.	640,917.
d 6,993,298.		434.	6,992,864.
e			

(i) FMV as of 12/31/69	(j) Adjusted basis as of 12/31/69	(k) Excess of col. (i) over col. (j), if any	(l) Gains (Col. (h) gain minus col. (k), but not less than -0-) or Losses (from col. (h))
a			1,461,940.
b			3,222,553.
c			640,917.
d			6,992,864.
e			

2 Capital gain net income or (net capital loss)	{ If gain, also enter in Part I, line 7 If (loss), enter -0- in Part I, line 7 }	2	12,318,274.
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		3	N/A

Part V Qualification Under Section 4940(e) for Reduced Tax on Net Investment Income

SECTION 4940(e) REPEALED ON DECEMBER 20, 2019 - DO NOT COMPLETE.

1 Reserved	(a) Reserved	(b) Reserved	(c) Reserved	(d) Reserved
Reserved				
Reserved				
Reserved				
Reserved				
Reserved				
2 Reserved				2
3 Reserved				3
4 Reserved				4
5 Reserved				5
6 Reserved				6
7 Reserved				7
8 Reserved				8

THE RONDA E. STRYKER AND
WILLIAM D. JOHNSTON FOUNDATION

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

1a Exempt operating foundations described in section 4940(d)(2), check here <input type="checkbox"/> and enter "N/A" on line 1. Date of ruling or determination letter: _____ (attach copy of letter if necessary-see instructions)			
b Reserved		1	179,738.
c All other domestic foundations enter 1.39% of line 27b. Exempt foreign organizations, enter 4% of Part I, line 12, col. (b)			
2 Tax under section 511 (domestic section 4947(a)(1) trusts and taxable foundations only; others, enter -0-)		2	0.
3 Add lines 1 and 2		3	179,738.
4 Subtitle A (income) tax (domestic section 4947(a)(1) trusts and taxable foundations only; others, enter -0-)		4	0.
5 Tax based on investment income. Subtract line 4 from line 3. If zero or less, enter -0-		5	179,738.
6 Credits/Payments:			
a 2020 estimated tax payments and 2019 overpayment credited to 2020	6a	110,000.	
b Exempt foreign organizations - tax withheld at source	6b	0.	
c Tax paid with application for extension of time to file (Form 8868)	6c	0.	
d Backup withholding erroneously withheld	6d	0.	
7 Total credits and payments. Add lines 6a through 6d		7	110,000.
8 Enter any penalty for underpayment of estimated tax. Check here <input checked="" type="checkbox"/> if Form 2220 is attached		8	0.
9 Tax due. If the total of lines 5 and 8 is more than line 7, enter amount owed		9	69,738.
10 Overpayment. If line 7 is more than the total of lines 5 and 8, enter the amount overpaid		10	
11 Enter the amount of line 10 to be: Credited to 2021 estimated tax <input type="checkbox"/> Refunded <input type="checkbox"/>		11	

Part VII-A Statements Regarding Activities

	Yes	No
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?		X
b Did it spend more than \$100 during the year (either directly or indirectly) for political purposes? See the instructions for the definition If the answer is "Yes" to 1a or 1b, attach a detailed description of the activities and copies of any materials published or distributed by the foundation in connection with the activities.		X
c Did the foundation file Form 1120-POL for this year?		X
d Enter the amount (if any) of tax on political expenditures (section 4955) imposed during the year: (1) On the foundation. <input type="checkbox"/> \$ 0. (2) On foundation managers. <input type="checkbox"/> \$ 0.		
e Enter the reimbursement (if any) paid by the foundation during the year for political expenditure tax imposed on foundation managers. <input type="checkbox"/> \$ 0.		
2 Has the foundation engaged in any activities that have not previously been reported to the IRS? If "Yes," attach a detailed description of the activities.		X
3 Has the foundation made any changes, not previously reported to the IRS, in its governing instrument, articles of incorporation, or bylaws, or other similar instruments? If "Yes," attach a conformed copy of the changes		X
4a Did the foundation have unrelated business gross income of \$1,000 or more during the year?		X
b If "Yes," has it filed a tax return on Form 990-T for this year? N/A		
5 Was there a liquidation, termination, dissolution, or substantial contraction during the year? If "Yes," attach the statement required by <i>General Instruction T</i> .		X
6 Are the requirements of section 508(e) (relating to sections 4941 through 4945) satisfied either: • By language in the governing instrument, or • 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?	X	
7 Did the foundation have at least \$5,000 in assets at any time during the year? If "Yes," complete Part II, col. (c), and Part XV	X	
8a Enter the states to which the foundation reports or with which it is registered. See instructions. <input type="checkbox"/> <u>MI</u>		
b 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 <i>General Instruction G</i> ? If "No," attach explanation	X	
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 2020 or the tax year beginning in 2020? See the instructions for Part XIV. If "Yes," complete Part XIV		X
10 Did any persons become substantial contributors during the tax year? If "Yes," attach a schedule listing their names and addresses		X

THE RONDA E. STRYKER AND
WILLIAM D. JOHNSTON FOUNDATION

Part VII-A Statements Regarding Activities (continued)

	Yes	No
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. See instructions		X
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. See instructions		X
13 Did the foundation comply with the public inspection requirements for its annual returns and exemption application? Website address ▶ <u>STRYKERJOHNSTONFOUNDATION.ORG</u>	X	
14 The books are in care of ▶ <u>WILLIAM D. JOHNSTON</u> Telephone no. ▶ <u>269-388-9800</u> Located at ▶ <u>211 SOUTH ROSE STREET, KALAMAZOO, MI</u> ZIP+4 ▶ <u>49007</u>		
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		N/A
16 At any time during calendar year 2020, 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? See the instructions for exceptions and filing requirements for FinCEN Form 114. If "Yes," enter the name of the foreign country ▶		X

Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required

File Form 4720 if any item is checked in the "Yes" column, unless an exception applies.

	Yes	No
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? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
(2) Borrow money from, lend money to, or otherwise extend credit to (or accept it from) a disqualified person? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
(3) Furnish goods, services, or facilities to (or accept them from) a disqualified person? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
(4) Pay compensation to, or pay or reimburse the expenses of, a disqualified person? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
(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)? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
(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.) <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
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 Organizations relying on a current notice regarding disaster assistance, check here ▶ <input type="checkbox"/>	1b	X
c 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 2020?	1c	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 2020, did the foundation have any undistributed income (Part XIII, lines 6d and 6e) for tax year(s) beginning before 2020? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If "Yes," list the years ▶ _____, _____, _____, _____		
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.) <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	2b	N/A
c If the provisions of section 4942(a)(2) are being applied to any of the years listed in 2a, list the years here. ▶ _____, _____, _____, _____		
3a Did the foundation hold more than a 2% direct or indirect interest in any business enterprise at any time during the year? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
b If "Yes," did it have excess business holdings in 2020 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 2020.) <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	3b	N/A
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 2020?	4b	X

Part VII-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:		Yes	No
(1) Carry on propaganda, or otherwise attempt to influence legislation (section 4945(e))?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
(2) Influence the outcome of any specific public election (see section 4955); or to carry on, directly or indirectly, any voter registration drive?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
(3) Provide a grant to an individual for travel, study, or other similar purposes?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
(4) Provide a grant to an organization other than a charitable, etc., organization described in section 4945(d)(4)(A)? See instructions	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
(5) Provide for any purpose other than religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
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	N/A	5b	
Organizations relying on a current notice regarding disaster assistance, check here	<input type="checkbox"/>		
c If the answer is "Yes" to question 5a(4), does the foundation claim exemption from the tax because it maintained expenditure responsibility for the grant?	N/A <input type="checkbox"/> Yes <input type="checkbox"/> No		
If "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?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
b Did the foundation, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		6b	X
If "Yes" to 6b, file Form 8870.			
7a At any time during the tax year, was the foundation a party to a prohibited tax shelter transaction?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
b If "Yes," did the foundation receive any proceeds or have any net income attributable to the transaction?	N/A	7b	
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?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		

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

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

(a) Name and address	(b) Title, and average hours per week devoted to position	(c) Compensation (If not paid, enter -0-)	(d) Contributions to employee benefit plans and deferred compensation	(e) Expense account, other allowances
SEE STATEMENT 12		77,376.	15,451.	0.

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

(a) Name and address of each employee paid more than \$50,000	(b) Title, and average hours per week devoted to position	(c) Compensation	(d) Contributions to employee benefit plans and deferred compensation	(e) Expense account, other allowances
NONE				

Total number of other employees paid over \$50,000 0

Part VIII Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors (continued)

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

(a) Name and address of each person paid more than \$50,000	(b) Type of service	(c) Compensation
GREENLEAF TRUST 211 SOUTH ROSE STREET, KALAMAZOO, MI 49007	INVESTMENT MANAGEMENT	436,951.
GREENLEAF CAPITAL - 100 WEST MICHIGAN AVE, STE 300, KALAMAZOO, MI 49007	ADMINISTRATIVE	275,477.

Total number of others receiving over \$50,000 for professional services 0

Part IX-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.	Expenses
1 N/A	
2	
3	
4	

Part IX-B Summary of Program-Related Investments

Describe the two largest program-related investments made by the foundation during the tax year on lines 1 and 2.	Amount
1 N/A	
2	
All other program-related investments. See instructions.	
3	

Total. Add lines 1 through 3 0.

Part X Minimum Investment Return (All domestic foundations must complete this part. Foreign foundations, see instructions.)

1	Fair market value of assets not used (or held for use) directly in carrying out charitable, etc., purposes:		
a	Average monthly fair market value of securities	1a	68,697,603.
b	Average of monthly cash balances	1b	992,569.
c	Fair market value of all other assets	1c	1,750,000.
d	Total (add lines 1a, b, and c)	1d	71,440,172.
e	Reduction claimed for blockage or other factors reported on lines 1a and 1c (attach detailed explanation)	1e	0.
2	Acquisition indebtedness applicable to line 1 assets	2	0.
3	Subtract line 2 from line 1d	3	71,440,172.
4	Cash deemed held for charitable activities. Enter 1 1/2% of line 3 (for greater amount, see instructions)	4	1,071,603.
5	Net value of noncharitable-use assets. Subtract line 4 from line 3. Enter here and on Part V, line 4	5	70,368,569.
6	Minimum investment return. Enter 5% of line 5	6	3,518,428.

Part XI 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.)

1	Minimum investment return from Part X, line 6	1	3,518,428.
2a	Tax on investment income for 2020 from Part VI, line 5	2a	179,738.
b	Income tax for 2020. (This does not include the tax from Part VI.)	2b	
c	Add lines 2a and 2b	2c	179,738.
3	Distributable amount before adjustments. Subtract line 2c from line 1	3	3,338,690.
4	Recoveries of amounts treated as qualifying distributions	4	0.
5	Add lines 3 and 4	5	3,338,690.
6	Deduction from distributable amount (see instructions)	6	0.
7	Distributable amount as adjusted. Subtract line 6 from line 5. Enter here and on Part XIII, line 1	7	3,338,690.

Part XII Qualifying Distributions (see instructions)

1	Amounts paid (including administrative expenses) to accomplish charitable, etc., purposes:		
a	Expenses, contributions, gifts, etc. - total from Part I, column (d), line 26	1a	41,983,371.
b	Program-related investments - total from Part IX-B	1b	0.
2	Amounts paid to acquire assets used (or held for use) directly in carrying out charitable, etc., purposes	2	
3	Amounts set aside for specific charitable projects that satisfy the:		
a	Suitability test (prior IRS approval required)	3a	
b	Cash distribution test (attach the required schedule)	3b	
4	Qualifying distributions. Add lines 1a through 3b. Enter here and on Part V, line 8; and Part XIII, line 4	4	41,983,371.
5	Foundations that qualify under section 4940(e) for the reduced rate of tax on net investment income. Enter 1% of Part I, line 27b	5	0.
6	Adjusted qualifying distributions. Subtract line 5 from line 4	6	41,983,371.

Note: The amount on line 6 will be used in Part V, column (b), in subsequent years when calculating whether the foundation qualifies for the section 4940(e) reduction of tax in those years.

Part XIII Undistributed Income (see instructions)

	(a) Corpus	(b) Years prior to 2019	(c) 2019	(d) 2020
1 Distributable amount for 2020 from Part XI, line 7				3,338,690.
2 Undistributed income, if any, as of the end of 2020:				
a Enter amount for 2019 only			0.	
b Total for prior years:		0.		
3 Excess distributions carryover, if any, to 2020:				
a From 2015	1,112,501.			
b From 2016				
c From 2017	13,652,259.			
d From 2018	30,333,735.			
e From 2019	34,103,960.			
f Total of lines 3a through e	79,202,455.			
4 Qualifying distributions for 2020 from Part XII, line 4: ▶ \$	41,983,371.			
a Applied to 2019, but not more than line 2a			0.	
b Applied to undistributed income of prior years (Election required - see instructions)		0.		
c Treated as distributions out of corpus (Election required - see instructions)	0.			
d Applied to 2020 distributable amount				3,338,690.
e Remaining amount distributed out of corpus	38,644,681.			
5 Excess distributions carryover applied to 2020 (If an amount appears in column (d), the same amount must be shown in column (a).)	0.			0.
6 Enter the net total of each column as indicated below:				
a Corpus. Add lines 3f, 4c, and 4e. Subtract line 5	117,847,136.			
b Prior years' undistributed income. Subtract line 4b from line 2b		0.		
c 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		0.		
d Subtract line 6c from line 6b. Taxable amount - see instructions		0.		
e Undistributed income for 2019. Subtract line 4a from line 2a. Taxable amount - see instr.			0.	
f Undistributed income for 2020. Subtract lines 4d and 5 from line 1. This amount must be distributed in 2021				0.
7 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)	0.			
8 Excess distributions carryover from 2015 not applied on line 5 or line 7	1,112,501.			
9 Excess distributions carryover to 2021. Subtract lines 7 and 8 from line 6a	116,734,635.			
10 Analysis of line 9:				
a Excess from 2016				
b Excess from 2017	13,652,259.			
c Excess from 2018	30,333,735.			
d Excess from 2019	34,103,960.			
e Excess from 2020	38,644,681.			

**THE RONDA E. STRYKER AND
WILLIAM D. JOHNSTON FOUNDATION**

Part XIV Private Operating Foundations (see instructions and Part VII-A, question 9) N/A

1 a If the foundation has received a ruling or determination letter that it is a private operating foundation, and the ruling is effective for 2020, 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)

	Tax year				(e) Total
	(a) 2020	(b) 2019	(c) 2018	(d) 2017	
2 a Enter the lesser of the adjusted net income from Part I or the minimum investment return from Part X for each year listed					
b 85% of line 2a					
c Qualifying distributions from Part XII, line 4, for each year listed					
d Amounts included in line 2c not used directly for active conduct of exempt activities					
e Qualifying distributions made directly for active conduct of exempt activities. Subtract line 2d from line 2c					
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 X, 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)(iii)					
(3) Largest amount of support from an exempt organization					
(4) Gross investment income					

Part XV 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).)

SEE STATEMENT 13

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.

NONE

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.

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

**MEGAN M. JOHNSTON, (269)388-9800
211 SOUTH ROSE STREET, KALAMAZOO, MI 49007**

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

GRANT APPLICATION AND REQUIREMENTS ARE AVAILABLE ON OUR WEBSITE.

c Any submission deadlines:

GRANT SUBMISSION DEADLINES ARE POSTED ON OUR WEBSITE.

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

RESTRICTIONS AND LIMITATIONS ON GRANT ELIGIBILITY IS OUTLINED ON OUR WEBSITE.

THE RONDA E. STRYKER AND
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Part XV Supplementary Information (continued)

3 Grants and Contributions Paid During the Year or Approved for Future Payment				
Recipient	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution **	Amount
Name and address (home or business)				
a Paid during the year				
BIG BROTHERS BIG SISTERS, A COMMUNITY OF CARING 3501 COVINGTON RD KALAMAZOO, MI 49001	NONE	PUBLIC	BIG BROTHERS BIG SISTERS DIRECT SERVICE STAFF SALARIES FOR COVID-19 EMERGENCY	100,000.
BIG BROTHERS BIG SISTERS, A COMMUNITY OF CARING 3501 COVINGTON RD KALAMAZOO, MI 49001	NONE	PUBLIC	CAPACITY BUILDING	99,968.
BLACK WALL STREET KALAMAZOO 225 W WALNUT STREET KALAMAZOO, MI 49007	NONE	PUBLIC	BLACK BUSINESS CAPITAL PIPELINE, BUSINESS EXPO AND BUSINESS BOOTCAMP, BLACK BUSINESS MIXER	37,333.
BOYS & GIRLS CLUB OF GREATER KALAMAZOO 915 LAKE ST KALAMAZOO, MI 49001	NONE	PUBLIC	GENERAL OPERATING SUPPORT	129,618.
BUILDING BLOCKS OF KALAMAZOO 1219 S PARK ST KALAMAZOO, MI 49001	NONE	PUBLIC	BUILDING BLOCKS PROGRAMMING: EMPOWERING RESIDENTS TO CREATE CHANGE	25,000.
Total	SEE CONTINUATION SHEET(S)			41,398,518.
b Approved for future payment				
BLACK ARTS CULTURAL CENTER 359 S KALAMAZOO MALL STE 202 KALAMAZOO, MI 49007	NONE	PUBLIC	ANNUAL OPERATIONS OF PROGRAMS & SUPPORT	60,000.
BLACK WALL STREET KALAMAZOO 225 W WALNUT STREET KALAMAZOO, MI 49007	NONE	PUBLIC	BLACK BUSINESS CAPITAL PIPELINE, BUSINESS EXPO AND BUSINESS BOOTCAMP, BLACK BUSINESS MIXER	74,667.
BOYS & GIRLS CLUB OF GREATER KALAMAZOO 915 LAKE ST KALAMAZOO, MI 49001	NONE	PUBLIC	GENERAL OPERATING SUPPORT	750,000.
Total	SEE CONTINUATION SHEET(S)			80,043,819.

THE RONDA E. STRYKER AND
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Part XV Supplementary Information

3 Grants and Contributions Paid During the Year (Continuation)

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
CAN-DO KITCHEN 3501 LAKE ST KALAMAZOO, MI 49048	NONE	PUBLIC	GROWING AND EMPOWERING	27,000.
CITY OF KALAMAZOO 241 WEST SOUTH STREET KALAMAZOO, MI 49007	NONE	GOVERNMENT UNIT	OBJECTIVES OF IMAGINE KALAMAZOO 2025	24,942,183.
COMMUNITY HEALING CENTERS 2615 STADIUM DRIVE KALAMAZOO, MI 49008	NONE	PUBLIC	GILMORE INPATIENT SUBSTANCE USE TREATMENT AND REHABILITATION CENTER	550,000.
COMMUNITY HEALING CENTERS 2615 STADIUM DRIVE KALAMAZOO, MI 49008	NONE	PUBLIC	EARLY INTERVENTION PROGRAM (EIP)	50,000.
CONFIDENT S.O.L.E. PO BOX 19466 KALAMAZOO, MI 49019	NONE	PUBLIC	CONFIDENT SOLE	20,000.
DISABILITY NETWORK OF SOUTHWEST MICHIGAN 517 E. CROSSTOWN PARKWAY KALAMAZOO, MI 49001	NONE	PUBLIC	ADVOCACY & COMMUNITY EDUCATION	140,000.
DOUGLAS COMMUNITY ASSOCIATION 1000 W PATERSON ST KALAMAZOO, MI 49007	NONE	PUBLIC	DOUGLASS COMMUNITY ASSOCIATION PARKING LOT	32,696.
EASTSIDE YOUTH STRONG 1301 E MAIN ST KALAMAZOO, MI 49048	NONE	PUBLIC	PARADIGM SHIFT IN ACADEMIC SEL AND OUT-OF-SCHOOL-TIME FOR VULNERABLE STUDENTS	85,000.
EASTSIDE YOUTH STRONG 1301 E MAIN ST KALAMAZOO, MI 49048	NONE	PUBLIC	IGNITING GREATNESS, EASTSIDE YOUTH ACADEMIC SUCCESS, RACIAL EQUITY, AND SOCIAL EMOTIONAL	100,000.
EDISON NEIGHBORHOOD ASSOCIATION 816 WASHINGTON AVE KALAMAZOO, MI 49001	NONE	PUBLIC	EDISON NEIGHBORHOOD ASSOCIATION'S PROGRAMS, PROJECTS AND SERVICES	10,000.
Total from continuation sheets				41,006,599.

THE RONDA E. STRYKER AND
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Part XV Supplementary Information

3 Grants and Contributions Paid During the Year (Continuation)

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
ERACCE 810 RANKIN AVE KALAMAZOO, MI 49006	NONE	PUBLIC	ORGANIZATION CAPACITY TO SUSTAIN GROWTH	80,000.
ERACCE 810 RANKIN AVE KALAMAZOO, MI 49006	NONE	PUBLIC	OPERATIONS SUPPORT AND CAPACITY BUILDING FOR ERACCE	199,100.
FAIR HOUSING CENTER OF SOUTHWEST MICHIGAN 405 W MICHIGAN AVE SUITE 6 KALAMAZOO, MI 49007	NONE	PUBLIC	GENERAL SUPPORT	75,000.
FIRST DAY SHOE FUND 5416 MEREDITH STREET PORTAGE, MI 49002	NONE	PUBLIC	GENERAL OPERATING SUPPORT	10,000.
FIRST UNITED METHODIST CHURCH OF KALAMAZOO 212 S PARK ST KALAMAZOO, MI 49007	NONE	PUBLIC	JUSTICE FOR OUR NEIGHBORS (JFON) SERVICE EXPANSION	30,000.
FRIENDS WITH DISABILITIES 251 NORTH ROSE STREET, SUITE 200 KALAMAZOO, MI 49007	NONE	PUBLIC	BUILDING CONNECTIONS/PODCAST	54,000.
GOODWILL INDUSTRIES OF SOUTHWESTERN MICHIGAN 420 E. ALCOTT ST KALAMAZOO, MI 49001	NONE	PUBLIC	GOODWILL LIFE GUIDES	707,790.
GRYPHON PLACE 3245 SOUTH 8TH STREET KALAMAZOO, MI 49009	NONE	PUBLIC	PROGRAMMATIC IMPACT SUPPORT	70,000.
GUARDIAN FINANCE & ADVOCACY SERVICES 18 WEST MICHIGAN AVE SUITE 300 BATTLE CREEK, MI 49017	NONE	PUBLIC	IMPROVE COMMUNITY'S UPWARD MOBILITY & INCREASED FINANCIAL SOPHISTICATION & RESPONSIBILITY	100,000.
GUARDIAN FINANCE & ADVOCACY SERVICES 18 WEST MICHIGAN AVE SUITE 300 BATTLE CREEK, MI 49017	NONE	PUBLIC	SUPPORT FOR THE OBJECTIVES OF COMMUNITY PROMISE FEDERAL CREDIT UNION	100,000.
Total from continuation sheets				

THE RONDA E. STRYKER AND
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Part XV Supplementary Information

3 Grants and Contributions Paid During the Year (Continuation)

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
HELEN L. FOX GOSPEL MUSIC CENTER 1000 WEST PATERSON ST KALAMAZOO, MI 49007	NONE	PUBLIC	GENERAL OPERATING SUPPORT	50,000.
HISPANIC AMERICAN COUNCIL, INC. 930 LAKE ST #A KALAMAZOO, MI 49001	NONE	PUBLIC	EL FUTURO DE NUESTRA COMUNIDAD: EDUCACION, EQUIDAD Y CULTURA (THE FUTURE OF OUR COMMUNITY: EDUCATION,	200,000.
INTERFAITH STRATEGY FOR ADVOCACY AND ACTION IN THE COMMUNITY (ISAAC) 247 W. LOVELL STREET KALAMAZOO, MI 49007	NONE	PUBLIC	BUILDING THE BELOVED COMMUNITY IN KALAMAZOO COUNTY	100,000.
KALAMAZOO COLLECTIVE HOUSING 315 W MICHIGAN AVE KALAMAZOO, MI 49007	NONE	PUBLIC	AFFORDABLE HOUSING COOPERATIVE HOUSING PURCHASE	173,450.
KALAMAZOO COMMUNITY FOUNDATION 402 E MICHIGAN AVE KALAMAZOO, MI 49007	NONE	PUBLIC	TO ADDRESS IMMEDIATE AND URGENT COMMUNITY NEEDS AS A RESULT OF AN EMERGENCY/CRISIS	100,000.
KALAMAZOO COMMUNITY FOUNDATION 402 E MICHIGAN AVE KALAMAZOO, MI 49007	NONE	PUBLIC	EQUITY IN EARLY CHILDHOOD SUMMER LEARNING PILOT YEAR 2	100,165.
KALAMAZOO COMMUNITY FOUNDATION 402 E MICHIGAN AVE KALAMAZOO, MI 49007	NONE	PUBLIC	TRHT KALAMAZOO	252,460.
KALAMAZOO COUNTY READY 4S 259 E MICHIGAN AVE #209 KALAMAZOO, MI 49007	NONE	PUBLIC	GENERAL SUPPORT FOR TWO-TIERED GENERATIONAL POVERTY INITIATIVE	600,000.
KALAMAZOO INSTITUTE OF ARTS 314 S PARK ST KALAMAZOO, MI 49007	NONE	PUBLIC	FRAMING MOMENTS: INCREASING THE CULTURE OF INCLUSIVENESS IN KALAMAZOO	70,000.
KALAMAZOO LITERACY COUNCIL 420 E. ALCOTT ST SUITE 400 KALAMAZOO, MI 49001	NONE	PUBLIC	EDISON EARLY CHILDHOOD EDUCATION APPRENTICESHIP PROGRAM PILOT	290,699.
Total from continuation sheets				

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Part XV Supplementary Information

3 Grants and Contributions Paid During the Year (Continuation)

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
KALAMAZOO LITERACY COUNCIL 420 E. ALCOTT ST SUITE 400 KALAMAZOO, MI 49001	NONE	PUBLIC	EXPRESS WAYS 2 SUCCESS	100,000.
KALAMAZOO LOAVES & FISHES 901 PORTAGE STREET PORTAGE, MI 49001	NONE	PUBLIC	GROCERY PANTRY PROGRAM	40,000.
KALAMAZOO NEIGHBORHOOD HOUSING SERVICES, INC. 1219 S PARK ST KALAMAZOO, MI 49001	NONE	PUBLIC	KNHS FOSTERING AND PRESERVING HOMEOWNERSHIP	175,000.
KALAMAZOO NEIGHBORHOOD HOUSING SERVICES, INC. 1219 S. PARK STREET KALAMAZOO, MI 49001	NONE	PUBLIC	LEAD PAINT HAZARD CONTROL/HOMEOWNERSHIP CENTER	100,000.
KALAMAZOO REGIONAL EDUCATIONAL SERVICE AGENCY 1819 EAST MILHAM AVE. PORTAGE, MI 49002	NONE	GOVERNMENT UNIT	SEEDS FOR SUCCESS	200,000.
KALAMAZOO REGIONAL EDUCATIONAL SERVICE AGENCY 1819 EAST MILHAM AVE. PORTAGE, MI 49002	NONE	GOVERNMENT UNIT	KALAMAZOO COUNTY TALKING IS TEACHING EARLY LITERACY CAMPAIGN	40,000.
KALAMAZOO SYMPHONY ORCHESTRA 359 S KALAMAZOO MALL #100 KALAMAZOO, MI 49007	NONE	PUBLIC	KSO PARTNERSHIPS FOR INCLUSION & EQUITY	120,642.
KALAMAZOO VALLEY COMMUNITY COLLEGE FOUNDATION 6767 WEST O AVENUE KALAMAZOO, MI 49009	NONE	PUBLIC	KALAMAZOO VALLEY ACCELERATED ASSOCIATE PROGRAM	138,115.
KALAMAZOO YOUTH DEVELOPMENT NETWORK 912 N BURDICK STREET KALAMAZOO, MI 49007	NONE	PUBLIC	COMMUNITY LEARNING HUBS	200,000.
KALAMAZOO YOUTH DEVELOPMENT NETWORK 912 N BURDICK STREET KALAMAZOO, MI 49007	NONE	PUBLIC	GETTING YOUTH READY BY 21	148,400.
Total from continuation sheets				

THE RONDA E. STRYKER AND
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Part XV Supplementary Information

3 Grants and Contributions Paid During the Year (Continuation)

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
LIFT FOUNDATION 2725 AIRVIEW BOULDEVD, SUITE 202 KALAMAZOO, MI 49002	NONE	PUBLIC	PURCHASE OF KNIGHTS INN KALAMAZOO AND CONVERSION OF PROPERTY INTO AFFORDABLE HOUSING UNITS	1,000,000.
LOCAL INITIATIVES SUPPORT CORPORATION 28 LIBERTY STREET, FLOOR 34 NEW YORK, NY 10005	NONE	PUBLIC	COMMUNITY-BASED SOLUTIONS JOURNALISM FROM VOICES OF KALAMAZOO'S NEIGHBORHOOD	48,000.
MICHIGAN UNITED 2208 WINCHELL AVE KALAMAZOO, MI 49008	NONE	PUBLIC	COMMUNITY NAVIGATORS TO SUPPORT NEW AMERICANS	80,000.
MINISTRY WITH COMMUNITY 500 N. EDWARDS ST KALAMAZOO, MI 49007	NONE	PUBLIC	PATHWAYS TO SUCCESS	276,667.
NORTHSIDE ASSOCIATION FOR COMMUNITY DEVELOPMENT 612 NORTH PARK STREET KALAMAZOO, MI 49007	NONE	PUBLIC	RESIDENTS IMPLEMENTING OUR PLAN COLLABORATIVE ("RIPC") - HOUSING, WORKFORCE DEVELOPMENT, SUSTAINABLE WEALTH	1,000,000.
OPEN DOORS KALAMAZOO 1141 S. ROSE STREET, SUITE B KALAMAZOO, MI 49001	NONE	PUBLIC	PATHWAY: HOME	100,000.
OPEN ROADS BIKE PROGRAM 1523 RIVERVIEW DR SUITE B KALAMAZOO, MI 49004	NONE	PUBLIC	GENERAL OPERATING SUPPORT - OPEN ROADS BIKE PROGRAM	10,000.
PARENTS FOR TRANSITION 1226 FOSTER AVE KALAMAZOO, MI 49048	NONE	PUBLIC	GENERAL OPERATING SUPPORT	9,500.
PLANNED PARENTHOOD OF MICHIGAN 950 VICTORS WAY, SUITE 100 ANN ARBOR, MI 48108	NONE	PUBLIC	MAINTAINING ACCESS TO HEALTH CARE FOR VULNERABLE COMMUNITIES	200,000.
PORTAGE COMMUNITY OUTREACH CENTER 325 E CENTRE AVE PORTAGE, MI 49002	NONE	PUBLIC	PCC CAPACITY BUILDING/CAPITAL IMPROVEMENTS	25,000.
Total from continuation sheets				

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Part XV Supplementary Information

3 Grants and Contributions Paid During the Year (Continuation)

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
PREVENTION WORKS 611 WHITCOMB SUITE A KALAMAZOO, MI 49008	NONE	PUBLIC	GENERAL OPERATING SUPPORT	505,461.
PREVENTION WORKS 611 WHITCOMB SUITE A KALAMAZOO, MI 49008	NONE	PUBLIC	HUB ONE	2,852,491.
REACH SOBER LIVING, INC 5047 W. MAIN ST #518 KALAMAZOO, MI 49009	NONE	PUBLIC	GENERAL OPERATING SUPPORT	75,000.
READ & WRITE KALAMAZOO 802 S WESTNEDGE AVE KALAMAZOO, MI 49008	NONE	PUBLIC	RAWK 2020 VISION EXPANSION	50,000.
ROOTEAD ENRICHMENT CENTER 1000 W PATERSON ST KALAMAZOO, MI 49007	NONE	PUBLIC	ROOTDOWN	500,000.
SLD READ 50 WEST JACKSON ST BATTLE CREEK, MI 49017	NONE	PUBLIC	GENERAL OPERATING SUPPORT	25,000.
SPEAK IT FORWARD, INC 617 DOUGLAS AVE KALAMAZOO, MI 49001	NONE	PUBLIC	GENERAL OPERATING SUPPORT	40,000.
ST. LUKE'S EPISCOPAL CHURCH 247 W. LOVELL STREET KALAMAZOO, MI 49007	NONE	PUBLIC	TO ADDRESS UNMET HOME FURNISHING NEEDS IN THE COMMUNITY	30,000.
ST. LUKE'S EPISCOPAL CHURCH 247 W. LOVELL STREET KALAMAZOO, MI 49007	NONE	PUBLIC	TO ADDRESS UNMET DIAPERING NEEDS IN THE COMMUNITY	25,000.
SUNNYSIDE UNITED METHODIST CHURCH 2800 GULL ROAD KALAMAZOO, MI 49048	NONE	PUBLIC	FREE STORE OF KALAMAZOO: LEADERSHIP DEVELOPMENT WITH FIVE WOMEN OF COLOR	67,905.
Total from continuation sheets				

THE RONDA E. STRYKER AND
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Part XV Supplementary Information

3 Grants and Contributions Paid During the Year (Continuation)

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
UNITED WAY OF BATTLE CREEK AND KALAMAZOO REGION 34 WEST JACKSON STREET, SUITE 4B BATTLE CREEK, MI 49017	NONE	PUBLIC	KALAMAZOO CONTINUUM OF CARE	150,000.
URBAN ALLIANCE 1009 E. STOCKBRIDGE AVE, STE 100 KALAMAZOO, MI 49001	NONE	PUBLIC	GENERAL OPERATING SUPPORT	1,105,722.
VIBRANT KALAMAZOO 1523 RIVERVIEW DR SUITE A KALAMAZOO, MI 49004	NONE	PUBLIC	EASTSIDE SQUARE: EAST MAIN COMMERCIAL CORRIDOR (1600 BLOCK) REDEVELOPMENT	166,667.
WARM KIDS PROJECT PO BOX 803 PORTAGE, MI 49081	NONE	PUBLIC	GENERAL OPERATING SUPPORT	10,000.
WESTERN MICHIGAN UNIVERSITY FOUNDATION 1903 W MICHIGAN AVE KALAMAZOO, MI 49008	NONE	PUBLIC	WIRE MATH AND SCIENCE SUMMER CAMP AND SATURDAY ACADEMY	69,996.
WILLOW RUN ACRES 111 SOUTH WALLACE BOULEVARD YPSILANTI, MI 48197	NONE	PUBLIC	PLANNING AND DEVELOPMENT FOR WILLOW RUN ACRES WEST BRANCH	5,000.
YMCA OF GREATER KALAMAZOO 912 N BURDICK STREET KALAMAZOO, MI 49007	NONE	PUBLIC	YMCA FAMILY AND SCHOOL SUPPORT PROGRAM	510,000.
YOUNG WOMEN'S CHRISTIAN ASSOCIATION OF KALAMAZOO 353 E MICHIGAN AVE KALAMAZOO, MI 49007	NONE	PUBLIC	GENERAL OPERATING AND CAPACITY BUILDING	1,487,490.
Total from continuation sheets				

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Part XV Supplementary Information

3 Grants and Contributions Approved for Future Payment (Continuation)

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
BOYS & GIRLS CLUB OF GREATER KALAMAZOO 915 LAKE ST KALAMAZOO, MI 49001	NONE	PUBLIC	GENERAL OPERATING SUPPORT	2,500,000.
CAN-DO KITCHEN 3501 LAKE ST KALAMAZOO, MI 49048	NONE	PUBLIC	GROWING AND EMPOWERING	34,000.
CITY OF KALAMAZOO 241 WEST SOUTH STREET KALAMAZOO, MI 49007	NONE	PUBLIC	OBJECTIVES OF IMAGINE KALAMAZOO 2025	54,587,327.
COMMUNITY HOMEWORKS 810 BRYANT STREET KALAMAZOO, MI 49001	NONE	PUBLIC	HOUSING EQUITY THROUGH CRITICAL REPAIRS: REMOVING BARRIERS TO SUSTAINBLE HOME OWNERSHIP	200,000.
EASTSIDE NEIGHBORHOOD ASSOCIATION 1301 E MAIN ST KALAMAZOO, MI 49048	NONE	PUBLIC	MAY BE USED TO SUPPORT THE OBJECTIVES OF THE INSTITUTE OF PUBLIC SCHOLARSHIP AT THE DISCRETION OF THE	300,000.
ECUMENICAL SENIOR CENTER 702 N BURDICK ST KALAMAZOO, MI 49007	NONE	PUBLIC	BUILDING EXPANSION PROJECT - SECURING BUILDINGS/PROPERTY	700,000.
EDISON NEIGHBORHOOD ASSOCIATION 816 WASHINGTON AVE KALAMAZOO, MI 49001	NONE	PUBLIC	EDISON NEIGHBORHOOD ASSOCIATION'S PROGRAMS, PROJECTS AND SERVICES	40,000.
ERACCE 810 RANKIN AVE KALAMAZOO, MI 49006	NONE	PUBLIC	OPERATIONS SUPPORT AND CAPACITY BUILDING FOR ERACCE	766,000.
JUSTICE FOR OUR NEIGHBORS - MICHIGAN 212 S PARK ST KALAMAZOO, MI 49002	NONE	PUBLIC	JUSTICE FOR OUR NEIGHBORS - MICHIGAN	150,000.
FRIENDS WITH DISABILITIES 251 NORTH ROSE STREET, SUITE 200 KALAMAZOO, MI 49007	NONE	PUBLIC	BUILDING CONNECTIONS/PODCAST	162,000.
Total from continuation sheets				79,159,152.

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Part XV Supplementary Information

3 Grants and Contributions Approved for Future Payment (Continuation)

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
GFM THE SYNERGY CENTER 625 HARRISON ST KALAMAZOO, MI 49007	NONE	PUBLIC	MAY BE USED TO SUPPORT THE OBJECTIVES OF BE WELL BEAUTIFUL WOMAN AT THE DISCRETION OF GFM SYNERGY CENTER	75,000.
GOODWILL INDUSTRIES OF SOUTHWESTERN MICHIGAN 420 E. ALCOTT ST KALAMAZOO, MI 49001	NONE	PUBLIC	GOODWILL LIFE GUIDES	1,392,665.
HISPANIC AMERICAN COUNCIL, INC. 930 LAKE ST #A KALAMAZOO, MI 49001	NONE	PUBLIC	EL FUTURO DE NUESTRA COMUNIDAD: EDUCACION, EQUIDAD Y CULTURA (THE FUTURE OF OUR COMMUNITY: EDUCATION,	400,000.
INTEGRATED SERVICES OF KALAMAZOO 418 W KALAMAZOO AVE KALAMAZOO, MI 49007	NONE	PUBLIC	BRONSON HEALTHY LIVING CAMPUS SYSTEM OF CARE FACILITY EXPANSION	3,000,000.
INTERACT OF MICHIGAN 610 S BURDICK ST KALAMAZOO, MI 49007	NONE	PUBLIC	KALAMAZOO COUNTY GENERAL OPERATIONAL SUPPORT	90,000.
KALAMAZOO CENTER FOR YOUTH & COMMUNITY PO BOX 50227 KALAMAZOO, MI 49005	NONE	PUBLIC	PARADIGM SHIFT IN ACADEMIC SEL AND OUT-OF-SCHOOL-TIME FOR VULNERABLE STUDENTS	170,000.
KALAMAZOO COUNTY READY 4S 259 E MICHIGAN AVE #209 KALAMAZOO, MI 49007	NONE	PUBLIC	GENERAL SUPPORT FOR TWO-TIERED GENERATIONAL POVERTY INITIATIVE	600,000.
KALAMAZOO LITERACY COUNCIL 420 E. ALCOTT STREET, SUITE 400 KALAMAZOO, MI 49001	NONE	PUBLIC	EXPRESS WAYS 2 SUCCESS	100,000.
KALAMAZOO LOAVES & FISHES 901 PORTAGE STREET PORTAGE, MI 49001	NONE	PUBLIC	GROCERY PANTRY PROGRAM	80,000.
KALAMAZOO PUBLIC LIBRARY 315 S ROSE ST KALAMAZOO, MI 49007	NONE	PUBLIC	ONEPLACE NONPROFIT CAPACITY BUILDING CENTER	1,050,000.
Total from continuation sheets				

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Part XV Supplementary Information

3 Grants and Contributions Approved for Future Payment (Continuation)

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
KALAMAZOO PUBLIC SCHOOLS 3410 LAIRD AVE KALAMAZOO, MI 49008	NONE	PUBLIC	KALAMAZOO PUBLIC SCHOOLS SOCIAL EMOTIONAL LEARNING CENTER AND DIRECTORS	1,000,000.
KALAMAZOO REGIONAL EDUCATIONAL SERVICE AGENCY 1819 EAST MILHAM AVE. PORTAGE, MI 49002	NONE	GOVERNMENT UNIT	KALAMAZOO COUNTY TALKING IS TEACHING EARLY LITERACY CAMPAIGN	40,000.
KALAMAZOO REGIONAL EDUCATIONAL SERVICE AGENCY 1819 EAST MILHAM AVE. PORTAGE, MI 49002	NONE	GOVERNMENT UNIT	SEEDS FOR SUCCESS	600,000.
KALAMAZOO VALLEY COMMUNITY COLLEGE FOUNDATION 6767 WEST O AVENUE KALAMAZOO, MI 49009	NONE	PUBLIC	KALAMAZOO VALLEY ACCELERATED ASSOCIATE PROGRAM	1,139,904.
KALAMAZOO VALLEY HABITAT FOR HUMANITY 1126 GULL RD KALAMAZOO, MI 49048	NONE	PUBLIC	AFFORDABLE HOUSING SOLUTIONS	100,000.
KALAMAZOO YOUTH DEVELOPMENT NETWORK 912 N BURDICK STREET KALAMAZOO, MI 49007	NONE	PUBLIC	MAY BE USED TO SUPPORT THE OBJECTIVES OF THE FATHERHOOD NETWORK AT THE DISCRETION OF KALAMAZOO YOUTH	630,000.
KALAMAZOO YOUTH DEVELOPMENT NETWORK 912 N BURDICK STREET KALAMAZOO, MI 49007	NONE	PUBLIC	MAY BE USED TO SUPPORT THE OBJETIVES OF THE KALAMAZOO BLACK MALE ALLIANCE AT THE DISCRETION OF	100,000.
KALAMAZOO YOUTH DEVELOPMENT NETWORK 912 N BURDICK STREET KALAMAZOO, MI 49007	NONE	PUBLIC	GETTING YOUTH READY BY 21	296,800.
MICHIGAN IMMIGRANT RIGHTS CENTER 350 E MICHIGAN AVE, SUITE 315 KALAMAZOO, MI 49007	NONE	PUBLIC	LEGAL SERVICE FOR KALAMAZOO'S IMMIGRANT COMMUNITY	500,000.
MINISTRY WITH COMMUNITY 500 N. EDWARDS ST KALAMAZOO, MI 49007	NONE	PUBLIC	PATHWAYS TO SUCCESS	276,667.
Total from continuation sheets				

THE RONDA E. STRYKER AND
WILLIAM D. JOHNSTON FOUNDATION

** - ***4966

Part XV Supplementary Information

3 Grants and Contributions Approved for Future Payment (Continuation)

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
PORTAGE COMMUNITY OUTREACH CENTER 325 E CENTRE AVE PORTAGE, MI 49002	NONE	PUBLIC	PCC CAPACITY BUILDING/CAPITAL IMPROVEMENTS	25,000.
PREVENTION WORKS 611 WHITCOMB SUITE A KALAMAZOO, MI 49008	NONE	PUBLIC	HUB ONE	2,679,396.
PUBLIC MEDIA WORKS, INC 359 SOUTH KALAMAZOO MALL, SUITE 300 KALAMAZOO, MI 49007	NONE	PUBLIC	NARRATIVE CHANGE: MEDIA OF, BY, AND FOR BLACK KALAMAZOO	762,241.
REACH SOBER LIVING, INC 5047 W. MAIN ST #518 KALAMAZOO, MI 49009	NONE	PUBLIC	GENERAL OPERATING SUPPORT	50,000.
SEEDING CHANGE (GREAT LAKES PEACE JAM) 1903 W MICHIGAN AVE KALAMAZOO, MI 49008	NONE	PUBLIC	GENERAL OPERATING SUPPORT FOR GREAT LAKES PEACEJAM PROGRAM	150,000.
SOUTHWEST CHILD CARE RESOURCES AND REFERRAL 5250 LOVERS LANE LL 120 PORTAGE, MI 49002	NONE	PUBLIC	EARLY CHILDHOOD EDUCATION APPRENTICESHIP PROGRAM	132,000.
ST. LUKE'S EPISCOPAL CHURCH 247 W. LOVELL STREET KALAMAZOO, MI 49007	NONE	PUBLIC	MAY BE USED TO SUPPORT THE OBJECTIVES OF PARTNERS IN HOUSING TRANSITION AT THE DISCRETION OF ST.	135,000.
ST. LUKE'S EPISCOPAL CHURCH 247 W. LOVELL STREET KALAMAZOO, MI 49007	NONE	PUBLIC	TO ADDRESS UNMET DIAPERING NEEDS IN THE COMMUNITY	50,000.
SUNNYSIDE UNITED METHODIST CHURCH 2800 GULL ROAD KALAMAZOO, MI 49048	NONE	PUBLIC	FREE STORE OF KALAMAZOO: LEADERSHIP DEVELOPMENT WITH FIVE WOMEN OF COLOR	203,715.
THE ARC COMMUNITY ADVOCATES 814 S WESTNEDGE AVE KALAMAZOO, MI 49008	NONE	PUBLIC	GENERAL OPERATING SUPPORT	25,000.
Total from continuation sheets				

Part XV | **Supplementary Information**

3a Grants and Contributions Paid During the Year Continuation of Purpose of Grant or Contribution

NAME OF RECIPIENT - HISPANIC AMERICAN COUNCIL, INC.

EL FUTURO DE NUESTRA COMUNIDAD: EDUCACION, EQUIDAD Y CULTURA (THE
FUTURE OF OUR COMMUNITY: EDUCATION, EQUITY AND CULTURE)

Part XV | **Supplementary Information**

3b Grants and Contributions Approved for Future Payment Continuation of Purpose of Grant or Contribution

NAME OF RECIPIENT - EASTSIDE NEIGHBORHOOD ASSOCIATION

MAY BE USED TO SUPPORT THE OBJECTIVES OF THE INSTITUTE OF PUBLIC
SCHOLARSHIP AT THE DISCRETION OF THE KALAMAZOO EASTSIDE NEIGHBORHOOD
ASSOCIATION

NAME OF RECIPIENT - HISPANIC AMERICAN COUNCIL, INC.

EL FUTURO DE NUESTRA COMUNIDAD: EDUCACION, EQUIDAD Y CULTURA (THE
FUTURE OF OUR COMMUNITY: EDUCATION, EQUITY AND CULTURE)

NAME OF RECIPIENT - KALAMAZOO YOUTH DEVELOPMENT NETWORK

MAY BE USED TO SUPPORT THE OBJECTIVES OF THE FATHERHOOD NETWORK AT THE
DISCRETION OF KALAMAZOO YOUTH DEVELOPMENT NETWORK

NAME OF RECIPIENT - KALAMAZOO YOUTH DEVELOPMENT NETWORK

MAY BE USED TO SUPPORT THE OBJETIVES OF THE KALAMAZOO BLACK MALE
ALLIANCE AT THE DISCRETION OF KALAMAZOO YOUTH DEVELOPMENT NETWORK

NAME OF RECIPIENT - ST. LUKE'S EPISCOPAL CHURCH

MAY BE USED TO SUPPORT THE OBJECTIVES OF PARTNERS IN HOUSING TRANSITION
AT THE DISCRETION OF ST. LUKE'S EPISCOPAL CHURCH

Underpayment of Estimated Tax by Corporations

▶ Attach to the corporation's tax return. **FORM 990-PF**

2020

▶ Go to www.irs.gov/Form2220 for instructions and the latest information.

Name THE RONDA E. STRYKER AND WILLIAM D. JOHNSTON FOUNDATION	Employer identification number ** - *** 4966
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Note: Generally, the corporation is not required to file Form 2220 (see Part II below for exceptions) because the IRS will figure any penalty owed and bill the corporation. However, the corporation may still use Form 2220 to figure the penalty. If so, enter the amount from page 2, line 38, on the estimated tax penalty line of the corporation's income tax return, but **do not** attach Form 2220.

Part I Required Annual Payment			
1 Total tax (see instructions)		1	179,738.
2 a Personal holding company tax (Schedule PH (Form 1120), line 26) included on line 1	2a		
b Look-back interest included on line 1 under section 460(b)(2) for completed long-term contracts or section 167(g) for depreciation under the income forecast method	2b		
c Credit for federal tax paid on fuels (see instructions)	2c		
d Total. Add lines 2a through 2c		2d	
3 Subtract line 2d from line 1. If the result is less than \$500, do not complete or file this form. The corporation does not owe the penalty		3	179,738.
4 Enter the tax shown on the corporation's 2019 income tax return. See instructions. Caution: If the tax is zero or the tax year was for less than 12 months, skip this line and enter the amount from line 3 on line 5		4	79,250.
5 Required annual payment. Enter the smaller of line 3 or line 4. If the corporation is required to skip line 4, enter the amount from line 3		5	79,250.

Part II Reasons for Filing - Check the boxes below that apply. If any boxes are checked, the corporation **must** file Form 2220 even if it does not owe a penalty. See instructions.

- 6 The corporation is using the adjusted seasonal installment method.
- 7 The corporation is using the annualized income installment method.
- 8 The corporation is a "large corporation" figuring its first required installment based on the prior year's tax.

Part III Figuring the Underpayment					
9 Installment due dates. Enter in columns (a) through (d) the 15th day of the 4th (Form 990-PF filers: Use 5th month), 6th, 9th, and 12th months of the corporation's tax year. Filers with installments due on or after April 1, 2020, and before July 15, 2020, see instructions	g	(a)	(b)	(c)	(d)
10 Required installments. If the box on line 6 and/or line 7 above is checked, enter the amounts from Sch A, line 38. If the box on line 8 (but not 6 or 7) is checked, see instructions for the amounts to enter. If none of these boxes are checked, enter 25% (0.25) of line 5 above in each column	10		46,054.	59,350.	
11 Estimated tax paid or credited for each period. For column (a) only, enter the amount from line 11 on line 15. See instructions	11	68,750.		41,250.	
Complete lines 12 through 18 of one column before going to the next column.					
12 Enter amount, if any, from line 18 of the preceding column	12		68,750.	22,696.	4,596.
13 Add lines 11 and 12	13		68,750.	63,946.	4,596.
14 Add amounts on lines 16 and 17 of the preceding column	14				
15 Subtract line 14 from line 13. If zero or less, enter -0-	15	68,750.	68,750.	63,946.	4,596.
16 If the amount on line 15 is zero, subtract line 13 from line 14. Otherwise, enter -0-	16		0.	0.	
17 Underpayment. If line 15 is less than or equal to line 10, subtract line 15 from line 10. Then go to line 12 of the next column. Otherwise, go to line 18	17				
18 Overpayment. If line 10 is less than line 15, subtract line 10 from line 15. Then go to line 12 of the next column	18	68,750.	22,696.	4,596.	

Go to Part IV on page 2 to figure the penalty. Do not go to Part IV if there are no entries on line 17 - no penalty is owed.

Part IV Figuring the Penalty

	(a)	(b)	(c)	(d)
19 Enter the date of payment or the 15th day of the 4th month after the close of the tax year, whichever is earlier. (C corporations with tax years ending June 30 and S corporations: Use 3rd month instead of 4th month. Form 990-PF and Form 990-T filers: Use 5th month instead of 4th month.) See instructions	19			
20 Number of days from due date of installment on line 9 to the date shown on line 19	20			
21 Number of days on line 20 after 4/15/2020 and before 7/1/2020	21			
22 Underpayment on line 17 x $\frac{\text{Number of days on line 21} \times 5\% (0.05)}{366}$	22 \$	\$	\$	\$
23 Number of days on line 20 after 6/30/2020 and before 10/1/2020	23			
24 Underpayment on line 17 x $\frac{\text{Number of days on line 23} \times 3\% (0.03)}{366}$	24 \$	\$	\$	\$
25 Number of days on line 20 after 9/30/2020 and before 1/1/2021	25			
26 Underpayment on line 17 x $\frac{\text{Number of days on line 25} \times 3\% (0.03)}{366}$	26 \$	\$	\$	\$
27 Number of days on line 20 after 12/31/2020 and before 4/1/2021	27			
28 Underpayment on line 17 x $\frac{\text{Number of days on line 27} \times 3\% (0.03)}{365}$	28 \$	\$	\$	\$
29 Number of days on line 20 after 3/31/2021 and before 7/1/2021	29			
30 Underpayment on line 17 x $\frac{\text{Number of days on line 29} \times \%}{365}$	30 \$	\$	\$	\$
31 Number of days on line 20 after 6/30/2021 and before 10/1/2021	31			
32 Underpayment on line 17 x $\frac{\text{Number of days on line 31} \times \%}{365}$	32 \$	\$	\$	\$
33 Number of days on line 20 after 9/30/2021 and before 1/1/2022	33			
34 Underpayment on line 17 x $\frac{\text{Number of days on line 33} \times \%}{365}$	34 \$	\$	\$	\$
35 Number of days on line 20 after 12/31/2021 and before 3/16/2022	35			
36 Underpayment on line 17 x $\frac{\text{Number of days on line 35} \times \%}{365}$	36 \$	\$	\$	\$
37 Add lines 22, 24, 26, 28, 30, 32, 34, and 36	37 \$	\$	\$	\$
38 Penalty. Add columns (a) through (d) of line 37. Enter the total here and on Form 1120, line 34; or the comparable line for other income tax returns	38			\$ 0.

* Use the penalty interest rate for each calendar quarter, which the IRS will determine during the first month in the preceding quarter. These rates are published quarterly in an IRS News Release and in a revenue ruling in the Internal Revenue Bulletin. To obtain this information on the Internet, access the IRS website at www.irs.gov. You can also call 1-800-829-4933 to get interest rate information.

Schedule A Adjusted Seasonal Installment Method and Annualized Income Installment Method

See instructions.

Form 1120-S filers: For lines 1, 2, 3, and 21, "taxable income" refers to excess net passive income or the amount on which tax is imposed under section 1374(a), whichever applies.

Part I Adjusted Seasonal Installment Method

Caution: Use this method only if the base period percentage for any 6 consecutive months is at least 70%.
See instructions.

		(a)	(b)	(c)	(d)
		First 3 months	First 5 months	First 8 months	First 11 months
1 Enter taxable income for the following periods.					
a Tax year beginning in 2017	1a				
b Tax year beginning in 2018	1b				
c Tax year beginning in 2019	1c				
2 Enter taxable income for each period for the tax year beginning in 2020. See the instructions for the treatment of extraordinary items	2				
3 Enter taxable income for the following periods.		First 4 months	First 6 months	First 9 months	Entire year
a Tax year beginning in 2017	3a				
b Tax year beginning in 2018	3b				
c Tax year beginning in 2019	3c				
4 Divide the amount in each column on line 1a by the amount in column (d) on line 3a	4				
5 Divide the amount in each column on line 1b by the amount in column (d) on line 3b	5				
6 Divide the amount in each column on line 1c by the amount in column (d) on line 3c	6				
7 Add lines 4 through 6	7				
8 Divide line 7 by 3.0	8				
9a Divide line 2 by line 8	9a				
b Extraordinary items (see instructions)	9b				
c Add lines 9a and 9b	9c				
10 Figure the tax on the amt on ln 9c using the instr for Form 1120, Sch J, line 2, or comparable line of corp's return ...	10				
11a Divide the amount in columns (a) through (c) on line 3a by the amount in column (d) on line 3a	11a				
b Divide the amount in columns (a) through (c) on line 3b by the amount in column (d) on line 3b	11b				
c Divide the amount in columns (a) through (c) on line 3c by the amount in column (d) on line 3c	11c				
12 Add lines 11a through 11c	12				
13 Divide line 12 by 3.0	13				
14 Multiply the amount in columns (a) through (c) of line 10 by columns (a) through (c) of line 13. In column (d), enter the amount from line 10, column (d)	14				
15 Enter any alternative minimum tax (trusts only) for each payment period. See instructions	15				
16 Enter any other taxes for each payment period. See instr.	16				
17 Add lines 14 through 16	17				
18 For each period, enter the same type of credits as allowed on Form 2220, lines 1 and 2c. See instructions	18				
19 Total tax after credits. Subtract line 18 from line 17. If zero or less, enter -0-	19				

Part II Annualized Income Installment Method

		(a)	(b)	(c)	(d)
		First <u>2</u> months	First <u>3</u> months	First <u>6</u> months	First <u>9</u> months
20	Annualization periods (see instructions)				
21	Enter taxable income for each annualization period. See instructions for the treatment of extraordinary items		1,656,599.	5,055,330.	5,188,349.
22	Annualization amounts (see instructions)	6.000000	4.000000	2.000000	1.333330
23a	Annualized taxable income. Multiply line 21 by line 22		6,626,396.	10,110,660.	6,917,781.
23b	Extraordinary items (see instructions)				
23c	Add lines 23a and 23b		6,626,396.	10,110,660.	6,917,781.
24	Figure the tax on the amount on line 23c using the instructions for Form 1120, Schedule J, line 2, or comparable line of corporation's return		92,107.	140,538.	96,157.
25	Enter any alternative minimum tax (trusts only) for each payment period (see instructions)				
26	Enter any other taxes for each payment period. See instr.				
27	Total tax. Add lines 24 through 26		92,107.	140,538.	96,157.
28	For each period, enter the same type of credits as allowed on Form 2220, lines 1 and 2c. See instructions				
29	Total tax after credits. Subtract line 28 from line 27. If zero or less, enter -0-		92,107.	140,538.	96,157.
30	Applicable percentage	25%	50%	75%	100%
31	Multiply line 29 by line 30		46,054.	105,404.	96,157.

Part III Required Installments

		1st	2nd	3rd	4th
		installment	installment	installment	installment
Note: Complete lines 32 through 38 of one column before completing the next column.					
32	If only Part I or Part II is completed, enter the amount in each column from line 19 or line 31. If both parts are completed, enter the smaller of the amounts in each column from line 19 or line 31	0.	46,054.	105,404.	96,157.
33	Add the amounts in all preceding columns of line 32. See instructions			46,054.	105,404.
34	Adjusted seasonal or annualized income installments. Subtract line 33 from line 32. If zero or less, enter -0-		46,054.	59,350.	0.
35	Enter 25% (0.25) of line 5 on page 1 of Form 2220 in each column. Note: "Large corporations," see the instructions for line 10 for the amounts to enter	19,813.	70,057.	44,935.	44,934.
36	Subtract line 38 of the preceding column from line 37 of the preceding column		19,813.	43,816.	29,401.
37	Add lines 35 and 36	19,813.	89,870.	88,751.	74,335.
38	Required installments. Enter the smaller of line 34 or line 37 here and on page 1 of Form 2220, line 10. See instructions	0.	46,054.	59,350.	0.

FORM 990-PF	DIVIDENDS AND INTEREST FROM SECURITIES				STATEMENT	1
SOURCE	GROSS AMOUNT	CAPITAL GAINS DIVIDENDS	(A) REVENUE PER BOOKS	(B) NET INVESTMENT INCOME	(C) ADJUSTED NET INCOME	
MISCELLANEOUS DIVIDENDS	814,345.	0.	814,345.	814,345.	814,345.	
MISCELLANEOUS TAX-EXEMPT INTEREST	10,000.	0.	10,000.	0.	10,000.	
STRYKER CORPORATION	8,476.	0.	8,476.	8,476.	8,476.	
STRYKER CORPORATION	13,076.	0.	13,076.	13,076.	13,076.	
TO PART I, LINE 4	845,897.	0.	845,897.	835,897.	845,897.	

FORM 990-PF	LEGAL FEES				STATEMENT	2
DESCRIPTION	(A) EXPENSES PER BOOKS	(B) NET INVESTMENT INCOME	(C) ADJUSTED NET INCOME	(D) CHARITABLE PURPOSES		
ATTORNEY FEES	35,512.	0.	0.	35,512.		
TO FM 990-PF, PG 1, LN 16A	35,512.	0.	0.	35,512.		

FORM 990-PF	ACCOUNTING FEES				STATEMENT	3
DESCRIPTION	(A) EXPENSES PER BOOKS	(B) NET INVESTMENT INCOME	(C) ADJUSTED NET INCOME	(D) CHARITABLE PURPOSES		
TAX RETURN PREPARATION	9,870.	4,935.	0.	4,935.		
TO FORM 990-PF, PG 1, LN 16B	9,870.	4,935.	0.	4,935.		

FORM 990-PF	OTHER PROFESSIONAL FEES			STATEMENT 4
DESCRIPTION	(A) EXPENSES PER BOOKS	(B) NET INVEST- MENT INCOME	(C) ADJUSTED NET INCOME	(D) CHARITABLE PURPOSES
INVESTMENT MANAGEMENT FEES	436,951.	218,476.	0.	218,475.
OTHER PROFESSIONAL SERVICES	300.	0.	0.	300.
ADMINISTRATIVE EXPENSES	182,650.	0.	0.	182,650.
TO FORM 990-PF, PG 1, LN 16C	619,901.	218,476.	0.	401,425.

FORM 990-PF	TAXES			STATEMENT 5
DESCRIPTION	(A) EXPENSES PER BOOKS	(B) NET INVEST- MENT INCOME	(C) ADJUSTED NET INCOME	(D) CHARITABLE PURPOSES
EXCISE TAX	41,250.	0.	0.	0.
TO FORM 990-PF, PG 1, LN 18	41,250.	0.	0.	0.

FORM 990-PF	OTHER EXPENSES			STATEMENT 6
DESCRIPTION	(A) EXPENSES PER BOOKS	(B) NET INVEST- MENT INCOME	(C) ADJUSTED NET INCOME	(D) CHARITABLE PURPOSES
TECHNOLOGY	2,197.	0.	0.	2,197.
DUES AND MEMBERSHIPS	30,638.	0.	0.	30,638.
BANK FEES	110.	0.	0.	110.
MISCELLANEOUS	335.	0.	0.	335.
OFFICE SUPPLIES	281.	0.	0.	281.
FEES & LICENSES	20.	0.	0.	20.
INSURANCE	8,623.	0.	0.	8,623.
TELEPHONE & INTERNET	6,465.	0.	0.	6,465.
IRS COUNSEL USER FEE	30,000.	0.	0.	0.
TO FORM 990-PF, PG 1, LN 23	78,669.	0.	0.	48,669.

FORM 990-PF	OTHER INCREASES IN NET ASSETS OR FUND BALANCES	STATEMENT	7
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DESCRIPTION	AMOUNT
CURRENT YEAR ADJUSTMENT TO STOCK BASIS	17,529,075.
TOTAL TO FORM 990-PF, PART III, LINE 3	17,529,075.

FORM 990-PF	U.S. AND STATE/CITY GOVERNMENT OBLIGATIONS	STATEMENT	8
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DESCRIPTION	U.S. GOV'T	OTHER GOV'T	BOOK VALUE	FAIR MARKET VALUE
MICHIGAN ST. HSG DEV AUTH REN		X	1,000,000.	1,000,480.
TOTAL U.S. GOVERNMENT OBLIGATIONS				
TOTAL STATE AND MUNICIPAL GOVERNMENT OBLIGATIONS			1,000,000.	1,000,480.
TOTAL TO FORM 990-PF, PART II, LINE 10A			1,000,000.	1,000,480.

FORM 990-PF	CORPORATE STOCK	STATEMENT	9
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DESCRIPTION	BOOK VALUE	FAIR MARKET VALUE
240,036 SHS STRYKER CORPORATION	22,615,405.	58,818,421.
TOTAL TO FORM 990-PF, PART II, LINE 10B	22,615,405.	58,818,421.

FORM 990-PF	DEPRECIATION OF ASSETS NOT HELD FOR INVESTMENT	STATEMENT	10
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DESCRIPTION	COST OR OTHER BASIS	ACCUMULATED DEPRECIATION	BOOK VALUE
OFFICE FURNITURE & FIXTURES	17,572.	5,469.	12,103.
TOTAL TO FM 990-PF, PART II, LN 14	17,572.	5,469.	12,103.

FORM 990-PF	OTHER LIABILITIES	STATEMENT	11
DESCRIPTION	BOY AMOUNT	EOY AMOUNT	
HUNTINGTON BANK CREDIT CARD	0.	159.	
TOTAL TO FORM 990-PF, PART II, LINE 22	0.	159.	

FORM 990-PF PART VIII - LIST OF OFFICERS, DIRECTORS TRUSTEES AND FOUNDATION MANAGERS STATEMENT 12

NAME AND ADDRESS	TITLE AND AVRG HRS/WK	COMPEN-SATION	EMPLOYEE BEN PLAN CONTRIB	EXPENSE ACCOUNT
RONDA E. STRYKER 211 SOUTH ROSE STREET KALAMAZOO, MI 49007	PRESIDENT AND DIRECTOR 0.30	0.	0.	0.
WILLIAM D. JOHNSTON 211 SOUTH ROSE STREET KALAMAZOO, MI 49007	SECRETARY/TREASURER & DIRE 0.30	0.	0.	0.
ANNE E. HENN 211 SOUTH ROSE STREET KALAMAZOO, MI 49007	DIRECTOR 0.10	0.	0.	0.
MEGAN M. JOHNSTON 211 SOUTH ROSE STREET KALAMAZOO, MI 49007	EXECUTIVE DIRECTOR 40.00	77,376.	15,451.	0.
MICHAEL B. JOHNSTON 211 SOUTH ROSE STREET KALAMAZOO, MI 49007	DIRECTOR 0.10	0.	0.	0.
GERALD E. HENN II 211 SOUTH ROSE STREET KALAMAZOO, MI 49007	DIRECTOR 0.10	0.	0.	0.
TOTALS INCLUDED ON 990-PF, PAGE 6, PART VIII		77,376.	15,451.	0.

FORM 990-PF

PART XV - LINE 1A
LIST OF FOUNDATION MANAGERS

STATEMENT 13

NAME OF MANAGER

RONDA E. STRYKER
WILLIAM D. JOHNSTON

