

Form **990-PF**  
 Department of the Treasury  
 Internal Revenue Service

**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](http://www.irs.gov/Form990PF) for instructions and the latest information.

OMB No. 1545-0052  
**2020**  
**Open to Public Inspection**

**For calendar year 2020, or tax year beginning 01-01-2020 , and ending 12-31-2020**

|  |  |   |  |
|--|--|---|--|
| Name of foundation<br>THE MEROW FOUNDATION<br>C/O JAMES I BLACK III TRUSTEE  |  | <b>A Employer identification number</b><br>13-3913625   |  |
| Number and street (or P.O. box number if mail is not delivered to street address)<br>SULLIVAN CROMWELL 125 BROAD STRE  |  | <b>B Telephone number</b> (see instructions)<br>(212) 558-4000  |  |
| City or town, state or province, country, and ZIP or foreign postal code<br>NEW YORK, NY 10004   |  | <b>C</b> If exemption application is pending, check here <input type="checkbox"/>   |  |
| <b>G</b> Check all that apply: <input type="checkbox"/> Initial return <input type="checkbox"/> Initial return of a former public charity<br><input type="checkbox"/> Final return <input type="checkbox"/> Amended return<br><input type="checkbox"/> Address change <input type="checkbox"/> Name change |  | <b>D 1.</b> Foreign organizations, check here..... <input type="checkbox"/><br><b>2.</b> Foreign organizations meeting the 85% test, check here and attach computation ... <input type="checkbox"/> |  |
| <b>H</b> Check type of organization: <input checked="" type="checkbox"/> Section 501(c)(3) exempt private foundation<br><input type="checkbox"/> Section 4947(a)(1) nonexempt charitable trust <input type="checkbox"/> Other taxable private foundation   |  | <b>E</b> If private foundation status was terminated under section 507(b)(1)(A), check here ..... <input type="checkbox"/>  |  |
| <b>I</b> Fair market value of all assets at end of year (from Part II, col. (c), line 16) ▶ \$ <u>32,409</u>   |  | <b>F</b> If the foundation is in a 60-month termination under section 507(b)(1)(B), check here ..... <input type="checkbox"/>   |  |
| <b>J</b> Accounting method: <input checked="" type="checkbox"/> Cash <input type="checkbox"/> Accrual<br><input type="checkbox"/> Other (specify) _____<br><i>(Part I, column (d) must be on cash basis.)</i>  |  |   |  |

| <b>Part I Analysis of Revenue and Expenses</b> <i>(The total of amounts in columns (b), (c), and (d) may not necessarily equal the amounts in column (a) (see instructions).)</i> |  | <b>(a)</b> Revenue and expenses per books | <b>(b)</b> Net investment income | <b>(c)</b> Adjusted net income | <b>(d)</b> Disbursements for charitable purposes (cash basis only) |
|---|--|---|----------------------------------|--------------------------------|--|
| <b>Revenue</b>  | <b>1</b> Contributions, gifts, grants, etc., received (attach schedule)                                      |   |                                  |                                |  |
|   | <b>2</b> Check <input checked="" type="checkbox"/> if the foundation is <b>not</b> required to attach Sch. B |   |                                  |                                |  |
|   | <b>3</b> Interest on savings and temporary cash investments  | 8,322                                     | 8,322                            |                                |  |
|   | <b>4</b> Dividends and interest from securities  |   |                                  |                                |  |
|   | <b>5a</b> Gross rents  |   |                                  |                                |  |
|   | <b>b</b> Net rental income or (loss)   |   |                                  |                                |  |
|   | <b>6a</b> Net gain or (loss) from sale of assets not on line 10  |   |                                  |                                |  |
|   | <b>b</b> Gross sales price for all assets on line 6a   |   |                                  |                                |  |
|   | <b>7</b> Capital gain net income (from Part IV, line 2)  |   | 0                                |                                |  |
|   | <b>8</b> Net short-term capital gain   |   |                                  |                                |  |
|   | <b>9</b> Income modifications  |   |                                  |                                |  |
|   | <b>10a</b> Gross sales less returns and allowances   |   |                                  |                                |  |
| <b>b</b> Less: Cost of goods sold   |  |   |                                  |                                |  |
| <b>c</b> Gross profit or (loss) (attach schedule)   |  |   |                                  |                                |  |
| <b>11</b> Other income (attach schedule)  |  |   |                                  |                                |  |
| <b>12 Total.</b> Add lines 1 through 11   | 8,322  | 8,322                                     |                                  |                                |  |
| <b>Operating and Administrative Expenses</b>  | <b>13</b> Compensation of officers, directors, trustees, etc.  | 0   | 0                                |                                | 0  |
|   | <b>14</b> Other employee salaries and wages  |   |                                  |                                |  |
|   | <b>15</b> Pension plans, employee benefits   |   |                                  |                                |  |
|   | <b>16a</b> Legal fees (attach schedule)  |   |                                  |                                |  |
|   | <b>b</b> Accounting fees (attach schedule)   | 4,050                                     | 1,350                            |                                | 2,700  |
|   | <b>c</b> Other professional fees (attach schedule)   | 4,138                                     | 2,914                            |                                | 1,194  |
|   | <b>17</b> Interest   |   |                                  |                                |  |
|   | <b>18</b> Taxes (attach schedule) (see instructions)   | 17,199                                    | 0                                |                                | 0  |
|   | <b>19</b> Depreciation (attach schedule) and depletion   |   |                                  |                                |  |
|   | <b>20</b> Occupancy  |   |                                  |                                |  |
|   | <b>21</b> Travel, conferences, and meetings  |   |                                  |                                |  |
|   | <b>22</b> Printing and publications  |   |                                  |                                |  |
|   | <b>23</b> Other expenses (attach schedule)   | 410                                       | 0                                |                                | 0  |
|   | <b>24 Total operating and administrative expenses.</b> Add lines 13 through 23                               | 25,797                                    | 4,264                            |                                | 3,894  |
|   | <b>25</b> Contributions, gifts, grants paid  | 2,200,000                                 |                                  |                                | 2,200,000  |
| <b>26 Total expenses and disbursements.</b> Add lines 24 and 25   | 2,225,797  | 4,264                                     |                                  | 2,203,894                      |  |
| <b>27</b> Subtract line 26 from line 12:  |  |   |                                  |                                |  |
| <b>a Excess of revenue over expenses and disbursements</b>  | -2,217,475   |   |                                  |                                |  |
| <b>b Net investment income</b> (if negative, enter -0-)   |  | 4,058                                     |                                  |                                |  |
| <b>c Adjusted net income</b> (if negative, enter -0-)   |  |   |                                  |                                |  |

**Part II Balance Sheets** Attached schedules and amounts in the description column should be for end-of-year amounts only. (See instructions.)

|   |  | Beginning of year | End of year    |                       |
|---|--|-------------------|----------------|-----------------------|
|   |  | (a) Book Value    | (b) Book Value | (c) Fair Market Value |
| <b>Assets</b>   | <b>1</b> Cash—non-interest-bearing . . . . .   | 1,909             | 2,861          | 2,861                 |
|   | <b>2</b> Savings and temporary cash investments . . . . .  | 2,247,975         | 29,548         | 29,548                |
|   | <b>3</b> Accounts receivable ▶ _____<br>Less: allowance for doubtful accounts ▶ _____  |                   |                |                       |
|   | <b>4</b> Pledges receivable ▶ _____<br>Less: allowance for doubtful accounts ▶ _____   |                   |                |                       |
|   | <b>5</b> Grants receivable . . . . .   |                   |                |                       |
|   | <b>6</b> Receivables due from officers, directors, trustees, and other disqualified persons (attach schedule) (see instructions) . . . . .       |                   |                |                       |
|   | <b>7</b> Other notes and loans receivable (attach schedule) ▶ _____<br>Less: allowance for doubtful accounts ▶ _____                             |                   |                |                       |
|   | <b>8</b> Inventories for sale or use . . . . .   |                   |                |                       |
|   | <b>9</b> Prepaid expenses and deferred charges . . . . .   |                   |                |                       |
|   | <b>10a</b> Investments—U.S. and state government obligations (attach schedule)   |                   |                |                       |
|   | <b>b</b> Investments—corporate stock (attach schedule) . . . . .   |                   |                |                       |
|   | <b>c</b> Investments—corporate bonds (attach schedule) . . . . .   |                   |                |                       |
|   | <b>11</b> Investments—land, buildings, and equipment: basis ▶ _____<br>Less: accumulated depreciation (attach schedule) ▶ _____                  |                   |                |                       |
|   | <b>12</b> Investments—mortgage loans . . . . .   |                   |                |                       |
|   | <b>13</b> Investments—other (attach schedule) . . . . .  |                   |                |                       |
|   | <b>14</b> Land, buildings, and equipment: basis ▶ _____<br>Less: accumulated depreciation (attach schedule) ▶ _____                              |                   |                |                       |
| <b>15</b> Other assets (describe ▶ _____)   |  |                   |                |                       |
| <b>16 Total assets</b> (to be completed by all filers—see the instructions. Also, see page 1, item I) | 2,249,884  | 32,409            | 32,409         |                       |
| <b>Liabilities</b>  | <b>17</b> Accounts payable and accrued expenses . . . . .  |                   |                |                       |
|   | <b>18</b> Grants payable . . . . .   |                   |                |                       |
|   | <b>19</b> Deferred revenue . . . . .   |                   |                |                       |
|   | <b>20</b> Loans from officers, directors, trustees, and other disqualified persons   |                   |                |                       |
|   | <b>21</b> Mortgages and other notes payable (attach schedule) . . . . .  |                   |                |                       |
|   | <b>22</b> Other liabilities (describe ▶ _____)   |                   |                |                       |
|   | <b>23 Total liabilities</b> (add lines 17 through 22) . . . . .  | 0                 | 0              |                       |
| <b>Net Assets or Fund Balances</b>  | <b>Foundations that follow FASB ASC 958, check here</b> ▶ <input type="checkbox"/><br><b>and complete lines 24, 25, 29 and 30.</b>               |                   |                |                       |
|   | <b>24</b> Net assets without donor restrictions . . . . .  |                   |                |                       |
|   | <b>25</b> Net assets with donor restrictions . . . . .   |                   |                |                       |
|   | <b>Foundations that do not follow FASB ASC 958, check here</b> ▶ <input checked="" type="checkbox"/><br><b>and complete lines 26 through 30.</b> |                   |                |                       |
|   | <b>26</b> Capital stock, trust principal, or current funds . . . . .   | 0                 | 0              |                       |
|   | <b>27</b> Paid-in or capital surplus, or land, bldg., and equipment fund   | 0                 | 0              |                       |
|   | <b>28</b> Retained earnings, accumulated income, endowment, or other funds   | 2,249,884         | 32,409         |                       |
| <b>29 Total net assets or fund balances</b> (see instructions) . . . . .                              | 2,249,884  | 32,409            |                |                       |
| <b>30 Total liabilities and net assets/fund balances</b> (see instructions) .                         | 2,249,884  | 32,409            |                |                       |

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

|   |          |            |
|---|----------|------------|
| <b>1</b> 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) . . . . . | <b>1</b> | 2,249,884  |
| <b>2</b> Enter amount from Part I, line 27a . . . . .   | <b>2</b> | -2,217,475 |
| <b>3</b> Other increases not included in line 2 (itemize) ▶ _____   | <b>3</b> | 0          |
| <b>4</b> Add lines 1, 2, and 3 . . . . .  | <b>4</b> | 32,409     |
| <b>5</b> Decreases not included in line 2 (itemize) ▶ _____   | <b>5</b> | 0          |
| <b>6</b> Total net assets or fund balances at end of year (line 4 minus line 5)—Part II, column (b), line 29 .  | <b>6</b> | 32,409     |

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

| (a) List and describe the kind(s) of property sold (e.g., real estate, 2-story brick warehouse; or common stock, 200 shs. MLC Co.) | (b)<br>How acquired<br>P—Purchase<br>D—Donation | (c)<br>Date acquired<br>(mo., day, yr.) | (d)<br>Date sold<br>(mo., day, yr.) |
|--|---|---|-------------------------------------|
| <b>1a</b>  |   |   |                                     |
|  |   |   |                                     |
|  |   |   |                                     |
|  |   |   |                                     |

| (e)<br>Gross sales price | (f)<br>Depreciation allowed<br>(or allowable) | (g)<br>Cost or other basis<br>plus expense of sale | (h)<br>Gain or (loss)<br>(e) plus (f) minus (g) |
|--------------------------|---|--|---|
| <b>a</b>                 |   |  |   |
| <b>b</b>                 |   |  |   |
| <b>c</b>                 |   |  |   |
| <b>d</b>                 |   |  |   |
| <b>e</b>                 |   |  |   |

| Complete only for assets showing gain in column (h) and owned by the foundation on 12/31/69 |   |  | (l)<br>Gains (Col. (h) gain minus<br>col. (k), but not less than -0-) or<br>Losses (from col.(h)) |
|---|---|--|---|
| (i)<br>F.M.V. as of 12/31/69  | (j)<br>Adjusted basis<br>as of 12/31/69 | (k)<br>Excess of col. (i)<br>over col. (j), if any |   |
| <b>a</b>  |   |  |   |
| <b>b</b>  |   |  |   |
| <b>c</b>  |   |  |   |
| <b>d</b>  |   |  |   |
| <b>e</b>  |   |  |   |

|   |   |   |   |          |  |
|---|---|---|---|----------|--|
| <b>2</b> Capital gain net income or (net capital loss)  | { | If gain, also enter in Part I, line 7<br>If (loss), enter -0- in Part I, line 7 | } | <b>2</b> |  |
| <b>3</b> Net short-term capital gain or (loss) as defined in sections 1222(5) and (6):<br>If gain, also enter in Part I, line 8, column (c) (see instructions). If (loss), enter -0-<br>in Part I, line 8 | { |   | } | <b>3</b> |  |

**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)<br>Reserved | (b)<br>Reserved | (c)<br>Reserved | (d)<br>Reserved |
|-----------------------------|-----------------|-----------------|-----------------|-----------------|
|                             |                 |                 |                 |                 |
|                             |                 |                 |                 |                 |
|                             |                 |                 |                 |                 |
|                             |                 |                 |                 |                 |
| <b>2</b> Reserved . . . . . |                 |                 |                 | <b>2</b>        |
| <b>3</b> Reserved . . . . . |                 |                 |                 | <b>3</b>        |
| <b>4</b> Reserved . . . . . |                 |                 |                 | <b>4</b>        |
| <b>5</b> Reserved . . . . . |                 |                 |                 | <b>5</b>        |
| <b>6</b> Reserved . . . . . |                 |                 |                 | <b>6</b>        |
| <b>7</b> Reserved . . . . . |                 |                 |                 | <b>7</b>        |
| <b>8</b> Reserved . . . . . |                 |                 |                 | <b>8</b>        |

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

Table with 11 rows for excise tax calculations. Includes fields for exempt foundations, tax under section 511, tax based on investment income, and credits/payments. Total tax due is 56.

Part VII-A Statements Regarding Activities

Table with 10 rows for activity statements. Columns include question number, Yes, and No. Questions cover political activities, tax on political expenditures, and asset requirements.

Part VII-A Statements Regarding Activities (continued)

Table with 3 columns: Question, Yes, No. Rows 11-14 regarding controlled entities, distributions, public inspection requirements, and books in care.

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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 15

Table with 3 columns: Question, Yes, No. Row 16 regarding foreign country interest.

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.

Main table with 3 columns: Question, Yes, No. Rows 1a-4b regarding Form 4720 exceptions and requirements.



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

| <b>3 Five highest-paid independent contractors for professional services (see instructions). If none, enter "NONE".</b> |                     |                  |
|---|---------------------|------------------|
| (a) Name and address of each person paid more than \$50,000   | (b) Type of service | (c) Compensation |
| NONE  |                     |                  |
|   |                     |                  |
|   |                     |                  |
|   |                     |                  |
|   |                     |                  |
|   |                     |                  |
|   |                     |                  |
|   |                     |                  |
| <b>Total</b> 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 |
|--|----------|
| <b>1</b>   |          |
|  |          |
| <b>2</b>   |          |
|  |          |
| <b>3</b>   |          |
|  |          |
| <b>4</b>   |          |
|  |          |

**Part IX-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. | Amount |
|---|--------|
| <b>1</b>  |        |
|   |        |
| <b>2</b>  |        |
|   |        |
| All other program-related investments. See instructions.  |        |
| <b>3</b>  |        |
|   |        |
| <b>Total.</b> Add lines 1 through 3 . . . . . ▶   | 0      |

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

|          |  |           |           |
|----------|--|-----------|-----------|
| <b>1</b> | Fair market value of assets not used (or held for use) directly in carrying out charitable, etc., purposes:        |           |           |
| <b>a</b> | Average monthly fair market value of securities. . . . .   | <b>1a</b> | 0         |
| <b>b</b> | Average of monthly cash balances. . . . .  | <b>1b</b> | 1,131,805 |
| <b>c</b> | Fair market value of all other assets (see instructions). . . . .  | <b>1c</b> | 0         |
| <b>d</b> | <b>Total</b> (add lines 1a, b, and c). . . . .   | <b>1d</b> | 1,131,805 |
| <b>e</b> | Reduction claimed for blockage or other factors reported on lines 1a and 1c (attach detailed explanation). . . . . | <b>1e</b> | 0         |
| <b>2</b> | Acquisition indebtedness applicable to line 1 assets. . . . .  | <b>2</b>  | 0         |
| <b>3</b> | Subtract line 2 from line 1d. . . . .  | <b>3</b>  | 1,131,805 |
| <b>4</b> | Cash deemed held for charitable activities. Enter 1 1/2% of line 3 (for greater amount, see instructions). . . . . | <b>4</b>  | 16,977    |
| <b>5</b> | <b>Net value of noncharitable-use assets.</b> Subtract line 4 from line 3. Enter here and on Part V, line 4        | <b>5</b>  | 1,114,828 |
| <b>6</b> | <b>Minimum investment return.</b> Enter 5% of line 5. . . . .  | <b>6</b>  | 55,741    |

**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.)

|           |  |           |        |
|-----------|--|-----------|--------|
| <b>1</b>  | Minimum investment return from Part X, line 6. . . . .   | <b>1</b>  | 55,741 |
| <b>2a</b> | Tax on investment income for 2020 from Part VI, line 5. . . . .  | <b>2a</b> | 56     |
| <b>b</b>  | Income tax for 2020. (This does not include the tax from Part VI.). . . . .  | <b>2b</b> |        |
| <b>c</b>  | Add lines 2a and 2b. . . . .   | <b>2c</b> | 56     |
| <b>3</b>  | Distributable amount before adjustments. Subtract line 2c from line 1. . . . .                                     | <b>3</b>  | 55,685 |
| <b>4</b>  | Recoveries of amounts treated as qualifying distributions. . . . .   | <b>4</b>  | 0      |
| <b>5</b>  | Add lines 3 and 4. . . . .   | <b>5</b>  | 55,685 |
| <b>6</b>  | Deduction from distributable amount (see instructions). . . . .  | <b>6</b>  | 0      |
| <b>7</b>  | <b>Distributable amount</b> as adjusted. Subtract line 6 from line 5. Enter here and on Part XIII, line 1. . . . . | <b>7</b>  | 55,685 |

**Part XII Qualifying Distributions** (see instructions)

|          |  |           |           |
|----------|--|-----------|-----------|
| <b>1</b> | Amounts paid (including administrative expenses) to accomplish charitable, etc., purposes:   |           |           |
| <b>a</b> | Expenses, contributions, gifts, etc.—total from Part I, column (d), line 26. . . . .   | <b>1a</b> | 2,203,894 |
| <b>b</b> | Program-related investments—total from Part IX-B. . . . .  | <b>1b</b> | 0         |
| <b>2</b> | Amounts paid to acquire assets used (or held for use) directly in carrying out charitable, etc., purposes. . . . .   | <b>2</b>  |           |
| <b>3</b> | Amounts set aside for specific charitable projects that satisfy the:   |           |           |
| <b>a</b> | Suitability test (prior IRS approval required). . . . .  | <b>3a</b> |           |
| <b>b</b> | Cash distribution test (attach the required schedule). . . . .   | <b>3b</b> |           |
| <b>4</b> | <b>Qualifying distributions.</b> Add lines 1a through 3b. Enter here and on Part V, line 8, and Part XIII, line 4  | <b>4</b>  | 2,203,894 |
| <b>5</b> | Foundations that qualify under section 4940(e) for the reduced rate of tax on net investment income. Enter 1% of Part I, line 27b. See instructions. . . . . | <b>5</b>  | 0         |
| <b>6</b> | <b>Adjusted qualifying distributions.</b> Subtract line 5 from line 4. . . . .   | <b>6</b>  | 2,203,894 |

**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)<br>Corpus | (b)<br>Years prior to 2019 | (c)<br>2019 | (d)<br>2020 |
|--|---------------|----------------------------|-------------|-------------|
| <b>1</b> Distributable amount for 2020 from Part XI, line 7  |               |                            |             | 55,685      |
| <b>2</b> Undistributed income, if any, as of the end of 2020:  |               |                            |             |             |
| <b>a</b> Enter amount for 2019 only. . . . .   |               |                            | 0           |             |
| <b>b</b> Total for prior years: 20____, 20____, 20____   |               | 0                          |             |             |
| <b>3</b> Excess distributions carryover, if any, to 2020:  |               |                            |             |             |
| <b>a</b> From 2015. . . . .  | 63,033        |                            |             |             |
| <b>b</b> From 2016. . . . .  | 60,054        |                            |             |             |
| <b>c</b> From 2017. . . . .  | 78,010        |                            |             |             |
| <b>d</b> From 2018. . . . .  | 92,268        |                            |             |             |
| <b>e</b> From 2019. . . . .  | 24,887        |                            |             |             |
| <b>f</b> Total of lines 3a through e. . . . .  | 318,252       |                            |             |             |
| <b>4</b> Qualifying distributions for 2020 from Part XII, line 4: ▶ \$ _____ 2,203,894   |               |                            |             |             |
| <b>a</b> Applied to 2019, but not more than line 2a  |               |                            | 0           |             |
| <b>b</b> Applied to undistributed income of prior years (Election required—see instructions). . . . .  |               | 0                          |             |             |
| <b>c</b> Treated as distributions out of corpus (Election required—see instructions). . . . .  | 0             |                            |             |             |
| <b>d</b> Applied to 2020 distributable amount. . . . .   |               |                            |             | 55,685      |
| <b>e</b> Remaining amount distributed out of corpus  | 2,148,209     |                            |             |             |
| <b>5</b> Excess distributions carryover applied to 2020.<br>(If an amount appears in column (d), the same amount must be shown in column (a).)   |               |                            |             | 0           |
| <b>6</b> Enter the net total of each column as indicated below:  | 2,466,461     |                            |             |             |
| <b>a</b> Corpus. Add lines 3f, 4c, and 4e. Subtract line 5   |               |                            |             |             |
| <b>b</b> Prior years' undistributed income. Subtract line 4b from line 2b . . . . .  |               | 0                          |             |             |
| <b>c</b> 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                          |             |             |
| <b>d</b> Subtract line 6c from line 6b. Taxable amount—see instructions . . . . .  |               | 0                          |             |             |
| <b>e</b> Undistributed income for 2019. Subtract line 4a from line 2a. Taxable amount—see instructions . . . . .   |               |                            | 0           |             |
| <b>f</b> Undistributed income for 2021. Subtract lines 4d and 5 from line 1. This amount must be distributed in 2020 . . . . .   |               |                            |             | 0           |
| <b>7</b> 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             |                            |             |             |
| <b>8</b> Excess distributions carryover from 2015 not applied on line 5 or line 7 (see instructions). . . . .  | 63,033        |                            |             |             |
| <b>9</b> Excess distributions carryover to 2021. Subtract lines 7 and 8 from line 6a . . . . .   | 2,403,428     |                            |             |             |
| <b>10</b> Analysis of line 9:  |               |                            |             |             |
| <b>a</b> Excess from 2016. . . . .   | 60,054        |                            |             |             |
| <b>b</b> Excess from 2017. . . . .   | 78,010        |                            |             |             |
| <b>c</b> Excess from 2018. . . . .   | 92,268        |                            |             |             |
| <b>d</b> Excess from 2019. . . . .   | 24,887        |                            |             |             |
| <b>e</b> Excess from 2020. . . . .   | 2,148,209     |                            |             |             |

**Part XIV Private Operating Foundations** (see instructions and Part VII-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 2020, enter the date of the ruling. . . . . ▶

**b** Check box to indicate whether the organization 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 X for each year listed . . . . .

|  | Tax year |          |          |          | (e) Total |
|--|----------|----------|----------|----------|-----------|
|  | (a) 2020 | (b) 2019 | (c) 2018 | (d) 2017 |           |
| <b>b</b> 85% of line 2a . . . . .  |          |          |          |          |           |
| <b>c</b> Qualifying distributions from Part XII, line 4 for each year listed . . . . .   |          |          |          |          |           |
| <b>d</b> Amounts included in line 2c not used directly for active conduct of exempt activities . . . . .                         |          |          |          |          |           |
| <b>e</b> 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).)

**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.

**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:

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

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**c** Any submission deadlines:

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

**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)                               |   |                                |                                  |           |
| <b>a</b> <i>Paid during the year</i><br>See Additional Data Table |   |                                |                                  |           |
| <b>Total . . . . .</b> ▶ <b>3a</b>                                |   |                                |                                  | 2,200,000 |
| <b>b</b> <i>Approved for future payment</i>                       |   |                                |                                  |           |
| <b>Total . . . . .</b> ▶ <b>3b</b>                                |   |                                |                                  | 0         |





**Form 990PF Part XV Line 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)   |   |                                |                                   |           |
| <b>a</b> <i>Paid during the year</i>  |   |                                |                                   |           |
| COUNCIL ON FOREIGN RELATIONS<br>58 EAST 68TH STREET<br>NEW YORK, NY 10065                 |   | PC                             | TO FURTHER DONEE'S EXEMPT PURPOSE | 550,000   |
| LEARNING ALLYRECORDING FOR THE BLIND & DYSLEXIC<br>545 FIFTH AVENUE<br>NEW YORK, NY 10017 |   | PC                             | TO FURTHER DONEE'S EXEMPT PURPOSE | 550,000   |
| NEW YORK PRESBYTERIAN HOSPITAL<br>622 WEST 168TH STREET<br>NEW YORK, NY 10032             |   | PC                             | TO FURTHER DONEE'S EXEMPT PURPOSE | 550,000   |
| <b>Total . . . . .</b> ▶ <b>3a</b>  |   |                                |                                   | 2,200,000 |

| <b>Form 990PF Part XV Line 3 - Grants and Contributions Paid During the Year or Approved for Future Payment</b> |   |                                |                                   |           |
|---|---|--------------------------------|-----------------------------------|-----------|
| 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)   |   |                                |                                   |           |
| <b>a</b> <i>Paid during the year</i>  |   |                                |                                   |           |
| ST THOMAS CHURCH<br>1 WEST 53RD STREET<br>NEW YORK, NY 10019  |   | PC                             | TO FURTHER DONEE'S EXEMPT PURPOSE | 550,000   |
| <b>Total</b> . . . . .  |   |                                | <b>▶ 3a</b>                       | 2,200,000 |

**TY 2020 Accounting Fees Schedule**

**Name:** THE MEROW FOUNDATION  
C/O JAMES I BLACK III TRUSTEE  
**EIN:** 13-3913625

| <b>Category</b>                       | <b>Amount</b> | <b>Net Investment<br/>Income</b> | <b>Adjusted Net<br/>Income</b> | <b>Disbursements<br/>for Charitable<br/>Purposes</b> |
|---------------------------------------|---------------|----------------------------------|--------------------------------|--|
| ACCOUNTING FEES - MARKS PANETH<br>LLP | 4,050         | 1,350                            |                                | 2,700  |

**TY 2020 Other Expenses Schedule**

**Name:** THE MEROW FOUNDATION  
C/O JAMES I BLACK III TRUSTEE

**EIN:** 13-3913625

**Other Expenses Schedule**

| Description | Revenue and Expenses per Books | Net Investment Income | Adjusted Net Income | Disbursements for Charitable Purposes |
|-------------|--------------------------------|-----------------------|---------------------|---------------------------------------|
| FILING FEES | 410                            | 0                     |                     | 0                                     |

**TY 2020 Other Professional Fees Schedule**

**Name:** THE MEROW FOUNDATION  
C/O JAMES I BLACK III TRUSTEE

**EIN:** 13-3913625

| <b>Category</b>                 | <b>Amount</b> | <b>Net Investment<br/>Income</b> | <b>Adjusted Net<br/>Income</b> | <b>Disbursements<br/>for Charitable<br/>Purposes</b> |
|---------------------------------|---------------|----------------------------------|--------------------------------|--|
| U.S. TRUST- CUSTODY & MGT. FEES | 1,750         | 1,720                            |                                | 0  |
| TRUSTEE COMMISSIONS             | 2,388         | 1,194                            |                                | 1,194  |

**TY 2020 Taxes Schedule**

**Name:** THE MEROW FOUNDATION  
C/O JAMES I BLACK III TRUSTEE  
**EIN:** 13-3913625

**Taxes Schedule**

| <b>Category</b> | <b>Amount</b> | <b>Net Investment<br/>Income</b> | <b>Adjusted Net<br/>Income</b> | <b>Disbursements<br/>for Charitable<br/>Purposes</b> |
|-----------------|---------------|----------------------------------|--------------------------------|--|
| FEDERAL TAXES   | 17,199        | 0                                |                                | 0  |