

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 2023 or tax year beginning

, and ending

Name of foundation THE BARKER FOUNDATION INC.		A Employer identification number 02-6005885
Number and street (or P.O. box number if mail is not delivered to street address) P.O. BOX 328	Room/suite	B Telephone number 603-889-1763
City or town, state or province, country, and ZIP or foreign postal code NASHUA, NH 03061		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) \$ 5,722,435.	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			N/A	
	2 Check <input checked="" type="checkbox"/> if the foundation is not required to attach Sch. B				
	3 Interest on savings and temporary cash investments	333.	333.		STATEMENT 1
	4 Dividends and interest from securities	239,809.	239,809.		STATEMENT 2
	5a Gross rents				
	b Net rental income or (loss)				
	6a Net gain or (loss) from sale of assets not on line 10	16.			
	b Gross sales price for all assets on line 6a	18.			
	7 Capital gain net income (from Part IV, line 2)		16.		
	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	240,158.	240,158.			
Operating and Administrative Expenses	13 Compensation of officers, directors, trustees, etc.	111,397.	55,698.		55,699.
	14 Other employee salaries and wages				
	15 Pension plans, employee benefits	30,120.	15,060.		15,060.
	16a Legal fees STMT 3	846.	423.		423.
	b Accounting fees STMT 4	2,025.	0.		0.
	c Other professional fees				
	17 Interest				
	18 Taxes STMT 5	11,689.	5,185.		4,261.
	19 Depreciation and depletion				
	20 Occupancy	4,434.	2,217.		2,217.
	21 Travel, conferences, and meetings				
	22 Printing and publications				
	23 Other expenses STMT 6	1,794.	896.		898.
	24 Total operating and administrative expenses. Add lines 13 through 23	162,305.	79,479.		78,558.
	25 Contributions, gifts, grants paid	396,033.			396,033.
26 Total expenses and disbursements. Add lines 24 and 25	558,338.	79,479.		474,591.	
27 Subtract line 26 from line 12:					
a Excess of revenue over expenses and disbursements	-318,180.				
b Net investment income (if negative, enter -0-)		160,679.			
c Adjusted net income (if negative, enter -0-)			N/A		

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	26,334.	31,970.	31,970.
	2 Savings and temporary cash investments	30,308.	29,526.	29,529.
	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			
	Less: allowance for doubtful accounts			
	8 Inventories for sale or use			
	9 Prepaid expenses and deferred charges			
	10a Investments - U.S. and state government obligations			
	b Investments - corporate stock STMT 7	837,825.	718,415.	5,660,936.
	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 6,800.				
Less: accumulated depreciation STMT 8 6,800.				
15 Other assets (describe)				
16 Total assets (to be completed by all filers - see the instructions. Also, see page 1, item I)	894,467.	779,911.	5,722,435.	
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)			
	23 Total liabilities (add lines 17 through 22)	0.	0.	
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	894,467.	779,911.	
	27 Paid-in or capital surplus, or land, bldg., and equipment fund	0.	0.	
28 Retained earnings, accumulated income, endowment, or other funds	0.	0.		
29 Total net assets or fund balances	894,467.	779,911.		
30 Total liabilities and net assets/fund balances	894,467.	779,911.		

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	894,467.
2 Enter amount from Part I, line 27a	2	-318,180.
3 Other increases not included in line 2 (itemize) INCREASE IN VALUE DONATED PROPERTY	3	203,624.
4 Add lines 1, 2, and 3	4	779,911.
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	779,911.

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	.785 SH KENVUE INC	P	07/03/96	08/29/23
b				
c				
d				
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	18.	2.	16.	
b				
c				
d				
e				
Complete only for assets showing gain in column (h) and owned by the foundation on 12/31/69.				(i) Gains (Col. (h) gain minus col. (k), but not less than -0-) or Losses (from col. (h))
(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		
a			16.	
b				
c				
d				
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	16.
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 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)	1	2,233.
b	All other domestic foundations enter 1.39% (0.0139) of line 27b. Exempt foreign organizations, enter 4% (0.04) 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	2,233.
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	2,233.
6	Credits/Payments:		
a	2023 estimated tax payments and 2022 overpayment credited to 2023	6a	2,280.
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	2,280.
8	Enter any penalty for underpayment of estimated tax. Check here <input 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	
10	Overpayment. If line 7 is more than the total of lines 5 and 8, enter the amount overpaid	10	47.
11	Enter the amount of line 10 to be: Credited to 2024 estimated tax	11	47. Refunded

Part VI-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
1b	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
1c	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. \$ <u>0.</u> (2) On foundation managers. \$ <u>0.</u>			
e Enter the reimbursement (if any) paid by the foundation during the year for political expenditure tax imposed on foundation managers. \$ <u>0.</u>			
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
4b	If "Yes," has it filed a tax return on Form 990-T for this year? <u>N/A</u>		
5	Was there a liquidation, termination, dissolution, or substantial contraction during the year? If "Yes," attach the statement required by General Instruction T.		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 XIV	X	
8a	Enter the states to which the foundation reports or with which it is registered. See instructions. <u>NH, ME</u>		
8b	If the answer is "Yes" to line 7, has the foundation furnished a copy of Form 990-PF to the Attorney General (or designate) of each state as required by General Instruction G? 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 2023 or the tax year beginning in 2023? See the instructions for Part XIII. If "Yes," complete Part XIII		X
10	Did any persons become substantial contributors during the tax year? If "Yes," attach a schedule listing their names and addresses		X
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>N/A</u>	X	
14	The books are in care of <u>DOUGLAS M. BARKER, THE BARKER FOUND</u> Telephone no. <u>603-889-1763</u> Located at <u>196 MAIN STREET, NASHUA, NH</u> ZIP+4 <u>03060-0328</u>		
15	Section 4947(a)(1) nonexempt charitable trusts filing Form 990-PF in lieu of Form 1041 - check here <input type="checkbox"/> and enter the amount of tax-exempt interest received or accrued during the year		<u>N/A</u>
16	At any time during calendar year 2023, 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 VI-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?	1a(1)	X
(2) Borrow money from, lend money to, or otherwise extend credit to (or accept it from) a disqualified person?	1a(2)	X
(3) Furnish goods, services, or facilities to (or accept them from) a disqualified person?	1a(3)	X
(4) Pay compensation to, or pay or reimburse the expenses of, a disqualified person?	1a(4)	X
(5) Transfer any income or assets to a disqualified person (or make any of either available for the benefit or use of a disqualified person)?	1a(5)	X
(6) Agree to pay money or property to a government official? (Exception. Check "No" if the foundation agreed to make a grant to or to employ the official for a period after termination of government service, if terminating within 90 days.)	1a(6)	X
b If any answer is "Yes" to 1a(1)-(6), did any of the acts fail to qualify under the exceptions described in Regulations section 53.4941(d)-3 or in a current notice regarding disaster assistance? See instructions	1b	N/A
c Organizations relying on a current notice regarding disaster assistance, check here		<input type="checkbox"/>
d Did the foundation engage in a prior year in any of the acts described in 1a, other than excepted acts, that were not corrected before the first day of the tax year beginning in 2023?	1d	X
2 Taxes on failure to distribute income (section 4942) (does not apply for years the foundation was a private operating foundation defined in section 4942(j)(3) or 4942(j)(5)):		
a At the end of tax year 2023, did the foundation have any undistributed income (Part XII, lines 6d and 6e) for tax year(s) beginning before 2023?	2a	X
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.)	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?	3a	X
b If "Yes," did it have excess business holdings in 2023 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 2023.)	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 2023?	4b	X

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Part VI-B Statements Regarding Activities for Which Form 4720 May Be Required (continued)

	Yes	No
5a During the year, did the foundation pay or incur any amount to:		
(1) Carry on propaganda, or otherwise attempt to influence legislation (section 4945(e))?		X
(2) Influence the outcome of any specific public election (see section 4955); or to carry on, directly or indirectly, any voter registration drive?		X
(3) Provide a grant to an individual for travel, study, or other similar purposes?		X
(4) Provide a grant to an organization other than a charitable, etc., organization described in section 4945(d)(4)(A)? See instructions		X
(5) Provide for any purpose other than religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals?		X
b If any answer is "Yes" to 5a(1)-(5), did any of the transactions fail to qualify under the exceptions described in Regulations section 53.4945 or in a current notice regarding disaster assistance? See instructions	N/A	
c Organizations relying on a current notice regarding disaster assistance, check here	<input type="checkbox"/>	
d 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? If "Yes," attach the statement required by Regulations section 53.4945-5(d).	N/A	
6a Did the foundation, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		X
b Did the foundation, during the year, pay premiums, directly or indirectly, on a personal benefit contract? If "Yes" to 6b, file Form 8870.		X
7a At any time during the tax year, was the foundation a party to a prohibited tax shelter transaction?		X
b If "Yes," did the foundation receive any proceeds or have any net income attributable to the transaction?	N/A	
8 Is the foundation subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year?		X

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

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

(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 9		111,397.	30,119.	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 VII 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."

Table with 3 columns: (a) Name and address of each person paid more than \$50,000, (b) Type of service, (c) Compensation. Row 1 contains 'NONE'.

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

Part VIII-A Summary of Direct Charitable Activities

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

Table with 2 columns: Description, Expenses. Row 1 contains 'N/A'.

Part VIII-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.

Table with 2 columns: Description, Amount. Row 1 contains 'N/A'. Row 3 contains 'All other program-related investments. See instructions.'

Part IX 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	6,257,933.
b	Average of monthly cash balances	1b	60,932.
c	Fair market value of all other assets (see instructions)	1c	
d	Total (add lines 1a, b, and c)	1d	6,318,865.
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	6,318,865.
4	Cash deemed held for charitable activities. Enter 1.5% (0.015) of line 3 (for greater amount, see instructions)	4	94,783.
5	Net value of noncharitable-use assets. Subtract line 4 from line 3	5	6,224,082.
6	Minimum investment return. Enter 5% (0.05) of line 5	6	311,204.

Part X Distributable Amount (see instructions) (Section 4942(j)(3) and (j)(5) private operating foundations and certain foreign organizations, check here and do not complete this part.)

1	Minimum investment return from Part IX, line 6	1	311,204.
2a	Tax on investment income for 2023 from Part V, line 5	2a	2,233.
b	Income tax for 2023. (This does not include the tax from Part V.)	2b	
c	Add lines 2a and 2b	2c	2,233.
3	Distributable amount before adjustments. Subtract line 2c from line 1	3	308,971.
4	Recoveries of amounts treated as qualifying distributions	4	0.
5	Add lines 3 and 4	5	308,971.
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 XII, line 1	7	308,971.

Part XI 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	474,591.
b	Program-related investments - total from Part VIII-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 XII, line 4	4	474,591.

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Part XII Undistributed Income (see instructions)

	(a) Corpus	(b) Years prior to 2022	(c) 2022	(d) 2023
1 Distributable amount for 2023 from Part X, line 7				308,971.
2 Undistributed income, if any, as of the end of 2023:				
a Enter amount for 2022 only			0.	
b Total for prior years:		0.		
3 Excess distributions carryover, if any, to 2023:				
a From 2018				
b From 2019				
c From 2020				
d From 2021	118,876.			
e From 2022	86,938.			
f Total of lines 3a through e	205,814.			
4 Qualifying distributions for 2023 from Part XI, line 4: \$	474,591.			
a Applied to 2022, 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 2023 distributable amount				308,971.
e Remaining amount distributed out of corpus	165,620.			
5 Excess distributions carryover applied to 2023 (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	371,434.			
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 2022. Subtract line 4a from line 2a. Taxable amount - see instr.			0.	
f Undistributed income for 2023. Subtract lines 4d and 5 from line 1. This amount must be distributed in 2024				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 2018 not applied on line 5 or line 7	0.			
9 Excess distributions carryover to 2024. Subtract lines 7 and 8 from line 6a	371,434.			
10 Analysis of line 9:				
a Excess from 2019				
b Excess from 2020				
c Excess from 2021	118,876.			
d Excess from 2022	86,938.			
e Excess from 2023	165,620.			

Part XIII Private Operating Foundations (see instructions and Part VI-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 2023, 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	Prior 3 years			(e) Total
	(a) 2023	(b) 2022	(c) 2021	(d) 2020	
2 a Enter the lesser of the adjusted net income from Part I or the minimum investment return from Part IX for each year listed _____					
b 85% (0.85) of line 2a _____					
c Qualifying distributions from Part XI, 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 IX, line 6, for each year listed _____					
c "Support" alternative test - enter:					
(1) Total support other than gross investment income (interest, dividends, rents, payments on securities loans (section 512(a)(5)), or royalties) _____					
(2) Support from general public and 5 or more exempt organizations as provided in section 4942(j)(3)(B)(iii) _____					
(3) Largest amount of support from an exempt organization _____					
(4) Gross investment income _____					

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

1 Information Regarding Foundation Managers:
a List any managers of the foundation who have contributed more than 2% of the total contributions received by the foundation before the close of any tax year (but only if they have contributed more than \$5,000). (See section 507(d)(2).)
 NONE

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:

SEE STATEMENT 10

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

c Any submission deadlines:

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

Part XIV Supplementary Information *(continued)*

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

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
a Paid during the year				
BEAVER BROOK ASSOCIATION 117 RIDGE ROAD HOLLIS, NH 03049	NONE	PUBLIC	GENERAL PURPOSE	2,500.
HOPE NH 293 WILSON ST MANCHESTER, NH 03103	NONE	PUBLIC	GENERAL PURPOSE	1,000.
MANCHESTER COMMUNITY MUSIC SCHOOL 2291 ELM ST MANCHESTER, NH 03104	NONE	PUBLIC	GENERAL PURPOSE	5,000.
MANCHESTER ANIMAL SHELTER 490 DUNBARTON RD MANCHESTER, NH 03102	NONE	PUBLIC	GENERAL PURPOSE	4,000.
AMATO CENTER BOYS & GIRLS CLUB OF SOUHEGAN VALLEY PO BOX 916 MILFORD, NH 03055-4778	NONE	PUBLIC	GENERAL PURPOSE	3,000.
Total SEE CONTINUATION SHEET(S)				3a 396,033.
b Approved for future payment				
NONE				
Total				3b 0.

Part XV-A Analysis of Income-Producing Activities

Enter gross amounts unless otherwise indicated.

Table with 5 main columns: (a) Business code, (b) Amount, (c) Exclusion code, (d) Amount, (e) Related or exempt function income. Rows include Program service revenue, Membership dues and assessments, Interest on savings and temporary cash investments, Dividends and interest from securities, Net rental income from real estate, Net rental income from personal property, Other investment income, Gain or (loss) from sales of assets other than inventory, Net income or (loss) from special events, Gross profit or (loss) from sales of inventory, and Other revenue.

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

Table with 2 columns: Line No., Explain below how each activity for which income is reported in column (e) of Part XV-A contributed importantly to the accomplishment of the foundation's exempt purposes (other than by providing funds for such purposes).

Part XVI Information Regarding Transfers to and Transactions and Relationships With Noncharitable Exempt Organizations

Table with columns for question type (f, a, b, c, d), Yes/No, and specific transaction details like 'Cash', 'Other assets', 'Sales of assets', etc.

Table with 4 columns: (a) Line no., (b) Amount involved, (c) Name of noncharitable exempt organization, (d) Description of transfers, transactions, and sharing arrangements.

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

Table with 3 columns: (a) Name of organization, (b) Type of organization, (c) Description of relationship.

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

Paid Preparer Use Only Print/Type preparer's name Preparer's signature Date Check if self-employed PTIN Firm's name Firm's EIN Firm's address Phone no.

May the IRS discuss this return with the preparer shown below? See instr. Yes No

Part XIV 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
AMERICAN DIABETES ASSOCIATION 2451 CRYSTAL DRUVE SUTIE 900 ARLINGTON, VA 22202	NONE	PUBLIC	GENERAL PURPOSE	5,032.
AMERICAN RED CROSS NH/VT REGION 2 MAITLAND ST CONCORD, NH 03301-3354	NONE	PUBLIC	GENERAL PURPOSE	4,994.
BIG BROTHERS BIG SISTERS OF NH 3 PORTSMOUTH AVE, #2 STRATHAM, NH 03885	NONE	PUBLIC	GENERAL PURPOSE	4,077.
FIRST ROBOTICS 412 BOSTON POST RD AMHERST, NH 03031	NONE	PUBLIC	GENERAL PURPOSE	3,000.
BOYS & GIRLS CLUB OF GREATER NASHUA ONE POSITIVE PLACE NASHUA, NH 03060-3165	NONE	PUBLIC	GENERAL PURPOSE	9,890.
CAREGIVERS INC 700 EAST INDUSTRIAL PARK DR MANCHESTER, NH 03109	NONE	PUBLIC	GENERAL PURPOSE	4,963.
CASA OF NEW HAMPSHIRE PO BOX 1327 MANCHESTER, NH 03105-1327	NONE	PUBLIC	GENERAL PURPOSE	2,014.
CENTER FOR WILDLIFE PO BOX 620 CAPE NEDDICK, ME 03902-0620	NONE	PUBLIC	GENERAL PURPOSE	5,000.
CHILDREN'S DYSLEXIA CENTER 200 MAIN ST NASHUA, NH 03060-3165	NONE	PUBLIC	GENERAL PURPOSE	20,980.
COMMUNITY HOSPICE HOUSE 7 EXECUTIVE PARK DR MERRIMACK, NH 03054-4058	NONE	PUBLIC	GENERAL PURPOSE	53,234.
Total from continuation sheets				380,533.

Part XIV 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
DAVID'S HOUSE 461 MOUNT SUPPORT RD LEBANON, NH 03766-0660	NONE	PUBLIC	GENERAL PURPOSE	3,000.
FAMILY PROMISE OF SOUTHERN NEW HAMPSHIRE PO BOX 450 NASHUA, NH 03061	NONE	PUBLIC	GENERAL PURPOSE	6,207.
FRIENDS OF THE NORTH HAMPTON BANDSTAND PO BOX 3598 NORTH HAMPTON, NH 03862	NONE	PUBLIC	GENERAL PURPOSE	1,000.
FRONT DOOR AGENCY 7 CONCORD ST NASHUA, NH 03064-2328	NONE	PUBLIC	GENERAL PURPOSE	5,049.
FUTURE IN SIGHT 25 WALKER ST CONCORD, NH 03301	NONE	PUBLIC	GENERAL PURPOSE	6,055.
GATEWAYS COMMUNITY SERVICES 144 CANAL ST NASHUA, NH 03064	NONE	PUBLIC	GENERAL PURPOSE	6,006.
GIRL SCOUTS OF THE GREEN & WHITE MOUNTAINS 1 COMMERCE DR BEDFORD, NH 03110-6835	NONE	PUBLIC	GENERAL PURPOSE	4,065.
GIRLS INC 815 ELM ST, STE 3B MANCHESTER, NH 03101	NONE	PUBLIC	GENERAL PURPOSE	8,006.
GREATER NASHUA MENTAL HEALTH 100 WEST PEARL ST NASHUA, NH 03060-3343	NONE	PUBLIC	GENERAL PURPOSE	4,016.
HERO PUPS 20 PORTSMOUTH AVE STRATHAM, NH 03885	NONE	PUBLIC	GENERAL PURPOSE	2,000.
Total from continuation sheets				

Part XIV 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
HOLLIS BROOKLINE HIGH SCHOOL 24 CAVALIER COURT HOLLIS, NH 03049	NONE	PUBLIC	GENERAL PURPOSE	5,000.
HOME HEALTH & HOSPICE CARE 7 EXECUTIVE PARK MERRIMACK, NH 03054	NONE	PUBLIC	GENERAL PURPOSE	10,013.
JENNY FUND 27 BRACKENWOOD DR NASHUA, NH 03062-4529	NONE	PUBLIC	GENERAL PURPOSE	6,000.
LIVE AND LET LIVE FARM 20 PARADISE LANE CHICHESTER, NH 03258	NONE	PUBLIC	GENERAL PURPOSE	5,000.
MARGUERITE'S PLACE 87 PALM ST NASHUA, NH 03060-3828	NONE	PUBLIC	GENERAL PURPOSE	9,069.
MASS GENERAL HOSPITAL 125 NASHUA ST BOSTON, MA 02114	NONE	PUBLIC	GENERAL PURPOSES	5,046.
MEALS ON WHEELS OF HILLSBOROUGH COUNTY 395 DW HIGHWAY PO BOX 910 MERRIMACK, NH 03054	NONE	PUBLIC	GENERAL PURPOSES	20,062.
MOTLEY MUTTS RESCUE 114 LONDONDERRY TURNPIKE #4 HOOKSETT, NH 03106	NONE	PUBLIC	GENERAL PURPOSES	3,000.
NASHUA CHILDREN'S HOME 125 AMHERST ST NASHUA, NH 03060	NONE	PUBLIC	GENERAL PURPOSE	2,500.
NASHUA SOUP KITCHEN AND SHELTER INC 2 QUINCY ST NASHUA, NH 03061-3116	NONE	PUBLIC	GENERAL PURPOSE	19,968.
Total from continuation sheets				19,968.

Part XIV 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
NEW HAMPSHIRE AQUAMARINES/BOYS & GIRLS CLUB OF GREATER NASHUA 1 POSITIVE PLACE NASHUA, NH 03060-3165	NONE	PUBLIC	GENERAL PURPOSES	3,000.
NEW HAMPSHIRE FOOD BANK 700 EAST INDUSTRIAL PARK DR MANCHESTER, NH 03109	NONE	PUBLIC	GENERAL PURPOSE	10,112.
RIVIER UNIVERSITY 420 SOUTH MAIN ST NASHUA, NH 03060-5086	NONE	PUBLIC	GENERAL PURPOSE	7,161.
SALVATION ARMY ONE MONTGOMERY AVE NASHUA, NH 03060-5088	NONE	PUBLIC	GENERAL PURPOSE	10,041.
SHRINERS HOSPITAL 51 BLOSSOM ST BOSTON, MA 02114-2699	NONE	PUBLIC	GENERAL PURPOSE	9,232.
SHRINERS HOSPITAL 516 CAREW ST SPRINGFIELD, MA 01104-2396	NONE	PUBLIC	GENERAL PURPOSE	9,232.
SPECIAL OLYMPICS NH PO BOX 3598 CONCORD, NH 03302-3598	NONE	PUBLIC	GENERAL PURPOSE	6,055.
STEPPING STONES 3 PINE ST EXTENSION NASHUA, NH 03060	NONE	PUBLIC	GENERAL PURPOSES	6,117.
UNH FOUNDATION INC. 9 EDGEWOOD RD DURHAM, NH 03824	NONE	PUBLIC	GENERAL PURPOSE	8,066.
WILDLIFE HERITAGE FOUNDATION 54 PORTSMOUTH ST CONCORD, NH 03301-5486	NONE	PUBLIC	GENERAL PURPOSE	2,000.
Total from continuation sheets				

Part XIV 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
YMCA OF GREATER NASHUA 10 COTTON RD, SUITE 1 NASHUA, NH 03063	NONE	PUBLIC	GENERAL PURPOSE	10,021.
WAYPOINT 464 CHESTNUT ST MANCHESTER, NH 03105-0448	NONE	PUBLIC	GENERAL PURPOSE	25,686.
NASHUA ADULT LEARNING CENTER 4 LAKE ST NASHUA, NH 03060	NONE	PUBLIC	GENERAL PURPOSE	7,561.
NASHUA COMMUNITY MUSIC SCHOOL LOWELL ST NASHUA, NH 03060	NONE	PUBLIC	GENERAL PURPOSE	10,000.
NASHUA POLICE ATHLETIC LEAGUE 52 ASH ST NASHUA, NH 03060	NONE	PUBLIC	GENERAL PURPOSE	5,003.
NEADS PO BOX 1000 PRINCETON, MA 01541	NONE	PUBLIC	GENERAL PURPOSE	2,000.
REGIONAL SERVICES AND EDUCATION CENTER PO BOX 370 AMHERST, NH 03031	NONE	PUBLIC	GENERAL PURPOSE	5,000.
Total from continuation sheets				

FORM 990-PF INTEREST ON SAVINGS AND TEMPORARY CASH INVESTMENTS STATEMENT 1

SOURCE	(A) REVENUE PER BOOKS	(B) NET INVESTMENT INCOME	(C) ADJUSTED NET INCOME
DCU	333.	333.	
TOTAL TO PART I, LINE 3	333.	333.	

FORM 990-PF DIVIDENDS AND INTEREST FROM SECURITIES STATEMENT 2

SOURCE	GROSS AMOUNT	CAPITAL GAINS DIVIDENDS	(A) REVENUE PER BOOKS	(B) NET INVEST- MENT INCOME	(C) ADJUSTED NET INCOME
RBC CAPITAL MARKETS	239,809.	0.	239,809.	239,809.	
TO PART I, LINE 4	239,809.	0.	239,809.	239,809.	

FORM 990-PF LEGAL FEES STATEMENT 3

DESCRIPTION	(A) EXPENSES PER BOOKS	(B) NET INVEST- MENT INCOME	(C) ADJUSTED NET INCOME	(D) CHARITABLE PURPOSES
LEGAL FEES	846.	423.		423.
TO FM 990-PF, PG 1, LN 16A	846.	423.		423.

FORM 990-PF ACCOUNTING FEES STATEMENT 4

DESCRIPTION	(A) EXPENSES PER BOOKS	(B) NET INVEST- MENT INCOME	(C) ADJUSTED NET INCOME	(D) CHARITABLE PURPOSES
TAX PREPARATION FEE	2,025.	0.		0.
TO FORM 990-PF, PG 1, LN 16B	2,025.	0.		0.

FORM 990-PF	TAXES			STATEMENT 5
DESCRIPTION	(A) EXPENSES PER BOOKS	(B) NET INVEST- MENT INCOME	(C) ADJUSTED NET INCOME	(D) CHARITABLE PURPOSES
FEDERAL EXCISE TAXES	2,243.	0.		0.
PAYROLL TAXES	8,522.	4,261.		4,261.
FOREIGN TAXES	924.	924.		0.
TO FORM 990-PF, PG 1, LN 18	11,689.	5,185.		4,261.

FORM 990-PF	OTHER EXPENSES			STATEMENT 6
DESCRIPTION	(A) EXPENSES PER BOOKS	(B) NET INVEST- MENT INCOME	(C) ADJUSTED NET INCOME	(D) CHARITABLE PURPOSES
INSURANCE	898.	449.		449.
SAFE DEPOSIT BOX	53.	26.		27.
OFFICE	296.	148.		148.
PO BOX RENTAL	230.	115.		115.
DUES AND SUBSCRIPTIONS	299.	149.		150.
INVESTMENT EXPENSE	18.	9.		9.
TO FORM 990-PF, PG 1, LN 23	1,794.	896.		898.

FORM 990-PF	CORPORATE STOCK		STATEMENT 7
DESCRIPTION	BOOK VALUE	FAIR MARKET VALUE	
RBC CAPITAL MARKETS CORPORATION	718,415.	5,660,936.	
TOTAL TO FORM 990-PF, PART II, LINE 10B	718,415.	5,660,936.	

FORM 990-PF DEPRECIATION OF ASSETS NOT HELD FOR INVESTMENT STATEMENT 8

DESCRIPTION	COST OR OTHER BASIS	ACCUMULATED DEPRECIATION	BOOK VALUE
CANON IR330 COPIER	6,800.	6,800.	0.
TOTAL TO FM 990-PF, PART II, LN 14	6,800.	6,800.	0.

FORM 990-PF PART VII - LIST OF OFFICERS, DIRECTORS TRUSTEES AND FOUNDATION MANAGERS STATEMENT 9

NAME AND ADDRESS	TITLE AND AVRG HRS/WK	COMPEN-SATION	EMPLOYEE BEN PLAN CONTRIB	EXPENSE ACCOUNT
SUSAN B MORAN 19 MINISTERIAL RD BEDFORD, NH 03110-5346	PRESIDENT & TRUSTEE 0.00	0.	0.	0.
EDWARD P MORAN, JR 19 MINISTERIAL RD BEDFORD, NH 03110-5346	TRUSTEE 0.00	0.	0.	0.
ANNE M APRIL 4B ADAMS WAY AMHERST, NH 03031	TRUSTEE 0.00	0.	0.	0.
MAUREEN E KEEGAN 1 CANAL PLAZA PO BOX 7320 PORTLAND, ME 04112-7320	CLERK 0.00	0.	0.	0.
CAROL A LAROUCHE 33 CAMP SARGENT RD MERRIMACK, NH 03054-4706	ASSISTANT TREASURER/SECRETARY 32.00	59,662.	3,798.	0.
DOUGLAS M BARKER 15 OCEAN BLVD NORTH HAMPTON, NH 03862-2325	TREASURER & TRUSTEE 32.00	51,735.	26,321.	0.
TOTALS INCLUDED ON 990-PF, PAGE 6, PART VII		111,397.	30,119.	0.

FORM 990-PF

GRANT APPLICATION SUBMISSION INFORMATION
PART XIV, LINES 2A THROUGH 2D

STATEMENT 10

NAME AND ADDRESS OF PERSON TO WHOM APPLICATIONS SHOULD BE SUBMITTEDDOUGLAS M BARKER, TREASURER
PO BOX 328
NASHUA, NH 03061-0328TELEPHONE NUMBERNAME OF GRANT PROGRAM

603-889-1763

THE BARKER FOUNDATION

EMAIL ADDRESS

N/A

FORM AND CONTENT OF APPLICATIONS

(1) ORGANIZATIONS REQUESTING AID ARE ASKED TO SUBMIT A ONE-PAGE CONCEPT PAPER FOR CONSIDERATION. THE CONCEPT PAPER SHOULD INCLUDE A BRIEF BACKGROUND STATEMENT ABOUT THE ORGANIZATION AND ITS PURPOSES, AN OUTLINE OF THE SPECIFIC PROJECT OR PROGRAM TO BE SUPPORTED, THE TOTAL PROJECT COST, A LISTING OF DIRECTORS OR TRUSTEES, AND EVIDENCE OF TAX-EXEMPT STATUS. ORGANIZATIONS SHOULD NOT SUBMIT MORE THAN ONE CONCEPT PAPER PER CALENDAR YEAR AND NO MATERIALS SUBMITTED WILL BE RETURNED. GRANTS ARE NOT MADE TO INDIVIDUALS FOR ANY REASON.

(2) THE TRUSTEES ARE NOT IN A POSITION TO DERIVE ANY PRIVATE BENEFIT EITHER DIRECTLY OR INDIRECTLY IF CERTAIN GRANTS ARE MADE IN LIEU OF OTHERS.

ANY SUBMISSION DEADLINES

SUBMISSIONS MUST ALLOW SUFFICIENT LEAD TIME FOR REVIEW BY THE TRUSTEES

RESTRICTIONS AND LIMITATIONS ON AWARDS

THERE ARE NO RESTRICTIONS BY GEOGRAPHICAL AREAS, CHARITABLE FIELDS, KINDS OF INSTITUTIONS, ETC. THE MAJORITY OF REQUESTS ARE FROM NEW HAMPSHIRE ORGANIZATIONS.