

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

2021

Department of the Treasury
Internal Revenue Service

▶ Do not enter social security numbers on this form as it may be made public.

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

Open to Public Inspection

A For the **2021** calendar year, or tax year beginning **July 1**, 2021, and ending **June 30**, 20**22**

B Check if applicable:
 Address change
 Name change
 Initial return
 Final return/terminated
 Amended return
 Application pending

C Name of organization **Ducks Unlimited, Inc and Affiliates Proforma**
 Doing business as
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite
1 Waterfowl Way
 City or town, state or province, country, and ZIP or foreign postal code
Memphis, TN 38120

D Employer identification number
13-5643799

E Telephone number
901-758-3825

F Name and address of principal officer:
1 Waterfowl Way, Memphis TN 38120

G Gross receipts \$

H(a) Is this a group return for subordinates? Yes No
H(b) Are all subordinates included? Yes No
 If "No," attach a list. See instructions.
H(c) Group exemption number ▶

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

J Website: ▶

K Form of organization: Corporation Trust Association Other ▶

L Year of formation: **1937**

M State of legal domicile: **DC**

Part I Summary

Activities & Governance	1	Briefly describe the organization's mission or most significant activities: Ducks Unlimited, Inc. conserves, restores, and manages wetlands and associated habitats for North America's waterfowl. These habitats also benefit other wildlife and people.		
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3	Number of voting members of the governing body (Part VI, line 1a)	3	
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4	
	5	Total number of individuals employed in calendar year 2021 (Part V, line 2a)	5	700
	6	Total number of volunteers (estimate if necessary)	6	39000
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	5,745,124
b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	16,676	
Revenue	8	Contributions and grants (Part VIII, line 1h)	Prior Year 292,896,355	Current Year 296,081,013
	9	Program service revenue (Part VIII, line 2g)	17,135,996	11,764,214
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	5,178,511	6,093,729
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	23,495,120	30,637,819
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	338,705,982	344,576,775
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	14,883,374	17,543,065
	14	Benefits paid to or for members (Part IX, column (A), line 4)		
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	68,310,809	73,304,124
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	181,802	360,500
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶ 36,593,420		
	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	242,150,342	169,039,585
	18	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	325,526,327	259,882,170
19	Revenue less expenses. Subtract line 18 from line 12	13,179,655	84,694,605	
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	Beginning of Current Year 349,244,501	End of Year 422,522,968
	21	Total liabilities (Part X, line 26)	92,570,994	96,771,065
	22	Net assets or fund balances. Subtract line 21 from line 20	256,673,507	325,751,903

Part II Signature Block

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

Sign Here

Signature of officer _____ Date _____

Type or print name and 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 above? See instructions Yes No

Part VIII Statement of Revenue

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

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
Contributions, Gifts, Grants, and Other Similar Amounts	1a	Federated campaigns	1a 49,047				
	b	Membership dues	1b 21,472,045				
	c	Fundraising events	1c 29,374,148				
	d	Related organizations	1d 365,104				
	e	Government grants (contributions)	1e 106,170,521				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f 138,650,148				
	g	Noncash contributions included in lines 1a-1f	1g \$ 16,332,320				
	h	Total. Add lines 1a-1f ▶		296,081,013			
	Program Service Revenue	2a	CONTRACT FEES	Business Code 541900	11,764,214	11,764,214	
b		-----					
c		-----					
d		-----					
e		-----					
f		All other program service revenue . . .					
g		Total. Add lines 2a-2f ▶		11,764,214			
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts) ▶		2,360,637	-3,790	2,364,427	
	4	Income from investment of tax-exempt bond proceeds ▶					
	5	Royalties ▶		2,426,470		2,426,470	
	6a	Gross rents	(i) Real				
			(ii) Personal				
			6a				
			6b				
	b	Less: rental expenses	6b				
	c	Rental income or (loss)	6c				
	d	Net rental income or (loss) ▶					
	7a	Gross amount from sales of assets other than inventory	(i) Securities	25,277,599	14,122,969		
			(ii) Other				
			7a				
			7b	20,536,946	15,130,530		
	b	Less: cost or other basis and sales expenses	7b				
c	Gain or (loss)	7c	4,740,653	-1,007,561			
d	Net gain or (loss) ▶		3,733,092	-1,055,668	4,788,760		
8a	Gross income from fundraising events (not including \$ 29,374,184 of contributions reported on line 1c). See Part IV, line 18	8a	46,220,101				
		8b	43,708,426				
		c	Net income or (loss) from fundraising events . . . ▶	2,511,675		2,511,675	
9a	Gross income from gaming activities. See Part IV, line 19	9a	56,306,640				
		9b	34,033,238				
		c	Net income or (loss) from gaming activities . . . ▶	22,273,402	2,972,642	19,300,760	
10a	Gross sales of inventory, less returns and allowances	10a					
		10b					
		c	Net income or (loss) from sales of inventory . . . ▶				
Miscellaneous Revenue	11a	ADVERTISING REVENUE	Business Code 511120	2,776,272	2,776,272		
	b	INSURANCE PROCEEDS	900099	650,000	650,000		
	c	-----					
	d	All other revenue					
	e	Total. Add lines 11a-11d ▶		3,426,272			
12	Total revenue. See instructions ▶		344,576,775	11,358,546	5,745,124	31,392,092	

Part IX Statement of Functional Expenses

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	365,104	365,104		
2	Grants and other assistance to domestic individuals. See Part IV, line 22				
3	Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16	17,177,961	17,177,961		
4	Benefits paid to or for members				
5	Compensation of current officers, directors, trustees, and key employees	4,284,001	985,680	2,066,046	1,232,275
6	Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7	Other salaries and wages	54,908,148	36,524,552	4,333,687	14,049,909
8	Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	3,082,916	1,596,723	257,913	1,228,280
9	Other employee benefits	7,026,067	4,702,711	390,861	1,932,495
10	Payroll taxes	4,002,992	2,764,446	237,055	1,001,491
11	Fees for services (nonemployees):				
a	Management				
b	Legal	235,710	138,912	38,114	58,684
c	Accounting	390,050		390,050	
d	Lobbying	140,063	140,063		
e	Professional fundraising services. See Part IV, line 17	360,500			360,500
f	Investment management fees				
g	Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.)	4,270,187	2,877,290	365,211	1,027,686
12	Advertising and promotion	2,279,500	498,656	42,426	1,738,418
13	Office expenses	2,683,305	1,569,894	574,144	539,267
14	Information technology	4,612,354	2,898,070	189,744	1,524,540
15	Royalties				
16	Occupancy	1,730,137	1,323,757	136,667	269,713
17	Travel	5,171,998	2,463,410	48,625	2,659,963
18	Payments of travel or entertainment expenses for any federal, state, or local public officials				
19	Conferences, conventions, and meetings	63,954		63,954	
20	Interest	379,707	370,102	9,605	
21	Payments to affiliates				
22	Depreciation, depletion, and amortization	3,919,559	3,054,116	672,645	192,798
23	Insurance	1,129,348	655,105	158,861	315,382
24	Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a	<u>HABITAT DEVELOPMENT</u>	124,819,618	124,819,618		
b	<u>POSTAGE AND SHIPPING</u>	4,663,047	2,342,619	11,434	2,308,994
c	<u>PRINTING AND PUBLICATO</u>	4,713,961	3,235,047	-9,011	1,487,925
d	<u>CONSERVATION EASEMENTS</u>	2,667,250	2,667,250		
e	All other expenses <u>PREMIUMS, TAXES, OTHER</u>	4,804,733	30,579	109,054	4,665,100
25	Total functional expenses. Add lines 1 through 24e	259,882,170	213,201,665	10,087,085	36,593,420
26	Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input checked="" type="checkbox"/> if following SOP 98-2 (ASC 958-720)	24,269,886	10,871,940	0	13,397,946

Part X Balance Sheet

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

		(A)		(B)
		Beginning of year		End of year
Assets	1 Cash—non-interest-bearing	2,022,365	1	4,292,085
	2 Savings and temporary cash investments	64,374,590	2	49,167,239
	3 Pledges and grants receivable, net	66,589,162	3	147,252,714
	4 Accounts receivable, net	976,897	4	356,701
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use	6,827,621	8	8,547,605
	9 Prepaid expenses and deferred charges	4,565,421	9	3,670,303
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 151,756,110		
	b Less: accumulated depreciation	10b 38,306,766	103,537,775	10c 113,449,344
	11 Investments—publicly traded securities	98,261,054	11	89,859,365
	12 Investments—other securities. See Part IV, line 11		12	
	13 Investments—program-related. See Part IV, line 11	240,476	13	485,031
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11	1,849,140	15	5,442,581
16 Total assets. Add lines 1 through 15 (must equal line 33)	349,244,501	16	422,522,968	
Liabilities	17 Accounts payable and accrued expenses	15,697,560	17	25,194,775
	18 Grants payable		18	
	19 Deferred revenue	38,069,404	19	38,645,657
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D	756,309	21	748,310
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23 Secured mortgages and notes payable to unrelated third parties	22,380,753	23	16,970,245
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17–24). Complete Part X of Schedule D	16,423,277	25	15,212,078
	26 Total liabilities. Add lines 17 through 25	92,570,994	26	96,771,065
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	107,766,608	27	106,605,591
	28 Net assets with donor restrictions	148,906,899	28	219,146,312
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building, or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
	32 Total net assets or fund balances	256,673,507	32	325,751,903
33 Total liabilities and net assets/fund balances	349,244,501	33	422,522,968	