

GFI's Reporting of Financials (2020)

This document contains responses written by the charity. ACE has made no content changes other than the removal of confidential information.

Program 1

Program name: Policy

Program expenses (2019):

\$1,358,617

Proportion of expenses that go to non-staff costs (2019):

58%

\$705,872 was used for an attorney and consultants for state label censorship laws and federal regulations and legislation.

Program expenses (first 6 months of 2020):

\$495,988

Proportion of expenses that go to non-staff costs (first 6 months of 2020):

36% (this is not reflecting the costs of donated legal services which we only collect at year-end).

\$133,804 was used for a paid attorney and consultants for state label censorship laws and federal regulations and legislation.

Approximate number of staff hours invested (2019):

14,680

Approximate number of staff hours invested (first 6 months of 2020):

8,320

Approximate number of volunteer hours invested (2019):

1,262

Approximate number of volunteer hours invested (first 6 months of 2020):

767

Most important outcomes/accomplishments (2019 and the first 6 months of 2020):

GFI's theory of change is based on the idea that consumers will choose alternative proteins when they are as inexpensive, delicious, and ubiquitous as animal products. From a policy perspective, we will achieve success when alternative proteins are on a level playing field with animal products. Our Policy Department therefore exists to ensure that the government does not impose hurdles that drive up the costs or prevent access to these foods, and that, so long as the government supports R&D in conventional animal agriculture, equal public support is devoted to accelerating progress on alternative proteins.

We have a long way to go. Incumbent interests are pushing for labeling restrictions that would prevent companies from communicating the benefits of the alternative protein foods they make to consumers. Furthermore, governments have directed very little public funding to support research to benefit alternative proteins — we estimate that the U.S. government has spent less money on plant-based meat research over all time than what it spends **in a single day** on research that props up industrial animal agriculture.¹

However, we have made progress. Over the past 18 months, we have (as detailed below) prevented [label censorship](#) from becoming law in several states and been instrumental in securing the first-ever injunction against it. Moreover, we are beginning to make progress on persuading elected and appointed officials to fund open-access research to accelerate progress on alternative proteins.

1. Leveling the Playing Field

In 2019 and 2020, we vigorously opposed label censorship of slaughter-free products across the United States, defending free speech and fair markets for alternative protein companies and their customers.

¹ U.S. federal investment in plant-based research is approximately \$320,000 to date, whereas we estimate that more than \$400 million in Agricultural Research Service and the National Institute of Food Agriculture funds supported R&D for conventional meat in Fiscal Year 2019. The U.S. government's only investment in cultivated meat, to our knowledge, was one small business grant (to a company that is no longer working on cultivated meat).

At the federal level, GFI urged the U.S. Food and Drug Administration (FDA) to ensure that the agency's approach to modernizing standards of identity would not interfere with the ability of alternative meat and dairy producers to use familiar terms on their labels. We submitted public comments, delivered oral testimony, and met with FDA leadership to advocate that updated standards keep pace with innovation.

The GFI team met with the Food Safety and Inspection Service administrator for the U.S. Department of Agriculture (USDA) to discuss the agency's investigation of plant-based meat labels in supermarkets. We learned of the investigation through one of our Freedom of Information Act requests.

In state legislatures, we responded in full force to legislative efforts to restrict meat terms on the labels of food that is not from slaughtered animals. In 2019, we opposed label censorship bills in 26 states by hiring contract lobbyists, sending team members to lobby, submitting more than 30 letters to over 600 legislative offices, and leading twice-weekly calls for a coalition with 10 other organizations that oppose such bills. Our efforts prevailed in 14 states, including Texas, Nebraska, and Virginia. (Texas and Nebraska are the top beef-producing states in the country.)

Given the onslaught of bills in 2019, we hired a senior policy specialist to lead our state efforts, and we prepared diligently for bills in the next session. In the first half of 2020, our approach to this threat was more targeted and strategic. We prioritized bills in states with large populations, and we more closely calibrated our efforts to the bills' likelihood of passage.

Now that the 2020 legislative sessions are mostly over, we can evaluate our efforts. Having examined the actors and events in each state closely, we conclude that our efforts directly stopped two to eight label censorship bills from passing. (In other words, we believe that we made a counterfactual difference on these bills.) Here are two examples:

- The meat label censorship bill in Kansas failed, despite the fact that most surrounding states had passed similar legislation. Before our intervention, the bill was moving very quickly: a hearing was scheduled less than a week after introduction, with a vote scheduled just a few days later. There, we hired a contract lobbyist who used his strong relationships with Republican leadership to slow the bill down, first by referral to the appropriations committee and subsequently back to the agriculture committee (rather than the floor). We also persuaded the right-leaning litigation nonprofit the Kansas Justice Institute, which we'd first connected with in 2019, to oppose the bill. KJI delivered powerful testimony that highlighted the constitutional and legal issues with the bill. To our knowledge, only one other entity opposed the bill from the start, and they said they thought it likely that they would not be able to kill the bill on their own. When asked if the bill would have passed without any of our efforts, our lobbyist said, "Yes. Hard to imagine it wouldn't have.... It would have been passed by both chambers if not for that [getting the bill sent back to the ag committee]. I feel confident in saying that."

- Similarly, a milk label censorship bill failed in Virginia when it was vetoed by the governor. We lobbied against the bill in the legislature, but obviously, those efforts were not effective. Once it passed both houses, however, we secured a warm introduction to a senior policy advisor to the governor, who agreed with us that the label censorship bill was a bad idea and poorly written. We also encouraged a major food company, whom we had been briefing during the legislative session and who employs more than 1,000 people in the state, to reach out to the governor’s office to request a veto. Two other entities independently lobbied against the bill and one of them also called for the veto; however, we do not have good evidence that their efforts were effective. In [vetoing the legislation](#) — the only bill he vetoed this session — Governor Northam used arguments that we voiced during our call with his staff: “Eliminating the ability to label certain food products with the term ‘milk’ could hinder some businesses’ ability to thrive in Virginia. This bill likely conflicts with both the United States Constitution and the Constitution of Virginia and each’s protection of commercial speech.”

We also successfully used the courts. Along with the American Civil Liberties Union and Animal Legal Defense Fund, we sued the states of Missouri and Arkansas on behalf of Tofurky to overturn label censorship laws as unconstitutional. We enlisted the national ACLU for our Arkansas lawsuit through their director of litigation, who our executive director knows personally (law school connection). In response to our pleadings, a federal court [blocked Arkansas from enforcing its law](#) because the judge concluded that our lawsuit is likely to prevail on its claim that the law violates the First Amendment by censoring free speech. We continue to pursue litigation that will clearly set the precedent that label censorship is unconstitutional. Eventually this will obviate the need to lobby on this topic.

2. Establishing an Efficient Regulatory Pathway

GFI has been actively shaping the U.S. regulatory framework for cultivated meat and seafood through oral remarks and regulatory submissions to the USDA and FDA. We work closely with the Alliance for Meat, Seafood, and Poultry Innovation (AMPS Innovation), which represents seven of the U.S. cultivated meat companies.

Over the past 18 months, GFI met with the USDA’s Foreign Agricultural Service to provide an overview of the cultivated meat industry, answer technical questions, and establish GFI as a key resource. We arranged a tour of a cell-culturing company’s lab for the U.S. Government Accountability Office, which prepared a [report on federal oversight of cultivated meat](#) that it delivered to Congress this year.

Our biggest legislative win to date was ensuring that the Fiscal Year 2019 agriculture appropriations bill did not include a harmful rider that we energetically fought, including through a meeting with Sen. Jeff Merkley and his staff, which we secured via a GFI supporter who helped to launch Merkley’s political career. The rider would have required new regulations and given sole jurisdiction over cultivated meat products from livestock and poultry to the USDA. After our

meeting with the Senator, GFI policy director Jessica Almy worked closely with Sen. Merkley's staff to kill it.

We also worked with regulators around the world to develop a clear and efficient path to market that ensures that cultivated meat is safe for consumers but not subject to unnecessary red tape. In 2019, we provided written briefings to the respective national food regulators of Singapore, Canada, the United Kingdom, and Australia-New Zealand on how cultivated meat is produced and how best to analyze the relevant food safety concerns. We followed up those submissions with in-person briefings at the Canadian and U.K. regulators and multiple discussions with Singapore regulators, and worked with Australian nonprofit Food Frontier to support their in-person briefing of the Australia-New Zealand regulator. We are now developing a paper that will analyze the production process in greater depth and make specific recommendations on controls that should be applied to ensure the safety of the final product. Our associate director of regulatory affairs, a member of the Policy team, has worked closely with scientists in our SciTech Department to develop a draft that will soon be circulated to experts for their review.

3. Securing Government Funding

While securing research funding from the government has been a focus of the Policy Department since its formation, the GFI Leadership Team recently decided to make open-access research GFI's top priority for the remainder of 2020. Thus, we have been thinking strategically across the organization about how our policy endeavors fit with the outreach that our SciTech team does to program managers at federal agencies and the Competitive Grant Program that GFI administers.

This renewed commitment to this priority has added a sense of urgency to our policy work. Just recently, we released [this fact sheet](#) that explains why open-access research is so important and so urgent.

Policy team members and our contract lobbyists have met with congressional staff to share information on alternative protein technologies and advocate federal research funding to support the science behind these technologies. We also met with and submitted [comments](#) urging investment in alternative proteins to White House officials in the Office of Science and Technology Policy and the Office of Management and Budget.

We submitted appropriations report language requests for Fiscal Years 2020 and 2021 to key members of Congress asking them to include language directing agencies to fund research on plant proteins and cellular agriculture. We rallied a host of companies and nonprofit organizations, including Merck KgAA, Darmstadt, Germany, and Unilever United States, to sign a [letter of support](#) for our legislative efforts this year.

Our lobbying efforts have prevailed: all three agriculture appropriations reports released in the past 18 months (the FY2020 Senate and House reports and the [FY2021 House report](#)) include language encouraging research funding for plant proteins, including as alternatives to

conventional animal products. We continue to lobby to ensure that this language is in the FY2021 Senate report, ideally with the suggestion that USDA should devote \$20 million to this research.

Additionally, we have made submissions to the [House Committee on Science, Space, and Technology](#) and the [Senate Democrats' Special Committee on the Climate Crisis](#), urging these committees to establish an interagency Alternative Protein Initiative modeled after the National Nanotechnology Initiative, potentially with future stimulus funds. Thanks to our advocacy, the Breakthrough Institute, a global research center that focuses on technological solutions to environmental and human development challenges, is actively supporting this effort.²

4. Shaping the Conversation

We made the case for a level playing field and public investment through dozens of media appearances, including on CNN, where our Director of Policy debated the Louisiana Commissioner of Agriculture on label censorship. We have also published op-eds in Newsweek, USA Today, the Hill, and more.

The Policy team put protein innovation center stage at several high-impact events, including the Wall Street Journal's [Global Food Forum](#), where our Director of Policy shared the stage with representatives from the beef and dairy lobbies, and a workshop at the Brookings Institution, where our Associate Director of Regulatory Affairs presented on the investment landscape and science of cultivated meat.

Our second annual [Good Food Conference](#) brought together nearly 1,000 attendees from 34 countries. Thousands of livestream viewers from 50 countries—including scientists, entrepreneurs, investors, policymakers, and corporate leaders—also tuned in. The [schedule](#) featured cutting-edge research, strategies for industry growth, and perspectives on regulatory issues, and our policy panel included a former U.S. Secretary of Agriculture, the CEO of a plant-based meat company, a regulatory attorney who previously worked for FDA on biotechnology, and our Director of Policy.

We also advised a major philanthropy on the policy landscape for alternative proteins, and crafted detailed proposals for a broad set of policy initiatives to ameliorate climate change. The philanthropy is planning a public launch of that effort in September 2020.

New Scientist published two GFI-related articles in 2020: [an article on the future of cultivated meat](#) that quotes four GFI team members; and an [editorial](#) with the byline “For all our sakes, governments need to invest more in cultured meat.” Notably, the journalist attended a talk by GFI Europe Managing Director Richard Parr that made precisely the points in the editorial.

² We blog about their first report [here](#), and you may find the second one [here](#).

Additionally, before Covid hit, we opened our DC Policy Office. This office serves as our campaign headquarters, where we work to defeat label censorship wherever it arises — whether in Congress, the executive branch, or the states — and strike it down in court when we need to. Additionally, it provides a professional setting where we can work with allies across the political spectrum to advocate for public investments in open-access research to advance plant-based and cultivated meat. And finally, it establishes our policy shop as a force to be reckoned with in the nation’s capital.

How, if at all, do you plan to expand/shrink this program?

We are currently hiring for two roles on the Policy team: an Associate Director of Legislative Affairs and a Senior Legislative Specialist, both of whom will focus on legislative efforts to secure open-access research funds and ensure a level playing field for alternative proteins. (One is a vacancy; the other is a new role.) In addition, we plan to add a regulatory role to support cultivated meat’s clear and efficient path to market in countries outside of the United States.

What do you expect the total expenses for this program to be in 2021?

At GFI, we spend in one year what we raise in the previous year. Our goal for 2020 is to raise \$16 million, and we will budget with that goal in mind starting in September. For now, our rough estimate is that we will allocate \$1,512,237 to Policy, and we will scale that up or down depending on whether we make our development goal.

Program 2

Program name: SciTech

Program expenses (2019):

\$2,094,149

Proportion of expenses that go to non-staff costs (2019):

68%

\$1,230,132 was used to fund research for plant-based and cultivated meat marketplace advancement. The rest supported the programs detailed in our highlights of our SciTech program document and the SciTech section of our strategic plan.

Program expenses (first 6 months of 2020):

\$3,080,631

5. Proportion of expenses that go to non-staff costs (first 6 months of 2020):

86%

\$2,634,620 was used to fund research for plant-based and cultivated meat marketplace advancement.

Approximate number of staff hours invested (2019):

22,320

Approximate number of staff hours invested (first 6 months of 2020):

11,850

Approximate number of volunteer hours invested (2019):

1,001

Approximate number of volunteer hours invested (first 6 months of 2020):

3,223

Most important outcomes/accomplishments (2019 and the first 6 months of 2020):

GFI's Science and Technology (SciTech) team develops and promotes the science and commercialization of alternative protein. We analyze the state of the industry, identify top research opportunities, engage scientists and engineers from academia and industry, and mobilize funding to accelerate alternative protein development. Alongside our corporate engagement team, we bring people together to form new companies and connect them to alternative protein experts and funding. We also lead GFI's [Research Grant Program](#), which funds the first phase of critical open-access alternative protein research and connects researchers to private sector partners and sources of additional funding.

We include our top accomplishments in 2019 and the first six months of 2020 below.

Our **Grant & Research Opportunities Workgroup (GROW)**, which mobilizes funding for open-access research and early-stage commercialization of alternative protein, accomplished the following:

- **Competitive Research Grant Program**—We launched the second cycle of GFI’s [Competitive Research Grant Program](#), which has been funded by two generous philanthropists for two years. Our grants fund the first phase of critical alternative protein research and connect researchers with private sector partners and sources of additional funding. In February 2019, we awarded grants to our first cohort of scientists, mobilizing almost \$3 million of open-access alternative protein research funding to 14 recipients worldwide, 11 of whom had never conducted plant-based or cultivated meat research. In our program’s second year (2019-2020), [we awarded](#) almost \$4 million to 21 alternative protein research projects across the globe. Altogether in just two years, we’ve awarded 35 grants to scientists in 13 countries on five continents. Max Elder, Research Director at Institute for the Future, says of the program, “GFI’s research grants are enabling fundamental open-access science. That, in turn, enables scalability and an ecosystem approach to accelerating this space in ways the private sector alone cannot.” Highlights of the program include:
 - The inaugural cohort of grantees attended the 2019 Good Food Conference and presented posters on their progress to conference attendees.
 - Five grantees (three plant-based meat researchers and two cultivated meat researchers) have secured non-GFI funding to continue or expand their projects. Several additional grantees have submitted research proposals, with GFI providing letters of support for three grantees’ research proposals submitted to government funding agencies in the first half of 2020. We have personally connected three grantees (one plant-based researcher and two cultivated meat researchers) with three different companies interested in potentially licensing their work. As just one example, one of the largest cultivated meat companies in the world will be testing growth factors engineered by one of our grantees on their own cell lines.
 - Additionally, we launched our monthly online **Science of Alt Protein** seminar series in March (see below) at which three of our grant recipients have presented. The audience for each of these seminars has included more than 200 scientists from academia and the private sector from around the world. All three grantees mentioned that they made new connections with audience members from these seminar presentations.
 - We hosted the first-ever grantee cohort calls in Q2 2020. These calls collected all our plant-based and cultivated meat grantees, respectively, for introductions. While these first calls were intended primarily to facilitate introductions, several grantees took the opportunity to offer time and resources to other grantees. We received positive feedback on the calls from our grantees and are planning the next cohort-wide activities for the fall in lieu of the Science Track at the Good Food Conference.
 - Two open-access peer-reviewed publications have already resulted from our program:

- [Dr. Petra Hanga](#), from Aston University in the United Kingdom, published a paper on [Bioprocess development for scalable production of cultivated meat](#) in the June 2020 edition of the journal *Biotechnology and Bioengineering*. This work is valuable to cultivated meat companies because it paves the way for cost-effectively scaling up the process of producing complex cultivated meat products.
 - [Dr. Ivana Gadjanski](#), from the BioSense Institute of the University of Novi Sad in Serbia, published [Microfluidic Sensor Based on Composite Left-Right Handed Transmission Line](#) in the December 2019 edition of the journal *Electronics*, as part of a special edition focused on Engineering Metamaterials. This work is leading to the development of low-cost sensors that cultivated meat companies can use to monitor the health of their cell cultures and maximize recycling of cell culture media.
- **Research Funding Database**—We created a [Research Funding Database](#) to connect grant-seeking researchers whose work addresses GFI’s plant-based and cultivated meat white space opportunities with non-dilutive external grants as a supplement to our direct funding efforts.
- **Government Engagement to Mobilize Research Funding**—In collaboration with GFI’s Policy Team, we have engaged several government funding agencies in an effort to encourage them to support alternative protein research.

Our **Motivating Universities, Startups, and Technologists (MUST)** team, which engages and supports the next generation of innovators, accomplished the following:

- **University Student Engagement to Generate Awareness**—Not long after its inception, GFI established an outreach presence at many universities with strong programs in scientific disciplines relevant to alternative protein research. Since mid-2019, University Innovation Specialists Amy Huang and Annie Osborn have participated in 41 speaking engagements outreach efforts, including on-campus and virtual seminars, panel events, and guest lectures, our efforts on motivating scientists, engineers, and undergraduates likely to become scientists and engineers.
From mid-2019 to March 2020, Amy Huang and Annie Osborn participated in 20 speaking engagements at priority universities, including Harvard, UC Berkeley, University of Florida, University of Virginia, UCLA, and reached approximately 1200 students and newcomers to the alternative protein space.
Beginning in March 2020, as academic life was upended by the global health crisis, we pivoted GFI’s engagement strategy to focus on virtual speaking engagements. Since March 14, 2020, we have participated in 14 external speaking engagements at universities and companies, including Cornell, University of Michigan, Johns Hopkins University, Penn

State, New York University, the Asia School of Business, the University of Queensland, and Microsoft, and reached at least 580 online attendees.

- **[Student Resource Guide](#)**—In October 2019, we launched our Student Guide to Navigating the Alternative Protein Space which includes a myriad of resources and databases to help contextualize opportunities for students and recent graduates. This career guide answers common questions about how to choose a major, how to start a company, and how to do academic research and pursue funding.
- **[Quarterly Career Conversations Call](#)**—In the first half of 2020, we hosted two quarterly careers calls intended to support students, recent graduates, and others looking to change careers and find jobs in the alternative protein space. These calls were attended by approximately 100 individuals.
- **The Alt. Protein Project**, with associated [student group guide](#)—In February 2020, we launched the pilot program of [The Alt. Protein Project](#)—a global community of student groups working to catalyze alternative protein activities at their university. Our five active student groups are based at [UC Berkeley](#), [UC Davis](#), [CU Boulder](#), [UNC-Chapel Hill](#), and [Tel Aviv University](#) in Israel.

Despite the pandemic, our student groups have laid the foundation for two student-led courses, convinced four research groups to submit research proposals for alternative protein projects, and planned virtual events that reached more than 200 students.

Of the 11 student group leaders, five said that they were far more likely to pursue a career in alternative proteins as a result of their involvement with the Project. The remaining six leaders were either slightly more likely or had already decided to pursue a career in this space. We anticipate establishing two to three additional student groups as part of The Alt. Protein Project in the fall of 2020; the final number will depend on global health and safety conditions.

- **GFIdeas Community**—In March 2020, we spearheaded the expansion of our online [GFIdeas community](#) to include more than 1,200 industry, academic, and government scientists and students from over 42 countries around the world. The expansion includes a new monthly online seminar series, [The Science of Alt. Protein](#), which is focused on recent research advancements and challenges. Approximately 1,000 scientists attended our first five seminars, led by [Dr. Birgit Dekkers](#) (2020 GFI grantee), [Dr. Ricardo San Martin](#) (2019 GFI grantee), [Dr. Mari-Liis Tammik](#) (2019 GFI grantee), [Dr. David Kaplan](#), and [Dr. Tom Ben-Arye](#). We also built [a new GFIdeas community page](#) as a one-stop-shop for community events and key resources.
- **[Collaborative Research Directory](#)**—In June 2020, we introduced the Collaborative Research Directory, a global database of researchers interested in or actively working to

apply their scientific skillset to alternative protein research. Since the directory's launch on June 11th, we've welcomed over 80 researchers from 18 countries and helped facilitate connections among them and students, companies, and other stakeholders in the alternative protein space. The directory has been accessed more than 2,580 times by over 780 unique users as of July, 2020.

- **[Scientific Research Database](#)**—In June 2020, we launched the Scientific Research Database, a bird's-eye view of where and how alternative protein science is being conducted today. Each of the 52 labs currently represented in this database is actively involved in alternative protein research or research that enables protein innovation. This resource has been viewed 1,341 times by 428 unique users in its first six weeks.
- **Curriculum support**—Since mid-2019, University Innovation Specialists have provided support to UC Berkeley, UC Los Angeles, University of Indiana, Penn State, Tufts University, and Rhode Island School of Design faculty members to introduce or deepen an alternative protein curriculum in the 2020 fall semester. We are in the process of developing an open-access repository of curriculum materials intended to support faculty and teachers in developing new courses and modules focused on alternative protein. The repository currently includes eight lecture powerpoints and 25 recommended readings.
- **Research centers**—In 2020, we expect to meet our goal of collaborating with academic institutions to submit three proposals for dedicated interdisciplinary plant-based or cultivated meat academic research centers. In February 2020, with support from several SciTech members, and especially from Senior Scientist Elliot Swartz, faculty at UC Davis successfully submitted a National Science Foundation (NSF) Growing Convergence grant proposal and we should hear back soon about the decision. We've also been involved in conversations with faculty at Tufts, the University of Washington, the University of Wisconsin-Madison, Worcester Polytechnic, Harvard, and Penn State to explore interest in cultivated meat research on campus that may eventually mature into a research center proposal. We will play a key supporting role in two ongoing grant proposals this quarter and we believe that a research center proposal submission to NSF in Q3 is imminent.
- **[MOOC](#)**—GFI's Massive Open Online Course (MOOC), *New Meat: the science behind scalable alternatives to animal products*, was launched in January of 2019 and now has over 5,500 enrollments. This course draws a wide variety of people wanting to learn more about the science of plant-based and cultivated meat, including students, scientists, entrepreneurs, and industry professionals. During initial shelter-in-place orders this spring, enrollment in the course increased significantly. For example, MOOC enrollments in March and April showed an increase of 125% over January and February enrollments clearly demonstrating an increased appetite for online learning as people adapted to social distancing.

The MOOC has already encouraged entrepreneurs to found their own alternative protein companies. Sri Artham, founder of the plant-based meat company [Hooray Foods](#), said “GFI was a huge part of my journey...and convinced me to start a company. ... Then I also took this massive open online course that GFI produced that really helped me learn the ropes in terms of how to make alternatives to animal products.”

During the first half of 2020, we worked with the GFI India team to incorporate the MOOC into their Smart Protein Innovation Challenge which will take place in the second half of 2020. In addition to using the MOOC as part of the challenge, we supported the project by creating a reading list, a syllabus, and assessment questions.

- **Twitter**—SciTech’s @GoodFoodScience Twitter account is a tool we use to promote events, highlight research funding opportunities, and share relevant publications in the alternative protein field. The account was initiated in January of 2019, and our followers have grown 92% from the end of 2019 to June of 2020 (732 to 1,409).

- **Business Innovation**
 - Alternative Protein Talent Database—Q2 2020 saw the revamp and relaunch of the alternative protein talent database, a resource to connect alternative protein startups with mission-aligned job seekers in the industry. The talent database features the information of 500+ candidates and many alternative protein startups consider it a bedrock resource for finding new hires of all disciplines at their companies. We invite you to check out this [video tutorial](#).
 - Technical and Commercial White Space Identification—As a precursor to the Advancing Solutions in Alternative Proteins initiative (below), the Science & Technology team conducted market research with 50+ industry experts to identify key gaps in commercial and research activity in the alternative protein space. We synthesized the findings (see: [slide deck](#)) and shared the insights with and specific recommendations to 10+ large corporations, early stage entrepreneurs, and investors to ensure that they are focusing on the most impactful opportunities in the industry.
 - Venture Studio Engagement—The Science & Technology team engaged three venture studios globally and pitched the case for an organizational focus on building alternative protein companies.
 - Industry Mapping Analysis—The Science & Technology team, in conjunction with a student-led consulting group from the UC Berkeley, conducted a comprehensive mapping project to develop a list of industry leaders in all relevant product, technology, and supply chain sectors pertinent to alternative proteins to build a comprehensive landscape of the most prominent potential industry partners. The result was a specific list of companies for outreach, which is used by GFI’s Corporate Engagement department. As an example of the result of the mapping and subsequent engagement, the project identified a Japanese conglomerate as a potential player in the alternative protein space and the Corporate Engagement

team subsequently engaged with them, leading to a workshop and ultimately the company's intention to be a supplier of materials to the industry.

- Entrepreneur Engagement—The SciTech team provided consultation to 30+ early-stage entrepreneurs to guide their company creation towards areas of white space in the industry. Example of direct outcomes of our engagement: Our guidance to an entrepreneur led to the creation of a forthcoming (not yet public) alternative atlantic salmon company, whose products incorporate plant-based and fermentation approaches. We anticipate that our engagement with entrepreneurs as well as venture studios will lead to the creation of three alternative protein companies that address commercial “white space” by the end of year 2020.
- Investor Engagement—Since Q4 2019, the Science & Technology team has met with 40+ investors (primarily venture capital firms, but also corporate venture capital, family offices, institutional investors, banks, etc.) to provide an overview on the competitive landscape, present the technical and commercial case for alternative proteins, and answer technical questions about bottlenecks and opportunities. Many investors consider GFI the go-to source for in-depth knowledge about the alternative protein industry and cite GFI as a primary reason for their interest and activity in the alternative protein space.
- Ecosystem Engagement—The MUST team participated in 10+ workshops, fireside chats, panel discussions, and conferences tailored towards the commercialization of alternative proteins from Q4 2019 through mid-year 2020.

Our **SciTech Analytics Team (STAT)**, which analyzes current and future technical challenges and scaling bottlenecks in the alternative protein industry, accomplished the following:

- Generating original analyses of the technical landscape for alternative proteins to identify technical gaps and prioritize key solutions
 - Several chapters of new content have been added to [“Cultivated Meat 301”](#) — an exhaustive technical exploration into all aspects of cultivated meat production, including relevant advances in parallel fields as well as novel areas of innovation.
 - STAT provided technical contributions to GFI’s [State of the Industry Reports](#) (the 2018 reports launched in early 2019 and the 2019 reports launched in early 2020) on plant-based protein and cultivated meat. The first such report for fermentation was drafted in the first half of 2020 and will launch in Q3 2020.
 - An updated version of the [cultivated meat cell culture media cost analysis](#) was released in early 2020; this continues to be one of our most widely read technical reports.
 - Senior Scientist Elliot Swartz, Ph.D., co-authored a paper with two scientists from Singapore’s Agency for Science, Technology and Research (A*STAR) entitled “The Business of Cultured Meat” that was published in the esteemed peer reviewed journal [Trends in Biotechnology](#). The topic was selected for the cover of the June issue with the heading “The Food Industry’s Cultured Meat Revolution.”

- In collaboration with our Corporate Engagement team, we have spent the past nine months developing the Advancing Solutions for Alternative Proteins (ASAP) initiative and engagement pipeline, which entails a systematic analysis of major challenges and solutions across the industry. The methodological toolkit (a series of reports that enable other organizations to conduct similar market-shaping analyses) and two dynamic resources — an Innovation Priorities page and a Solutions Database — will be soft launching in Q3 2020.
- We are co-funding and overseeing the development of a cultivated meat life cycle assessment and technoeconomic analysis predicated on real data from startups and industry partners who have insights on large-scale biomanufacturing and inputs, with results expected later in 2020.
- Empowering alternative protein researchers with new tools and resources
 - We have established a [cultivated meat cell line repository](#) — with a particular focus on seafood species — through an agreement with [Kerafast](#) to reduce the barrier to entry posed by a lack of publicly available cell lines for researchers new to the cultivated meat field.
 - Through the Sustainable Seafood Initiative, we are funding and managing multiple research projects to [establish novel seafood cell lines](#) and accompanying research tools like optimized animal origin-free media.
 - We launched a collaborative [cultivated meat research tools directory](#) to facilitate researchers' ability to find species-specific reagents, data sets, and protocols for meat-relevant species.
 - We created a [Creative Commons-licensed image gallery](#) for appealing cultivated meat imagery — featuring solicited contributions from all of the cultivated meat companies — to dissuade journalists from defaulting to laboratory stock photos or other alienating imagery.
- Engaging new scientific disciplines and industry leaders in alternative proteins
 - STAT members delivered oral presentations, presented research posters, or moderated sessions at over two dozen conferences between January 2019 and June 2020, including several virtual events in 2020.
 - In September 2019, we hosted an invite-only collaborative technical summit for cultivated meat with 60 participants representing startups, industry, and academia approximately equally, including several participants who had not yet formally engaged with the cultivated meat industry. Topics of discussion included pre-competitive research projects, expanding the talent pool, and aligning on food safety standards.
 - STAT members have served in advisory roles for innovation competitions like X Prize, technical consortia like the Cultivated Meat Modeling Consortium, and venture studios like Deep Science Ventures.
 - STAT members presented technical workshops to over two dozen established companies between January 2019 and June 2020 including multinational leaders

in the life sciences, global food and meat companies, and engineering and construction firms.

- We transitioned our quarterly cultivated meat technical collaborative seminars to monthly to accommodate the influx of technology developers who are newly interested in the cultivated meat space; these seminars provide a launchpad for collaborative partnerships between existing industry players or academic researchers and the cultivated meat startup companies.

How, if at all, do you plan to expand/shrink this program?

Our ability to expand SciTech as we detail below is dependent on our ability to meet our 2020 fundraising goals.

- **GROW:** We do not expect to be hiring any additional GROW staff in 2021 unless we exceed our \$5 million fundraising goal in 2020 and end up with significantly more funds to be able to award out. Then we would need to consider whether an additional staff member is necessary to help manage some of the grants and build relationships with the grantees.
- **MUST:** We're proud of what our two-person University Innovation Program team has accomplished over the past year, but in order to maintain the high quality of our tools and communities while also building new programs and strategies, it's likely we will need to bring a third team member on board in 2021.
- **STAT:** We will be focusing the vast majority of our time in the near future on generating original analyses of the technical landscape for alternative proteins to identify technical gaps and prioritize key solutions. We are prioritizing these analyses because they are unlikely to be conducted in an open-access manner by any other organization and they have catalytic effects for guiding effort toward the highest-priority technical areas. Assuming we meet our fundraising goals, we plan to secure additional talent within STAT to devote more focus to plant-based proteins (with a particular eye toward ingredient processing and functionality) and microbial fermentation. Although these alternative protein production platforms exhibit a higher level of technical maturity than cultivated meat, there is still massive potential to direct research efforts more deliberately via rigorous assessment of high-impact projects.

What do you expect the total expenses for this program to be in 2021?

At GFI, we spend in one year what we raise in the previous year. Our goal for 2020 is to raise \$16 million, and we will budget with that goal in mind starting in September. For now, our rough estimate is that we will allocate \$6,524,920 to SciTech (\$5 million of which we will allocate for the grants program) and we will scale that up or down depending on whether we make our development goal.

Program 3

Program name: Corporate Engagement

Program expenses (2019):

\$717,379

Proportion of expenses that go to non-staff costs (2019):

22%

We used \$56,031 for market research on retail, restaurant, and consumer purchasing.

Program expenses (first 6 months of 2020):

\$661,838

Proportion of expenses that go to non-staff costs (first 6 months of 2020):

51%

We used \$268,020 for sustainable seafood research grants and \$54,841 for market research on retail, restaurant, and consumer purchasing.

Approximate number of staff hours invested (2019):

18,340

Approximate number of staff hours invested (first 6 months of 2020):

10,160

Approximate number of volunteer hours invested (2019):

4,590

Approximate number of volunteer hours invested (first 6 months of 2020):

2,740

Most important outcomes/accomplishments (2019 and the first 6 months of 2020):

GFI's Corporate Engagement team advises companies of all sizes, from startups to multinational corporations, on how alternatives to conventional meat can be highly profitable without harming people, animals, and our planet. We build collaborative relationships with the largest chain restaurants, grocery stores, and foodservices around the world to maximize the availability, quality, quantity, and promotion of plant-based meat. Along with our other teams, our Corporate Engagement team also works with investors and governments to encourage more global investment and innovation in plant-based and cultivated meat. Our Corporate Engagement team's most important accomplishments in 2019 and the first six months of 2020 include:

1. **Advising Kellogg's**, #14 top U.S. food processor: GFI has served as an advisor to Kellogg's for two years sharing our global insights, market and consumer research, and technical expertise. Kellogg's sponsored our Good Food Conference both years, opting for the Presenting Sponsor role in 2019. At the [Sustainable Brands](#) conference in 2019, Kellogg's chose GFI as a co-presenter for a session that highlighted "powerful programs and partnerships." We also inspired MorningStar Farms to make their entire product line fully plant-based by 2021, which will take 300 million eggs out of production annually.
2. **Expanding the Sustainable Seafood Initiative**: We [announced a strategic partnership with Kerafast](#) in early 2020 to create a cultivated meat/seafood cell line repository and have since connected Kerafast with several researchers and companies that are interested in depositing cell lines in the repository, including Shiok Meats (shrimp), Gloucester Marine Genomics Institute, Cell Farm (cow), TurtleTree (goat, sheep, cow, camel), and Francesco Buonocore of Università della Tuscia di Viterbo (European sea bass). Wild Earth and IndieBio co-founder Ryan Bethencourt celebrated the announcement: "This is super exciting... Soon companies will be able to order meat and seafood cell lines to start developing new products based on different cell-based meat lines...This new capability shifts the technological arms race to a new stage very similar to the early PC [personal computer] era..." We also partnered with Mote Marine Laboratory, which has successfully isolated ES-like cells from redfish and is now focusing on shrimp. Lou Cooperhouse, President and CEO of the cultivated seafood company BlueNalu, said that "GFI has made the difference in this industry" and they're "very thankful for all of GFI's work."
3. **Creating Resources for Entrepreneurs and Investors**: We have created a comprehensive [suite of resources](#) designed to accelerate progress in the alternative protein sector. For example, we curate an [open-access resource database](#) that includes reports, press releases, technical papers, and insights from alternative protein experts. We also maintain

a [database](#) of alternative protein companies and a searchable [talent database](#) of professionals interested in alternative protein sector careers. We offer both an [Investor Directory](#) and [Investor Resource Guide](#) and hold monthly collaborative and educational meetings for cultivated meat startups. Our [GFIdeas](#) community—a forum for alternative protein company entrepreneurs and scientists that provides peer support, access to funding and partnership opportunities, and community discussions of challenges and best practices—has grown to more than 1,000 members in 2020, some of whom are listed in the [GFIdeas Directory](#), and has connected successful alternative protein co-founder teams like Rival Foods, New Age Meats, and Better Meat Co. AgFunder News wrote of GFI, *“Driven by a sense of urgency to mitigate the impact of animal agriculture on sustainability, climate change, and global health, [GFI’s] main priority is to foster and support innovation in the alternative protein field. ... The vast majority of entrepreneurs have told us time and time again how important GFI has been in eliminating many of the challenges of establishing their startups.”*

4. **Speaking at the Culinary Institute of America**, the world’s premier culinary college: GFI has spoken about plant-based foods four times at CIA events like Menu of Change and the Global Plant-forward Summit which target foodservice professionals working in institutional settings as well as some of the top 100 restaurant chains.
5. **Partnering with the New Hope Network**, a media and event company that hosts Natural Products EXPO, the biggest U.S. tradeshow for the natural food and products industry attracting 3,500+ exhibitors and 85,000+ attendees: GFI’s Corporate Engagement team has spoken as an authoritative source on the plant-based industry at three different EXPOS. GFI has partnered with the organization to produce and distribute thousands of [plant-based guides](#) to the show floor, directing retail buyers and investors to plant-based company booths. GFI has been interviewed for several of their industry publications. Associate Director of Corporate Engagement Caroline Bushnell and Director of SciTech David Welch have been appointed to their industry advisory board on standards, in part to educate the group on the role and benefits of alternative proteins, including those produced with synthetic biology.
6. **Collaborating with Kroger**: GFI has worked with Kroger on a number of initiatives (some confidential), but others include Kroger’s participation at the 2019 Good Food Conference where they [announced](#) the launch of their new Simple Truth Plant-Based product line. Gil Phipps, Kroger’s VP of Branding, shared that “GFI has been a great resource—both in helping us build relationships with partners in the plant-based space and in sharing broad retail market data that has informed our decisions.” Caroline presented a lunch and learn on plant-based food at their corporate office, toured one of their managers around Natural Products EXPO West to identify plant-based products, and she maintains relationships with the meat buyers and the own brands team, who regularly seek her advice on new products. Relationships have been formed at other major retailers including Walmart, Albertson’s/Safeway, and Whole Foods Market.

7. **Presenting to Redburn Investor Network:** Redburn has invited GFI to present twice (once in 2019 and once in 2020) to their investor network on emerging opportunities in alternative proteins. These are very impactful presentations that reach large institutional investors.

GFI has participated in similar events with other large financial institutions including Jefferies, Wells Fargo, Bernstein, and Bank of America. GFI has also developed relationships with many of the equity analysts covering the sector, providing insights and information to inform their research notes.

8. **Good Food Conference:** Our second annual [Good Food Conference](#) brought together nearly 1,000 attendees from 34 countries and thousands of livestream viewers from 50 countries, including entrepreneurs, investors, and corporate leaders. Large corporations publicly committed to expanding their plant-based meat offerings, numerous startups secured investor support, and corporate innovation leaders connected with [GFI grant recipients](#) whose research projects will inform companies' alternative protein product development. Leadership of one of the world's largest food corporations shared a conference report with its 80,000+ employees.
9. **Plant-based Insider:** The Plant-Based Insider (PBI) is a monthly e-newsletter that reaches more than 2,400 food manufacturers, foodservice professionals, retailers, entrepreneurs, and investors. The PBI is used to highlight GFI research and resources and keep in touch with the Corporate Engagement department's target audiences to keep plant-based food top-of-mind and improve individual engagement. The last month's edition of the PBI attracted an open rate of 41.29%, which is well over industry standard and within the PBI's typical open rate range of 35-45%, indicating that the PBI audience is highly engaged. The most recent click-to-open rate was 16.15%, within GFI's typical range of 15-18%. The most recent edition of the PBI can be found [here](#).
10. **Retail Report:** The [Good Food Retail Report](#) lays out the current retail landscape for plant-based foods at the top 15 U.S. retailers, including ratings and awards across the categories of product assortment, merchandising, and marketing. The report reveals further insights through key sales statistics, case studies, and evidence-based practices for increasing plant-based food sales. The report process included personalized email outreach to more than 250 product, merchandising, and marketing contacts at the top 15 U.S. retailers, and meetings and calls with four of the major U.S. retail corporations representing 20% of the U.S. retail market share, many of which shared updated product data and marketing strategy information with the GFI team to incorporate in the report. The inaugural report has been downloaded more than 600 times and featured in 12+ targeted industry publications. A webinar is planned for Fall 2020.

11. **State of the Industry Reports:** These state of the industry reports provide the most comprehensive industry analysis of the [Plant-Based Meat, Eggs, and Dairy](#) and [Cultivated Meat](#) industries published to date, with a forthcoming report on the fermentation industry. In these reports, we present analysis on investment trends, sales volumes, scientific breakthroughs, regulatory updates, new consumer research and other orienting material to help the readers (investors, corporations, media, and researchers) understand the fundamental transformation happening in the food industry. 2019's reports have already been downloaded by over 3,370 users and our webinars recapping the report findings had over 970 total live attendees.

12. **Market Data:** GFI conducts market and industry analyses to understand and predict the rapidly growing plant-based industry in retail and foodservice in the U.S.. In early 2020, GFI purchased a customized report from NPD SupplyTrack detailing the US headline wholesale sales of plant-based meat products in foodservice. Our dissemination of this data via our [Plant-Based State of the Industry Report](#), [GFI blog](#), and [GFI-hosted webinar](#) (which attracted 251 attendees) represents the first and only public release of market research showing aggregated sales data for plant-based foods in the restaurant and non-commercial channels. The NPD data has also been used to solicit event speaking engagements for GFI (including the Culinary Institute of America's Global Plant-Forward Culinary Summit, Menus of Change, the Research Chef Association conference, and the William Reed Future of Plant Proteins Summit), supply additional insights to media interviews, and add content to the regular presentations GFI gives to restaurants and food manufacturers.

GFI purchases retail sales data of plant-based foods on an annual basis to stay up-to-date on category growth and market trends. The data we purchase is collected from grocery stores, mass retailers, and natural food stores. The data is used in a wide variety of GFI deliverables and earns GFI hundreds of media mentions, including:

- [Market research page](#)—This page was viewed 52,815 times between March of 2020, when the page launched, and now. After the GFI home page, the market research page is the most popular page on the GFI website by unique users.
- [Plant-based state of the industry report](#)—This report has been downloaded 1,806 times between its release in May and June 2020, including by employees of Impossible Foods, Beyond Meat, McKinsey, and JP Morgan.
- GFI webinar on the plant-based retail market (136 attendees, including employees of Kellogg, ADM, and Nestle)
- [Retail report](#)—This report has been downloaded 610 times as of June 2020, including by employees of Impossible Foods, Beyond Meat, Unilever, and Cargill.
- Media stories covering 2019 SPINS campaign—Our SPINS campaign has received 748 mentions between March and June of 2020, an 86% increase over last year's SPINS campaign.

How, if at all, do you plan to expand/shrink this program?

We plan to hire an Investor Engagement Specialist to drive overall investment in the alternative protein industry. This team member will craft and execute a strategy to increase investment (including venture, private equity, corporate, and public equity) in the alternative protein industry, educate investors to educate them about the alternative protein industry, and expand GFI's investor database.

For the past 3 ½ years, the Corporate Engagement Department has made foodservice outreach a priority focus using the [Good Food Scorecard](#) as the “hook” for engagement. Because of the dramatic and negative impact of COVID on the foodservice industry, we’ve decided to deprioritize that work. The employee who was managing that work, Zak Weston, has pivoted to focus on issues and opportunities related to the supply chain including the ASAP (Advancing Solutions for Alternative Proteins) initiative. Once the foodservice industry recovers, we will resume our efforts to influence the massive and influential foodservice sector and will hire at least one more person to assist with that work.

There are several other positions we’d like to fill in the next year including an editor who will assist our team with the many thought leadership pieces and long-form reports.

What do you expect the total expenses for this program to be in 2021?

At GFI, we spend in one year what we raise in the previous year. Our goal for 2020 is to raise \$16 million, and we will budget with that goal in mind starting in September. For now, our rough estimate is that we will allocate \$1,384,134 to Corporate Engagement, and we will scale that up or down depending on whether we make our development goal.

Program 4

Program name: International Engagement

Program expenses (2019):

\$268,969

Proportion of expenses that go to non-staff costs (2019):

27%

We allocated \$25,000 as a grant to Food Frontier in Australia.

Program expenses (first 6 months of 2020):

\$155,679, \$100,000 of which was a grant to Food Frontier in Australia.

Proportion of expenses that go to non-staff costs (first 6 months of 2020):

71%

These expenses were used for research grants to non-affiliate regions.

Approximate number of staff hours invested (2019):

7,200 (Note that this includes hours invested by the Associate Director of International Engagement and Global Committee members but does not include time invested by other GFI team members in the U.S.)

Approximate number of staff hours invested (first 6 months of 2020):

3,600 (Note that this includes hours invested by the Associate Director of International Engagement and Global Committee members but does not include time invested by other GFI team members in the U.S.)

Approximate number of volunteer hours invested (2019):

1,704

Approximate number of volunteer hours invested (first 6 months of 2020):

246

Most important outcomes/accomplishments (2019 and the first 6 months of 2020):

Our most important International Engagement (U.S. staff) achievements in 2019 and the first six months of 2020 include:

1. **Launching GFI-Europe**—GFI-Europe launched in February 2019 with the hire of Managing Director [Richard Parr](#) and has since grown to a team of six. Europe presents enormous

opportunities to advance GFI's mission: it has a population more than twice that of the U.S., a GDP approximately equal to it, is home to much of the world's scientific and commercial talent, and is one of the biggest potential markets for alternative proteins. Moreover, Europe influences the world through trade, migration, diaspora communities, and thought leadership.

2. **Launching GFI-Israel**—GFI-Israel formally launched with the September 2019 hire of Managing Director [Nir Goldstein](#), who joined [Tom Ben-Arye](#), GFI Israel's Senior Scientist who had represented GFI in Israel since March of 2019. GFI Israel has since grown to a team of seven. Israel, often referred to as the "Startup Nation," is renowned for its innovative technology, entrepreneurial spirit, supportive government policies, investment capital, and support for basic research. Israel is also recognized as a world leader in agriculture research, crop innovation, stem-cell research, tissue engineering, microbiology, and nanotechnology. Israel has become a hub for cultivated meat company development and global alternative protein innovation.
3. **Creating Legal, Financial, and Reporting Structures for Affiliates**—We navigated the complex legal and political climates in each region by creating legal agreements, financial structures, and reporting requirements for our affiliates. This has allowed us to provide financial support to these key regions, while also creating a legally compliant organizational structure for GFI. We have increased U.S. staff capacity to address this challenge: our general counsel and finance manager, both of whom joined GFI in early 2019, help manage our financial and legal relationships with our affiliates and our Associate Director of International Engagement operates within GFI's Executive team to ensure all interactions with our international teams have the full support of GFI leadership.
4. **Creating GFI Global Committees**—We created Global Committees to provide a structured way for team members from the SciTech, Corporate Engagement, Policy, Development, Communications, and Operations departments across all of our regions to meet monthly, share updates, resources, and capacity, and to multiply our global mission impact.
5. **Multilateral Mapping and Engagement Strategy**—Because multilateral institutions have an outsized capacity to directly and indirectly influence public opinion and to unlock significant R&D funding streams from national governments, developing a plan to strategically engage with these institutions was a priority during this period. In the spring of 2020, we commissioned a team from [Harvard's Animal Law and Policy Clinic](#) to map the multilateral organizations whose mandate and activities are relevant to GFI's work. We then engaged a pro bono consultant from Bain & Co. to refine this initial research and create a thorough multilateral engagement strategy. We have begun outreach to the prioritized organizations and this work will continue throughout the remainder of 2020.

6. **Codex Alimentarius Commission NGO Observer application**—The Codex Alimentarius Commission, jointly established by the WHO and FAO in the early 1960s, is an international body that develops food safety and labeling standards to protect consumer health and remove barriers to international trade. An increasing number of countries are aligning their national food standards, or parts of them (especially those relating to safety), with those of the Codex Alimentarius. Codex has not yet developed specific food safety or labeling standards for plant based or cultivated meat or ingredients, despite the rapidly growing market for these products. Furthermore, no current Codex member organization has expertise in the field. In order to lend our expertise to relevant Codex Committees on labeling and food safety standards for alternative proteins, team members from GFI Brazil, U.S. Policy, and U.S. Executive/International coordinated and co-wrote GFI’s application for NGO observer status to the Commission. The application was approved in the Codex Executive Committee in July 2020. We await the final decision from the Directors General of the FAO and WHO, to be announced soon.

7. **International - Executive Team Remote Retreat**—We organized a successful remote, week-long part-day retreat for all Executive and International team members (totaling 44 staff members) which ran throughout the first week of August.

How, if at all, do you plan to expand/shrink your program?

We intend to hold steady with one person overseeing the international operations of our five affiliates, with support from our U.S. legal, finance, executive, communications, and program teams. We are strategically evaluating increasing staffing across several of our existing regions to ensure the alternative protein industry is optimally supported, all contingent on sufficient budget.

What do you expect your program’s total expenses will be in 2021?

At GFI, we spend in one year what we raise in the previous year. Our goal for 2020 is to raise \$16 million, and we will budget with that goal in mind starting in September. For now, our rough estimate is that we will allocate \$487, 938 to International Engagement, and we will scale that up or down depending on whether we make our development goal.

GFI Affiliates' Recent Outcomes and Expenses

Affiliate name: GFI Asia Pacific (APAC)

Affiliate expenses (2019):

\$434,620 (the amount that we spend on independent contractor fees prior to the affiliate being formed), \$101,669 (grants to affiliate after the affiliate was formed) for a total of \$536,289.

Proportion of expenses that go to non-staff costs (2019):

40%

We allocated \$183,522 as a grant for Dao Foods.

Affiliate expenses (first 6 months of 2020):

\$268,790

Proportion of expenses that go to non-staff costs (first 6 months of 2020):

10%

We used these funds for general operations.

Approximate number of staff hours invested (2019):

5,760

Approximate number of staff hours invested (first 6 months of 2020):

5,760

Approximate number of volunteer hours invested (2019):

n/a

Approximate number of volunteer hours invested (first 6 months of 2020):

n/a

Most important outcomes/accomplishments (2019 and the first 6 months of 2020):

GFI APAC's most important accomplishments in 2019 and the first six months of 2020 include—

1. **Publications that fill the knowledge gap and facilitate building of an alternative protein ecosystem in Asia**—GFI APAC launched [The Good Food Startup Manual: Hong Kong](#)

[Edition](#) and [The Good Food Startup Manual: Singapore Edition](#), both of which are comprehensive guides to navigating all aspects of starting an alternative protein company in Hong Kong and Singapore, respectively; the [China Plant-based Meat Industry Report](#), a first-of-its-kind report that outlines the state of the plant-based meat industry in China; and various GFI reports translated into Chinese, including [Plant-Based Meat for a Growing World](#), [Growing Meat Sustainably: The Cultivated Meat Revolution](#), [An Ocean of Opportunity](#). Carrie Chan, co-founder of Avant Meats, shared that “GFI’s Asia-Pacific team is super dedicated and highly effective in delivering results in a way that suits the regional culture. We benefit hugely from their resources, connections, publicity, and technical papers.”

2. **Helping Build an Alternative Protein Ecosystem in Asia**—In March 2019, GFI APAC Managing Director Elaine Siu and GFI SciTech Director Dr. David Welch visited eight factories of some of the industry’s largest plant-protein processing companies in mainland China. Dr. Welch inspired and continued to engage with these companies on the tremendous potential of the alternative proteins sector, encouraging them to continue investing in formulation and processing technologies that improve the texture and consistency of the plant-based foods’ raw materials. One of these companies, Yantai Shuangta Food, is the world’s largest producer of “Longkou vermicelli,” which is made of non-GMO pea protein and pea starch. In February 2020, Yantai Shuangta announced that they had signed a [pea protein supply contract with Beyond Meat](#). In April 2020, Beyond Meat officially entered the mainland Chinese market through their [partnership with Starbucks](#).
3. **Generate awareness and interest in alternative proteins through public appearances and outreach**—In 2019, the GFI APAC team and its strategic China partner GFI Consultancy maintained high visibility in the alternative proteins ecosystem through public speaking and interviews, including speaking at the [Global Plant-Based Food Summit Asia 2019 in Shanghai](#), the second annual [Future Food Forum](#) in Beijing, the [Asia-Pacific Agri-Food Innovation Week](#) in Singapore, the Temasek-PwC-Rabobank Asia Food Challenge Report launch event in Singapore, the first [Alt Protein Meetup](#) in Hong Kong, and a full-day alternative protein event in Shanghai organized by Ecolab and the Chinese food safety & health platform Seven Star Convention Alliance. Managing Director Elaine Siu was interviewed by *South China Morning Post* and Managing Partner-GFIC Graham Miao was referenced in [Vegonomist](#) as well as various Chinese media outlets. In Chinese media, GFIC continues to be framed as a global industry expert in the field. We also launched the [GFI Consultancy website](#) and [GFI APAC website](#). And, in June, we launched an online campaign, [#AsiaAlt100](#). This inaugural list of the top 100 protein disruptors in Asia includes consumer-facing companies and major players in raw material supply and food production. This approach is proving effective in (1) generating media and public recognition of the alternative protein industry’s potential and strong presence in Asia, and (2) creating a buzz and sparking competition in the industry—for example, a

number of companies have already reached out to learn what they can do to get on next year's top 100 list.

How, if at all, do you plan to expand/shrink your organization?

We plan to expand our organization from six to nine staff members in 2021. Our three new hires will include a Communications Manager and two SciTech Specialists. With the additional staffing we can continue to build GFI-APAC (Asia excluding China) and GFIC (China) as authoritative thought leaders, direct the public discourse of alternative proteins, effectively disseminate open-access research and educational materials to inspire and support talents to grow the alternative proteins sector, and start building our Asia SciTech strategy to support R&D in Asia.

What do you expect the total expenses will be in 2021?

We expect our expenses to total \$730,000, 60% of which will be allocated to staffing costs. The remainder will be allocated to operational expenses and projects for program development.

Affiliate name: GFI Brazil

Affiliate expenses (2019):

\$267,310

Proportion of expenses that go to non-staff costs (2019):

10%

These expenses were used for general operations.

Affiliate expenses (first 6 months of 2020):

\$146,328

Proportion of expenses that go to non-staff costs (first 6 months of 2020):

27%

These expenses were used for general operations.

Approximate number of staff hours invested (2019):

8,340

Approximate number of staff hours invested (first 6 months of 2020):

6,720

Approximate number of volunteer hours invested (2019):

177 hours

Approximate number of volunteer hours invested (first 6 months of 2020):

180 hours

Most important outcomes/accomplishments (2019 and the first 6 months of 2020):

GFI Brazil's most important accomplishments in 2019 and 2020 include—

1. **Supporting the creation of Brazil's first plant-based company**—GFI helped [Fazenda Futuro](#) launch its first products. Within five months of operation, the company was valued at \$100 million and it now exports its products throughout Latin America and Europe.
2. **Engaging Latin America's Largest Egg Company**—GFI Brazil worked with the largest egg company in Brazil, Grupo Mantiqueira, to [launch a plant-based egg product: N.Ovo](#), which replaces eggs in bread, pasta, and baked goods. Mantiqueira stated publicly that GFI's support throughout the two-year product development process was "very important" in their eventual ability to bring the product to market. The initial launch of N.Ovo has been so successful that the company is now expanding into another line of plant-based egg products, including a product that will replace scrambled eggs and omelets.
3. **Commissioning the first industry-financed plant based consumer research**—In 2019, GFI Brazil successfully enlisted 11 major food companies to underwrite the first industry-funded consumer research on plant-based food.
4. **Reinforcing Relationships with Brazilian Ministries**—In 2019, we strengthened our networks within government ministries and Congress to identify allies and open doors for alternative protein science, technology, and industry. Because of our strong relationships with several government ministries, GFI Executive Director Bruce Friedrich was invited to give the keynote speech at [Brazil's 2019 National S&T Conference](#).

5. **Attracting Brazilian Grant Recipients in GFI's Competitive Research Grant Program**—In May of 2019, we hired our first scientist in Brazil. At that time, neither the GFI Competitive Research Grant Program nor alternative proteins were a research focus within most Brazilian universities and research institutes. Our initial goals for SciTech in Brazil were to promote the GFI Competitive Research Grant Program among Brazilian researchers, and through that program, to foster the development of an alternative protein research ecosystem to solve practical problems faced by the alternative protein industry. We were highly successful in our mission! In 2020, 34 Brazilian research teams submitted proposals to the Competitive Research Grant Program, second only to United States researchers, who submitted 39 projects. We were very pleased that from these proposals, three Brazilian projects from two different institutions (EMBRAPA and UNICAMP) were selected as grant recipients.
6. **Collaborating with National Organizations and Regulatory Agencies**—Our SciTech team connected with other national organizations—including the National Service of Industrial Training (SENAI), the Food Industry Union (SIAEG), and the Brazilian Trade and Investment Promotion Agency (APEX)—to better understand how we can cooperate to advance mutual goals. We convened meetings with the Pan American Health Organization/World Health Organization (PAHO-WHO), the World Food Programme (WFP), and the Inter-American Institute for Cooperation on Agriculture (IICA). Our Policy department initiated alternative protein industry discussions with the Brazilian regulatory agencies (ANVISA and MAPA) and the Ministry of Science and Technology (MCTIC).
7. **Expanding our Startup and Investors Network**—Although the Brazilian innovation ecosystem is not as developed as the United States or other advanced industrialized countries, our work with startups, entrepreneurs, and investors has dramatically accelerated the development of the alternative protein market of the country. We began 2019 with fewer than 15 startups in our network and two influential investors, but by 2020 we had inspired over 83 startups and 25 large investors to move into the alternative protein market.
8. **Continuing our Partnership with a Major Business University and Engaging Potential Hubs and Accelerators**—We continue to collaborate with Insper (the highest profile business university in Latin America) on projects including adapting GFI's Startup Manual Guide to the Brazilian Market; we released [The Good Food Startup Manual: Brazil](#) in early 2020. We are also engaging potential hubs and accelerators, such as Food Tech Hub Brazil, which made alternative proteins one of its ongoing focuses after multiple conversations with our team.

How, if at all, do you plan to expand/shrink your organization?

We see two possibilities for expansion. The first and most likely path is expanding our reach to other Latin American countries, which can create a large impact with few resources. Our webinars, technical workshops, scientific databases, and other resources can easily be translated into Spanish and presented to other Latin American stakeholders using an online platform like Zoom. We believe our government connections can influence other countries' alternative protein

policies, especially members of [Mercosur](#) and Codex Alimentarius collaborators, as Brazil is a geopolitical leader of the South America region. The other possible path is focused on accelerating cultivated meat technological development in Brazil. Most Brazilian companies interested in cultivated meat are still conducting research so it may take some time for the market to develop. We anticipate that the demand for cultivated meat expansion will increase by 2022.

What do you expect the total expenses will be in 2021?

We expect our total expenses will amount to \$680,000.

Affiliate name: GFI Europe

Program expenses (2019):

Pre-affiliate \$111,417, post affiliate \$16,164 (Belgium) for a total of \$127,581.

Proportion of expenses that go to non-staff costs (2019):

5%

These expenses were used for general operations.

Program expenses (first 6 months of 2020):

\$164,828

Proportion of expenses that go to non-staff costs (first 6 months of 2020):

8%

These expenses were used for general operations.

Approximate number of staff hours invested (2019):

1,622

Approximate number of staff hours invested (first 6 months of 2020):

3,994

Approximate number of volunteer hours invested (2019):

830

Approximate number of volunteer hours invested (first 6 months of 2020):

260

Most important outcomes/accomplishments (2019 and the first 6 months of 2020):

GFI Europe's most important accomplishments in 2019 and the first six months of 2020 include—

1. **Driving Millions of Euros into Alternative Protein R&D in Europe**—GFI Europe played a key, 'critical-path' role in helping to persuade EIT Food, an EU funding agency, to select alternative protein as one of its funding focus areas for 2021. We accomplished this through relationship building, lobbying, and providing technical advice. We expect that EIT Food will fund between €900,000 and €3,300,000 for alternative protein research next year, which is money that otherwise would have been spent elsewhere. This achievement offers encouraging early 'proof of concept' for our approach towards mobilizing public R&D. GFI Europe intends to build on this in the coming years, pressing for dramatically more of the EU's forthcoming €80 billion Horizon Europe R&D programme to be spent on alternative proteins.
2. **Influencing the EU's Farm to Fork food strategy to promote alternative protein R&D investments**—Following engagement by GFI Europe—including meetings with officials, submission of public [feedback](#), and the sending of a [letter](#) from NGOs, companies and academics—the EU's [Farm to Fork Strategy](#) explicitly mentions plant-based, microbial-based and other 'meat substitutes' as a focus area for research under its Horizon Europe programme. This is an [important step](#) in unlocking access to more government R&D funding for alternative protein.
3. **Leading efforts to resist labeling censorship at the EU level**—GFI Europe has played a central role in convening and coordinating efforts to fight restrictive labeling proposals for plant-based meat and dairy products that are being debated in the European Parliament.
 - As a result of coordinated lobbying work by GFI Europe (and in collaboration with other nonprofits and a plant-based industry association), the European Parliament's Agriculture Committee decided to revisit their meat labeling censorship proposals. This is a first and necessary step in our effort to remove or substantially weaken an amendment that would ban the use of terms like 'burger' or 'sausage' for non-animal products and thus severely undermine producers' ability to market plant-based meat across Europe.
 - We contributed to shifting the position of at least four political groups in the Agriculture Committee in a positive direction and ensured that a compromise

amendment with our language was proposed by a political group in the Agriculture Committee of the European Parliament in February 2020.

- We played a key role in convincing some important food companies (details available on request) to also lobby behind the scenes for the compromise amendment we drafted, helping to counteract the strong corporate lobby on the other side.
- In the UK, we played a key role in persuading a UK House of Lords Committee to urge the UK government to formally oppose the ‘veggie-burger ban’; evidence from GFI Europe was explicitly cited by the Committee in their recommendations: *“...we agree with the argument put forward by The Good Food Institute Europe that this amendment would undermine EU policy objectives on climate change, the environment and public health.”*

4. **Mobilizing the European plant-based sector**—We co-founded the European Alliance for Plant-based Foods (public launch forthcoming), a new group representing civil society organizations and industry to EU policymakers in Brussels. We helped shape the Alliance’s strategic approach and ensured that its advocacy focuses on the most impactful policy areas, including resisting plant-based label censorship and promoting public R&D funding.
5. **Shaping the European public conversation around alternative proteins**—We have helped to shape elite and public opinion in favor of alternative proteins in Europe through presentations and media appearances. For example, we helped generate a powerful *New Scientist* article and editorial that advocated for public investment in cultivated meat R&D. These followed a conversation that Managing Director Richard Parr had with the journalist last year as well as during a speech Richard gave at a conference he attended, during which he made many of the same points that were then picked up in the coverage. The magazine is widely read amongst scientists and science policymakers, thus having it endorse one of the core objectives of the GFI Europe Strategic Plan is a win. We also secured positive coverage from the BBC, Euronews, and other media outlets.

How, if at all, do you plan to expand/shrink your organization?

The opportunities for - and threats to - alternative proteins in Europe are immense. If regulations, government policies, investments, and consumer attitudes are favorable, our mission to build a truly sustainable, healthy, and just food system has a real chance of succeeding. Right now we have a time-critical window of opportunity to decisively influence the policy and public positioning of alternative proteins and we must mobilize resources to achieve our goals. Given this urgency, tractability, and importance, GFI Europe has ambitious plans to grow. We have a proven theory of change and see enormous opportunities for us to drive high-impact action, yet at the moment our ability to drive that impact is limited by our small size.

At the time of writing (August 2020), GFI Europe consists of a Managing Director, Director of Operations, Director of Development, and three Policy Specialists. We hope to also hire a

Communications Specialist, Director of Policy, Corporate Engagement Specialist, SciTech Specialist, and Operations Specialist by the end of 2020.

In 2021, we seek to add another 10 roles to the team, funds permitting. This will allow us to:

- expand our ability to deliver impact across our programmatic teams;
- grow the vital operations ‘backbone’ of GFI Europe to support our programmatic teams;
- build our ability to drive impact across Europe, by hiring country-focused team members.

This rate of expansion would roughly mirror the successful path of GFI in the United States during its first few years. It supports our multi-year vision to drive decisive change at the EU and national levels across Europe in support of our mission.

What do you expect the total expenses will be in 2021?

Assuming we expand to a total of 21 roles by December 2021, the estimated total would be approximately \$1,511,000 (EUR €1,341,000).

Affiliate name: GFI India

Affiliate expenses (2019):

\$293,307

Proportion of expenses that go to non-staff costs (2019):

10%

We allocated a \$21,464 grant to the Humane Society of India.

Affiliate expenses (first 6 months of 2020):

\$136,195

Proportion of expenses that go to non-staff costs (first 6 months of 2020):

29%

These expenses were used for professional services.

Approximate number of staff hours invested (2019):

12,160

Approximate number of staff hours invested (first 6 months of 2020):

6,000

Approximate number of volunteer hours invested (2019):

830

Approximate number of volunteer hours invested (first 6 months of 2020):

234

Most important outcomes/accomplishments (2019 and the first 6 months of 2020):

GFI India's most important accomplishments in 2019 and the first six months of 2020 include—

- 1. Future of Protein Summit, November 2019:** GFI India developed, organized, and led the Future of Protein Summit, which is the region's premier conference on the alternative protein sector. We recruited more than 400 attendees and 60 speakers, led 19 sessions, and garnered more than 100,000 social media impressions. Participants included corporate, scientific, and policy leaders from all over the world including Singapore, Dubai, Canada, the United States, and Bangladesh. All sessions were recorded, with videos available [here](#).
- 2. Policy highlights:** Two Members of Parliament spoke at the summit and offered to support GFI's mission in any way needed; the Ambassador of Israel advised us on how we can accelerate the growth of alternative protein in South Asia; an the CEO of the Indian food regulator [FSSAI](#) shared that they would like to partner with GFI to grow their 'Eat Right, Eat Sustainable' campaign; and the CEO of the Government of India's premier policy think tank [NITI Aayog](#) delivered a keynote that echoed GFI India's talking points.
Innovation highlights: Six early-stage companies participated in an entrepreneur showcase that highlighted accessible ingredients, manufacturing tools, and localized product development. We organized an investor panel led by [Omnivore's](#) Managing Partner Mark Kahn which featured some of the biggest consumer and technology funds in India including [DSG](#), [Fireside Ventures](#), and [Accel](#).
Science and Technology highlights: Scientists and entrepreneurs led two sessions on our Indigenous Crops Initiative, which focused on developing scientific data and value chains to simultaneously diversify the inputs for plant-based food innovation and benefit farmers. Leaders at corporations and four top universities for cultivated meat research

and commercialization proposed creating a consortium for cooperative cultivated meat research.

3. **GFIdeas Community and Webinar series, February 2020:** The GFIdeas India community was launched in February 2020 and we led the community's first webinar on February 22nd. While we initially planned to hold monthly webinars, we quickly ramped up to holding them weekly during India's COVID-19 lockdown phase from March through June of 2020. As of August 1st, 2020, we have hosted 14 webinars. The community now has over 425 members and each webinar has attracted more than 150 attendees (up significantly from 75 for the first iteration in February 2020).
4. **Smart Protein Innovation Challenge, June 2020:** GFI India launched the Smart Protein Innovation Challenge, aimed at inspiring approximately 10,000 students across more than 100 Indian Universities to take our MOOC, read our materials, access mentorship opportunities, submit in-depth business/product plans, and compete for cash prizes. We also launched the Smart Protein Campus Ambassador Program and recruited 35 Smart Protein Campus ambassadors who helped amplify our outreach efforts more equitably across India. We are leading the world's First 'Smart Protein Digital Lab' and have an active Slack channel for all participants, where approximately 670 messages are exchanged in one week! This shows that our participants are actively engaging with one another, and we are confident that the applicants will find this challenge enriching, especially towards advancing their careers in the rapidly emerging alternative protein sector in India. Our Smart Protein Innovation Challenge partners can be found [here](#).
5. **Launch Announcement - Imagine Meats, July 2020:** GFI India's team advises dozens of plant-based entrepreneurs in the country including [Genelia](#) and [Riteish Deshmukh](#), a high profile Bollywood/political couple. We have helped the Deshmukhs establish partnerships, develop their products, and create a strategy for their plant-based meat start-up [Imagine Meats](#). The virtual launch of their products with a star chef-led demo is slated to be featured in GFI India's Smart Protein Summit in October 2020. The [press announcement](#) celebrating the company's launch included a quote from GFI India and [ADM](#) and garnered a significant amount of media attention from [Livemint](#), [Economic Times](#), [Business Insider](#), [Indian Express](#), [RepublicWorld](#), [Green Queen Media](#) [LiveKindly](#) [Vegconomist](#), and many other outlets. We expect that the launch of Imagine Meats will build significant category awareness for plant-based meats in India's nascent landscape. (Though this was announced in July 2020, GFI India's work from September 2019 onwards was pivotal to the company's formation.)
Genelia Deshmukh shared on [Twitter](#): "Thank You so much @GoodFoodInst and @GoodFoodIndia. We couldn't have done this without you.. A dream that all started at the Good FoodInstitute Conference. @varund7 [Varun Deshpande] you are a true champion of this cause - thank you for making the dream of @ImagineMeats turn to reality." - From Sanjay Laud, Managing Director at ADM Nutrition in India also lauded GFI's work: "This kind of partnership and engagement with team GFI [India] has been highly rewarding in

terms of industry understanding and connect, and above all building a just & resilient food system. Kudos to team GFI! You guys have been an inspiration throughout this journey.”

6. **Feeding 10 Billion - GFI India’s podcast (2019, 2020):** GFI India launched a podcast in partnership with IVM Podcasts, which debuted September 9th, 2019. We produced 10 episodes in season one and announced our second season in June 2020. Our podcast is consistently ranked as the nation’s second most listened to podcast in the food category.
7. **Team Growth and Culture (2019-20):** The team at GFI India has grown from one to eight full-time team members since December 2018. Three team members joined us in 2019 to focus on Corporate Engagement, HR and Operations, and Science and Technology (plant based), and two team members came aboard in 2020, leading our work in Policy and Innovation. In addition to this, we have brought two consultants on board in 2020 to advise on specific projects related to consumer and market research and a strategic analysis of Microalgae. We held staff retreats in January and June 2020. The January retreat was an in-person retreat that laid the groundwork for our 2020 strategy and the virtual June retreat was [summarized](#) for fellow affiliates as a part of the knowledge sharing process.

How, if at all, do you plan to expand/shrink your organization?

At the end of 2020, we will have nine full-time team members, with a few additional consultants focused on specific projects. These full-time team members include a Communications Specialist, a Corporate Engagement Specialist, two Innovation Specialists, a Policy Specialist, a Chief of Staff, two Science & Technology Specialists (one each in plant-based foods and cultivated meat/biotechnology), and a Managing Director.

We expect that our team will add three full-time team members in the first half of 2021: a Development Specialist, a Communications Associate, and a Research Associate.

What do you expect the total expenses will be in 2021?

We expect our expenses for 2021 to be \$755,000.

Affiliate name: GFI Israel

Organizational expenses (2019):

\$108,544

Proportion of expenses that go to non-staff costs (2019):

1%

These expenses were used for general operations.

Program expenses (first 6 months of 2020):

\$212,240

Proportion of expenses that go to non-staff costs (first 6 months of 2020):

11%

These expenses were used for general operations.

Approximate number of staff hours invested (2019):

3,161

Approximate number of staff hours invested (first 6 months of 2020):

4,386

Approximate number of volunteer hours invested (2019):

156

Approximate number of volunteer hours invested (first 6 months of 2020):

27

Most important outcomes/accomplishments (2019 and the first 6 months of 2020):

GFI Israel's most important accomplishments in 2019 and the first six months of 2020 include—

1. **Promoting a National Alternative Protein Policy Plan**—We developed a high level National Alternative Protein Policy Plan together with TASC, Israel's leading consulting firm, and presented it to the Prime Minister's Office, the Ministry of Economy, and other governmental agencies. We are working closely with the Prime Minister's office on building a multi-ministry team to advance the National Plan in the coming year.
 - We also developed a close relationship with the [Israel Innovation Authority](#), which manages the \$500 million annual government investments in tech, and held an Alternative Protein online event with them targeted at promoting governmental

funding of alternative protein research. The event was attended by almost 300 researchers, startups, industry leaders, and investors. Managing Director Nir Goldstein gave the keynote speech, and several funding initiatives have already emerged from the event, including a Collaborative Research Database that we launched to assist parties seeking to apply for funding together. [The Jerusalem Post covered our activity with the IIA](#), stating that “In close collaboration with the Good Food Institute Israel, the Israel Innovation Authority has recently opened new funding tracks tailored specifically to local start-ups and mature companies developing innovative technologies in the alternative protein space. Beyond the financial backing offered to selected companies to fund their R&D efforts, these tracks include a wide array of resources and partnerships with leading researchers in academia [and] local and global food producers to help accelerate innovation.”

- 2. Advancing academic research in alternative protein**—We opened an [alternative protein academic course](#) at the Faculty of Agriculture in The Hebrew University of Jerusalem for students in their last year in Biochemistry & Food Sciences, as well as graduate students. Guest speakers at the course included alternative protein ‘celebrities’ such as Professor Mark Post and Professor Atze Jan Van Der Goot. Next year we will give the course at The Hebrew University again, as well as at Tel Aviv University and Ben Gurion University. We also published [a cultivated meat article](#) in *Nature Food*, one of the most prestigious scientific journals. This article was covered by the press worldwide, including in [The Times](#), [Inside Science](#), [Science Focus](#), [New Scientist](#), and [Phys Org](#). Dr Tom Ben-Arie, GFI Israel Senior Scientist and lead author of the article, led multiple presentations to academic audiences presenting his research results ([example](#)).
- 3. Driving Israel’s “Big Food” companies to prioritize alternative protein**—We have engaged the largest Israeli food manufacturers, educated their leadership, and helped make alternative protein a key focus in their strategic plans. For example, we were invited to deliver a half-day Alt Protein workshop to the senior management of three of Israel’s largest food companies, and we are working closely with them on their alternative protein innovation strategy. The CEO of one of them described GFI as “an eternal fountain of knowledge and connections” and directed his team to maximize their relationship with GFI. We helped the investment team of one of Israel’s largest public manufacturing companies build alternative protein as a key focus area for their planned \$100-200 million investment in food tech in the coming years. We also met with several leading meat companies in Israel to discuss the alternative protein opportunities.
- 4. Establishing GFI Israel as an Alternative Proteins Thought Leader**—We conducted a series of events with SciTech Director Dr. David Welch on alternative protein white spaces, including an investor briefing, a meeting on crop optimization, a seminar on fermentation, and webinars with the agritech community and business school graduates. Our partners in this series included The Tel Aviv University, Collier School of Management at TAU, Start-up Nation Central, GrowingIL Agtech community, The Israeli Fermentation

Society, Weizmann Institute of Science, and more. We attracted more than 1,000 attendees and thousands of views on our [YouTube channel](#).

GFI Israel team members spoke at multiple industry events, including on a Foodtech panel at [The OurCrowd Global Investors Summit](#), the biggest investors event in Israel, with over 10,000 attendees; a lecture series “Food Tech and Corona” organized by some leading partners in the ecosystem (IDC Herzliya college, G. E. Ehrlich law firm and others) which broadly featured alternative protein; and a webinar with Tel-Hai College for the Israeli Foodtech ecosystem, discussing the implications of COVID-19 on the Foodtech field.

GFI Israel was also prominently featured in the media, including in [Israel21C](#), mostly read by the Jewish community in North America, the [Jerusalem Post](#), [The Marker](#) (Israel’s leading business magazine), [Ynet](#), two interviews on Israel’s leading radio stations [Radio Tel Aviv](#) and [Galey Tzahal](#), and an [hour-long interview](#) on a leading science podcast, *Little Big Science*.

5. **Supporting Alternative Protein Startups**—We provided technical advice to help a high impact cultivated meat company secure funding (details are confidential) and provided on-demand counseling and resources to cultivated meat companies/labs, two incubators, many venture capitalists, and dozens of entrepreneurs and startups.
6. **Establishing GFI Israel and building an effective team**—Since recruiting GFI Israel’s Managing Director in September 2019, we registered as a nonprofit organization, established an operational framework, and recruited and onboarded employees, so that as of August 2020 we are fully staffed with seven employees. In line with our strategic plan, we are currently focusing on SciTech, Policy, and Corporate Engagement, with an emphasis on academic engagement (two Ph.D.s on staff).

How, if at all, do you plan to expand/shrink your organization?

We are expanding our alternative protein course to two additional universities next year: Tel Aviv University and The Ben Gurion University of the Negev. We also aim to record the lectures in English and add subtitles so that we can share the course content with other universities as well. We inspired and are supporting the "The Science of Meat Alternatives" course in the Technion University and are counseling [Effective Altruism Lausanne](#), which is interested in offering similar courses.

We plan to advance the National Alternative Protein Plan, build academic-industry partnerships, explore consortiums that can apply for Israel Innovation Authority funding for joint research, launch a local website, professionalize our social media presence, and increase our media presence in collaboration with a PR agency.

What do you expect the total expenses will be in 2021?

We expect that GFI Israel's 2021 expenses will amount to \$750,000.

What was your charity's total revenue in 2019?

We use an accrual accounting system; so using GAAP, our revenues for 2019 were \$22,369,611 of which \$11,499,725 is with donor restrictions and \$793,554 was contributed services. Our cash revenue for 2019 was \$14,792,732, and our year-end pledges for 2020 and beyond totaled \$7,863,4421.

The rest of our answers will use the GAAP accrual accounting system, other than the question about net assets at the end of June 2020, where we will also provide our cash & investment assets.

What was your charity's total revenue in the first six months of 2020?

\$6,346,297, of which \$3,423,472 includes donor restrictions.

What were your charity's total expenditures in 2019?

\$9,660,376 (which is about \$400,000 more than our 2018 total revenues).

What were your charity's total expenditures in the first six months of 2020?

\$7,103,534

What were your charity's financial assets (i.e., cash, savings, investments, etc.) in 2019?

\$23,937,460 (includes grants receivable of \$7,863,421)

What were your charity's financial assets (i.e., cash, savings, investments, etc.) in the first six months of 2020?

Our cash, savings, and investments at June 30, 2020, was \$17,157,250. Using GAAP, which includes \$6,393,858 in grants receivable (i.e., pledged donations), value of computers, etc., our total assets are \$25,148,287.

What were your charity's liabilities (if any) in 2019?

\$1,870,009

What were your charity's liabilities (if any) in the first six months of 2020?

\$3,790,326

Did your charity receive any large (>20% of your budget) grants in the past two years? If so, specify the amount and (expected) date of disbursement if possible.

In 2018, we did not receive any grants in excess of 20% of our budget. In 2019, Open Philanthropy Project pledged \$4 million/2 years (restricted for GFI's international affiliates), the first \$2 million of which was received in December 2019. The remaining \$2 million will be received in November 2020.

If your charity receives any restricted donations, approximately how much did it receive in the past year, and what programs did that support?

In 2019, GFI received \$11,499,725 in restricted contributions and pledges which supported plant-based and cultivated meat research grant awards (SciTech), international affiliate operations (International Engagement), and lobbying (Policy).

If your charity has any revenue-generating programs, how much revenue did they generate in 2019 and the first six months of 2020?

We generated \$895,578 in revenue in 2019, specifically solicited as sponsorships of the Good Food Conference all of which was used to cover the costs of the event. Due to COVID-19, the conference was canceled in 2020.

Did you set a fundraising goal in 2019? If so, what was the fundraising goal and did you meet it?

In 2019, we set a fundraising goal of \$9 million, with a stretch goal of \$11 million for our operating budget. We also set a fundraising goal of \$5 million for our Competitive Research Grant Program. While we met our stretch goal for our operating budget, we raised just shy of \$5 million for our Grant Program.

How many full-time staff are currently employed by your organization? Please specify by country.

GFI employs 60 full-time U.S. staff members, six GFI APAC staff members, 10 GFI Brazil staff members, six GFI Europe staff members, nine GFI India staff members, and seven GFI Israel staff

members. Some of these team members are employed as contractors due to the stage of development of our overseas offices.

How many part-time staff are currently employed by your organization? Please specify by country.

GFI employs one part-time U.S. staff member. She was full time with GFI from June 2016 until August 2020 and requested to be moved to part-time for personal reasons.

Is there anything else you'd like us to know about your charity's staff?

At GFI, we have six organizational goals, and one of them is for GFI to be “a satisfying and motivating place to work.” We take the work of Daniel Pink in his book *Drive* seriously. Pink asserts that the secret to high performance and satisfaction—at work, at school, and at home—is the deeply human need to direct our own lives, to learn and create new things, and to do better by ourselves and our world: autonomy, mastery, and purpose. That’s what GFI strives to deliver to all team members. We actively encourage feedback to ensure that all employees are as happy and fulfilled vocationally as possible, and we have one staff member whose entire job is to maximize staff satisfaction, our Culture and Engagement Specialist.

All GFI team members are encouraged to unplug every Friday:

- Everyone is urged to take “deep work” days and to block their Fridays for projects. We encourage people to take mornings for projects as well. Team members are not available on email or for meetings during scheduled deep work times.
- Everyone is urged to turn off email for most of the day and instead schedule times to respond—for example, 9:00 a.m. and 5:00 p.m. Overwhelming evidence indicates that your productivity decreases and your stress level increases each time you check email and take a moment to reply.

We are a remote team, so we make an extra effort to build in regular times to share updates, solicit advice, and bond:

- Every other Monday, we host an all-staff video conference to go over operational topics, discuss ways to improve our organization, or hear updates from the program areas.
- We host a virtual happy hour or coffee break every week on Tuesday, Wednesday, or Thursday to further encourage socialization and community building. These virtual spaces are designed as an opportunity to connect with team members and foster belonging.
- On Wednesdays, we convene again to listen to department-specific updates, with one or two departments presenting on a current project each week. This gives us a chance to learn in depth about what everyone else is working on, ask questions, and determine how we can support one another.
- Finally, on Fridays, we compile a weekly report consisting of at least one highlight and an

optional water cooler section to share a personal update or a step-back reflection.

- To foster team bonding, we also have a book club, a cooking club, a culture club, an appreciation program, a sunshine committee for team members who are experiencing a difficult time or for team members who are celebrating an important life event, an onboarding buddy program for new staff, and remote office simulations.
- We gather one or more times each year for an all-staff retreat, where we focus on bonding with one another and tackling big-picture questions and strategic planning. We also meet in smaller groups more frequently when team members attend the same conference or simply cross paths while traveling. While some teams were able to host team retreats earlier in the year, GFI canceled our all-staff retreat for 2020. In lieu of the in-person retreat, our HR team created a menu of virtual retreat options that have allowed our teams to stay connected.

Is there anything else you'd like us to know about your charity's funding situation?

GFI's leadership team will make decisions in 2020 about what we'll prioritize for 2021, so the amount of funds we secure in 2020 directly impacts our programs in 2021. We prioritize exclusively initiatives that we are confident will have maximum mission impact. So for example, the programs and progress we were able to share in our [2019 Year in Review](https://gfi.org/2019) (gfi.org/2019) were fueled by contributions received in 2018. The same will hold true this year; fewer funds received in 2020 may result in cuts to our programmatic work (and in particular to a slow down of our international expansion plans) and its impact in 2021, while the ability to maintain or even grow giving levels will allow us to continue to adapt and/or grow our programs for the greatest mission impact and food system transformation. We are, of course, available to discuss this concept in further depth.

Do you expect your funding situation in 2021 to differ significantly from the situation in the past few years? If so, how?

We have seen steady fundraising growth for GFI since our inception in 2016. It remains to be seen whether we will make our \$16 million goal for 2020, but we have heard from at least one of our largest funders that they may be forced to cut back on their philanthropy this year. Right now, our expectation is that our 2021 goal may be similar to our 2020 goal, rather than continuing our fairly aggressive upward trajectory.

Do you make a projection of your financial situation in 2021? If so, what do you expect your revenue, expenses, and assets to be?

If we are able to raise \$16 million in 2020, we expect to spend that in 2021. We will allocate \$11 million to our core operations and \$5 million to our Research Grant Program, where we fund open-access research in white spaces that we think will have the most impact in accelerating the commercial success of plant-based and cultivated meat. Right now, we estimate that our 2021 revenue goal will also be \$16 million (which will comprise our projected expenses for 2022

across our six affiliates globally), and we expect to have roughly \$15-16 million in cash or equivalent assets at the beginning of 2021 (i.e., roughly one year of operating expenses). This will not include unfulfilled pledges.

As an organization, what are your most important goals for 2021? If we've previously evaluated your organization, have your goals changed since then?

GFI is guided by our North Star of “harnessing the power of food innovation and markets to accelerate alternative proteins to create a sustainable, healthy, and just food system.” We use a tailored variant of the OKR (Objective and Key Results) system to strategically align our efforts around our North Star. Our four programmatic objectives (i.e., our most important goals for 2021), all of which are extremely important, tractable, and neglected, include:

1. GFI influences the public sector to support alternative proteins.
2. GFI fosters a strong open-access alternative protein research and training ecosystem.
3. GFI influences the for-profit sector to prioritize alternative proteins.
4. GFI is an alternative protein thought leader.

As noted previously, we have a variety of key results and programs centered around these four objectives, and we are happy to share them with ACE.

Additionally, we have two non-programmatic goals that are essential to our organizational health and impact:

5. GFI is an inspiring and well-run workplace.
6. GFI operates from a position of financial strength.

Do you have plans to start any new programs? If so, please elaborate and include the expected costs of these programs.

We do not expect to start any new programs.

Do you have plans to start any new expansions to other countries? If so, please elaborate and include the expected costs of these expansions.

We expect to expand our teams internationally across our affiliates in APAC, Brazil, Europe, India, and Israel. Our expansion plans will be a function of whether we meet, exceed, or fall short of our \$16 million fundraising goal for 2020. We are seriously considering hiring additional team members in Japan, South Korea, and select European countries where we don't currently have representatives. These hiring plans may have to wait until 2022 or beyond, depending on the economic situation and GFI's development revenues.

How many new staff members would you like to—and realistically be able to—hire within the next year if you had sufficient funds? Please specify for what roles or programs.

We would like to and could realistically add 19 team members in the United States:

- Two or more lobbyists for our Washington, D.C., office
- Three or more new members for our development team, including an associate director, a philanthropy officer, and a foundations specialist
- One Corporate Engagement team member who focuses on educating large investors and moving them into alternative protein investing
- Two more scientists to help with our research grants program as it expands, to ensure maximum impact from all GFI-sponsored open-access science
- One regulatory lawyer with an international background to help with cultivated meat regulatory approval globally
- An events specialist to organize GFI events, including our annual Good Food Conference
- Two scientists with special expertise in plant biology and fermentation
- One economist who can help plot the global future of the new alternative protein economy (e.g. assessing its impact on domestic and international farmers, slaughterhouse workers, farm transition work, and more)
- We have six other unfilled roles that have been identified as very high impact by GFI's leadership team. These include: a SciTech Assistant; a Communications Assistant, a PR Specialist, a Market Research Manager, a Food Scientist, and a Retail Specialist.

We would like to add up to 25 additional international team members:

- Each of our five affiliate offices hires independently. Right now, we have six team members in APAC, nine in Brazil, six in Europe, ten in India, and seven in Israel.
- We have concrete plans to hire two more team members in APAC, three more in Europe, and one more in India, for a total of 44 international team members.
- Each international team would profit from the hiring of (and could sustainably add) additional policy, scientific, communications, and support staff. This would amount to approximately five additional team members per office, for 25 more team members.

If you raised 1.5x your fundraising goal next year, what would you spend the additional funding on?

Raising 1.5x our fundraising goal in 2021 will allow us to ramp up our international lobbying efforts for government R&D funding, grow our research grant program, and expand our international reach in 2022:

- Government R&D Funding—With additional funding, we could hire contract lobbyists in the U.S. and around the world to lobby governments for open-access alternative protein R&D funding.

- Research Grant Program—With additional funding, we could grow our research grants program, which is currently at \$5 million/year, but which could very impactfully absorb 10 times that amount of funding or more.
- International Growth—With additional funding, we could increase our international affiliate team members from the planned 43 roles across five international affiliates to 68 roles across these regions. We could expand our reach in Singapore, establish a presence in Japan and Korea and possibly also Russia, and add staff in European countries that have excellent scientific resources and government budgets for scientific research, including Germany, the Netherlands, and France.

Does your organization have a strategic plan? If so, please provide a link here or email it to us.

GFI's strategic plan is viewable [here](#). The consulting firm Bain & Company has officially adopted GFI as a social impact partner and will be working with GFI's leadership team and staff pro bono across a variety of key priorities, including a project to map out a new five-year organizational strategy.