

The Good Food Institute's Reporting of Programs, Financials, Leadership, and Culture (2022)

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: Science and Technology

Date commenced (approximate month & year): June 2016

Program description:

The Science and Technology (SciTech) program's mission is to catalyze scientific advances to accelerate alternative proteins' path toward sensory, price, and scale parity with conventional meat.

We work across three core pillars:

1. Analysis: identifying and forecasting knowledge gaps to direct research toward the most critical solutions.
2. Community-building: creating a robust scientific ecosystem and talent pipeline, equipping scientists at all career levels to enter the field.
3. Research funding: mobilizing funding to address knowledge gaps and recruit new investigators, with a strict counterfactual lens for direct funding vs. advising existing funds.

We work closely with our international affiliates to ensure that our programs have a global reach.

The fundamental technologies that we catalyze are typically species-agnostic, but we often place special emphasis on solutions for chicken and seafood alternatives because of the commercial neglectedness of these categories.

Do you collaborate with other organizations for this program? yes/no [if yes] Which organizations do you collaborate with, and what is the nature of their involvement?

Yes. Key examples of collaborating organizations and individuals include: GFI has supported multiple alternative protein research funders to provide technical insights and review submitted proposals. These organizations include the Agency for Science, Technology, and Research in

Singapore, Foundation for Food and Agriculture Research in the U.S., FoodShot Global, and more. This year we have co-funded grant programs with EIT Food (European Institute of Innovation and Technology) in Europe and with the Israeli government. UC Davis' Cultivated Meat Consortium (CMC) — GFI played a pivotal role in establishing the CMC via engaging with faculty members, mentoring student projects, and funding initial research projects. GFI now holds a seat on their advisory committee. Merck KGaA — GFI holds a seat on the advisory board for cultivated meat research and we have presented at multiple internal and external events at three of their sites globally.

Program achievements:

See The Good Food Institute's Program Outputs document.

Program expenses: Please indicate the currency you are referring to here: USD

For the projected numbers in this section, please answer under the assumption that your ACE recommendation status (and therefore the amount of ACEinfluenced funding your organization receives) will stay the same. If you have not yet produced detailed plans, simply provide your best estimates.

	First 6 months of 2021	Last 6 months of 2021	First 6 months of 2022	Projection For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	\$714,879.57	\$6,071,524.68	\$880,768.55	\$6,913,939.00	7,951,029	9,143,684

Program plans: Do you plan to maintain, expand, or shrink this program between now and the end of 2024? Please elaborate, and include any plans to bring on new hires.

Our team expansion through 2024 is dependent on our fundraising success over the next two years, but we have capacity to expand the team by 100% by the end of 2024 relative to our current size. We have 13 team members at present, with an additional eight roles approved to hire by the end of this year, and we anticipate requesting up to four additional new roles in 2023 and another four in 2024. These roles will be spread across the three programmatic areas listed above, but with a heavy emphasis on expanding our research funding activities, especially via influencing other funding agencies to prioritize alt protein research.

If we are able to secure the funding, we see an opportunity to expand our Research Grants Program up to approximately \$8-10M annually by 2024, of which at least \$2-4M will be explicitly allocated for match funding opportunities to expand the alt protein research funding landscape by bringing in new funders.

PROGRAM 2

Program name: Policy

Date commenced (approximate month & year): June 2016

Program description: The Good Food Institute’s Policy Program aims to secure public investments in alternative proteins and ensure that alternative proteins have a level playing field in the marketplace. We use legislative and regulatory advocacy, litigation, coalition-building, and engagement with multilateral organizations that influence global policy to achieve these outcomes. Our U.S.-based team primarily focuses on federal and state policy in the United States but also leads an initiative with policy professionals in our global affiliates to influence the Codex Alimentarius (“Food Code”) Commission. Policy work in other countries is led by our GFI affiliates who have the expertise in policy-making and food cultures in their respective regions.

Do you collaborate with other organizations for this program? yes/no [if yes] Which organizations do you collaborate with, and what is the nature of their involvement?

Yes. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Program achievements:

See The Good Food Institute's Program Outputs document.

Program expenses: Please indicate the currency you are referring to here:

USD

For the projected numbers in this section, please answer under the assumption that your ACE recommendation status (and therefore the amount of ACEinfluenced funding your organization receives) will stay the same. If you have not yet produced detailed plans, simply provide your best estimates.

	First 6 months of 2021	Last 6 months of 2021	First 6 months of 2022	Projection For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	\$622,954.75	\$669,717.38	\$687,868.39	\$2,470,957.00	2,841,600	3,267,840

Program plans: Do you plan to maintain, expand, or shrink this program between now and the end of 2024? Please elaborate, and include any plans to bring on new hires.

We plan to expand by adding 8 to 10 new roles between now and the end of 2024 to help secure more public research funds, engage more meaningfully with multilateral organizations and nonprofit organizations (including those with global health and climate focuses), and help GFI step more fully into our role as a think tank. Our first priority is to recruit a new Policy Manager, Universities to support our research funding advocacy.

PROGRAM 3

Program name: Corporate Engagement

Date commenced (approximate month & year): June 2016

Program description: GFI's Corporate Engagement department works with companies across the global alternative protein industry to drive investment, accelerate innovation, and scale the supply chain. We enable food industry partners to develop and bring to market alternative protein products that are as accessible, affordable, and delicious as conventional meat, eggs, and dairy. We engage key industry players across the supply chain, including:

- * Food and meat manufacturers
- * Entrepreneurs, startups
- * Investors
- * Ingredient companies, suppliers
- * Equipment manufacturers
- * Retailers and foodservice companies

We use data and research to analyze the market, uncover consumer insights, identify whitespace opportunities, and offer our data and resources across the industry. We build and leverage relationships to develop influence, make industry connections, and create communities. Our goal is to enable the food industry to deliver alternative protein products that compete on the key drivers of consumer choice: taste, price, and convenience.

Do you collaborate with other organizations for this program? yes/no [if yes] Which organizations do you collaborate with, and what is the nature of their involvement?

Yes. GFI’s Corporate Engagement department collaborates with other organizations to promote investment in and expand the market for alternative proteins. Example collaborations include: GFI partners with the Plant-Based Food Association to build a custom dataset for the U.S. retail plant-based food market. GFI and the FAIRR Initiative are currently collaborating to release joint ESG reporting frameworks to empower investors and companies in the alternative protein industry. GFI is a member of 50by40 and meets monthly with 50by40’s Corporate Engagement working group. The working group allows members to share approaches, resources, and case studies in reducing meat consumption and production, and often helps us exchange relationships with key industry stakeholders. GFI works with the GlassWall Syndicate to share resources and industry insights. GFI shares resources with Faunalytics and participates in the monthly alternative protein consumer research meeting that Faunalytics hosts (formerly hosted by GFI).

Program achievements:

See The Good Food Institute's Program Outputs document.

Program expenses: Please indicate the currency you are referring to here: USD

For the projected numbers in this section, please answer under the assumption that your ACE recommendation status (and therefore the amount of ACEinfluenced funding your organization receives) will stay the same. If you have not yet produced detailed plans, simply provide your best estimates.

	First 6 months of 2021	Last 6 months of 2021	First 6 months of 2022	Projection For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	\$309,860 55	\$532,86771	\$548,334 38	\$2,285,052 00	2,627,809	3,021,981

Program plans: Do you plan to maintain, expand, or shrink this program between now and the end of 2024? Please elaborate, and include any plans to bring on new hires.

The Corporate Engagement team currently has 11 team members. We are also actively hiring for two open roles (Business Analyst and Director of Corporate Engagement), and we plan to fill two additional roles by the end of the year (Corporate Engagement Specialist - Manufacturers, and Corporate Engagement Specialist - Supply Chain). If these hires are successful, the team will increase to 15 staff members by the end of 2022. We anticipate hiring for three new positions in 2023 and two new positions in 2024, which would put us on track for

a team of 20 by the end of 2024. The highest priority new roles on our U.S. Corporate Engagement team are a Manufacturer Engagement Specialist, a Consumer Insights and Research Specialist, an ESG/CSR Analyst, and a Supply Chain Specialist.

PROGRAM 4

Program name: GFI Asia-Pacific (APAC) [REDACTED]

Date commenced (approximate month & year): August 2019

Program description: As Asia’s leading alternative protein think tank, GFI Asia-Pacific (APAC) works to accelerate scientific and technological innovation in the plant-based, fermentation-enabled, and cultivated protein sectors, foster public policy engagement and regulatory leadership, facilitate private sector growth and collaboration, and organize effective consumer education and media engagement about alternatives to industrial animal agriculture. GFI APAC’s primary countries of focus are Singapore, Thailand, Malaysia, Indonesia, South Korea, and Japan.

[REDACTED]

Do you collaborate with other organizations for this program? yes/no [if yes] Which organizations do you collaborate with, and what is the nature of their involvement?

Yes. [REDACTED]

[REDACTED]

[REDACTED] Additional project-based collaborators include Australian NGOs Food Frontier and Cellular Agriculture Australia, AgFood Future (based in China), and Singapore-based nonprofit Feed 9 Billion.

Program achievements:

See The Good Food Institute's Program Outputs document.

Program expenses: Please indicate the currency you are referring to here: USD

For the projected numbers in this section, please answer under the assumption that your ACE recommendation status (and therefore the amount of ACEinfluenced funding your organization receives) will stay the same. If you have not yet produced detailed plans, simply provide your best estimates.

	First 6 months of 2021	Last 6 months of 2021	First 6 months of 2022	Projections For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	\$428,471.48	\$320,602.01	\$790,611.60	\$1,842,584.00	\$2,763,876	\$4,145,814

Program plans: Do you plan to maintain, expand, or shrink this program between now and the end of 2024? Please elaborate, and include any plans to bring on new hires.

GFI APAC expects to more than double its team size—to 20 staff members—by the end of 2024, with the majority located in Singapore. While we will continue to field inbound requests from across Asia Pacific in the near future, we will also increasingly shift our focus towards Southeast Asia, with Singapore, Thailand, Indonesia, and Malaysia serving as our primary countries of focus.

This Southeast Asian pivot will be accompanied by a deepening of GFI’s programs through new affiliate offices in Korea and Japan. We aim to hire 10 team members in each by the end of 2024, accelerating alt protein in two critical markets for global R&D, industry, and talent development.

[REDACTED]

PROGRAM 5

Program name: GFI Brazil

Date commenced (approximate month & year): February 2019

Program description: Brazil is a vital player in the global food industry – the country has a strong agribusiness sector, rich biodiversity, research institutions with robust scientific knowledge, and large multinational companies that distribute food products worldwide.

Situated within this ecosystem, GFI Brazil engages companies, entrepreneurs, governments, and scientists in the alternative protein sector. GFI Brazil works to:

- Shift Brazil’s scientific ecosystem by educating scientists and producers about how alternative proteins can fit within the current R&D infrastructure,
- Reinforce relationships with Brazilian ministries to secure public funding for alternative proteins and create an advantageous regulatory environment for the industry,
- Build the alternative protein industry by serving as the principal alternative protein advisor on product plans, suppliers, and strategy for some of the world’s largest food and meat companies,
- Expand our startup and investor network to greatly accelerate Brazil’s alternative protein market.

Do you collaborate with other organizations for this program? yes/no [if yes] Which organizations do you collaborate with, and what is the nature of their involvement?

Yes. GFI Brazil works closely with MAPA (Ministry of Agriculture, Livestock and Supply), MCTI (Ministry of Science, Technology and Innovation), and EMBRAPA (Brazil's government agricultural sciences agency), and ANVISA (the Brazilian equivalent to the U.S.'s FDA). We also partner with the government of the State of Amazonas. Through a joint effort between GFI Brazil and GFI US, we were granted official observer status in the Codex Alimentarius Commission, allowing us to attend meetings of individual Codex committees. GFI Brazil is also leading the Alternative Protein Working Group inside the Brazilian Bio-Innovation Association (ABBI), an industry association focused on biofuels and renewable chemistry. Our work has expanded ABBI's scope to a broader vision of bioinnovation. It now includes alternative proteins, and our role is to lead the Alternative Proteins Working Group and represent 33 companies in discussions relevant to the sector's agenda with the government.

Program achievements:

See The Good Food Institute's Program Outputs document.

Program expenses: Please indicate the currency you are referring to here: USD

For the projected numbers in this section, please answer under the assumption that your ACE recommendation status (and therefore the amount of ACEinfluenced funding your organization receives) will stay the same. If you have not yet produced detailed plans, simply provide your best estimates.

	First 6 months of 2021	Last 6 months of 2021	First 6 months of 2022	Projections For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	\$201,141.08	\$401,452.37	\$488,706.31	\$2,304,794.00	2,880,993	3,601,240

Program plans: Do you plan to maintain, expand, or shrink this program between now and the end of 2024? Please elaborate, and include any plans to bring on new hires.

GFI Brazil plans to expand our operations by the end of 2024. Additional staff will enable us to fund more research projects, leverage our work in other Latin American countries to influence the region's political environment, develop a plan for the inclusion of farmers in the alternative protein market, build a legal and safe environment for the development of the cultivated meat market, and develop more technical analyses and innovative studies (e.g., carbon credit market applied to the alternative protein sector). We expect to grow around 5 to 8 positions next year and expand our research program.

PROGRAM 6

Program name: GFI Europe

Date commenced (approximate month & year): August 2019

Program description: GFI Europe advances alternative protein science, policy, corporate engagement, and innovation across Europe to make plant-based and cultivated meat affordable, delicious and accessible.

We influence governments to invest in alternative protein research and to ensure that innovative alternative protein products gain regulatory approval and come to market. We focus on ensuring that these products are approved for market introduction in a science- and evidence-based way, and not unfairly blocked by hostile interest groups. We also aim to ensure that European labeling rules for alternative proteins are fair, transparent, and support the growth of the sector.

We educate and engage NGOs, thought leaders, companies, entrepreneurs, investors, and scientists to ensure they understand and embrace the potential of alternative proteins in their respective fields, thereby energizing the alternative protein sector across Europe.

GFI Europe is based in Brussels, with team members also in the UK, Germany, France, and the Netherlands.

Do you collaborate with other organizations for this program? yes/no [if yes] Which organizations do you collaborate with, and what is the nature of their involvement?

Yes. We collaborate with dozens of partners to advance alternative proteins across Europe. We are a member of the European Alliance for Plant-Based Food (which we co-founded to

promote plant-based food policy in the EU), the EU Climate Innovation Hub (as one of only three partners focusing on agriculture, we are helping to make alternative proteins a cornerstone of advocacy), and the UK's Alternative Proteins Association (with whom we work closely to influence the UK government's review of its novel foods regulation). We formed a Cultivated Meat Communications Google Group for companies, academics and NGOs to share advice and updates and align on messaging. With 55 members, it is a high-impact intervention, given the importance of shaping public perceptions. With ProVeg we delivered an event focused on the role of alternative proteins in building a more resilient food system, at the UN's Bonn Climate Change Conference.

Program achievements:

See The Good Food Institute's Program Outputs document.

Program expenses: Please indicate the currency you are referring to here: USD

For the projected numbers in this section, please answer under the assumption that your ACE recommendation status (and therefore the amount of ACEinfluenced funding your organization receives) will stay the same. If you have not yet produced detailed plans, simply provide your best estimates.

	First 6 months of 2021	Last 6 months of 2021	First 6 months of 2022	Projections For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	\$470,361.95	\$798,405.96	\$881,854.65	\$3,023,944.00	3,779,930	4,724,913

Program plans: Do you plan to maintain, expand, or shrink this program between now and the end of 2024? Please elaborate, and include any plans to bring on new hires.

Europe is a priority region for GFI's expansion. Funding permitting, we hope to expand our team significantly over the next 2 years.

Opposition to regulatory approval in Europe poses an existential risk to alternative proteins, so to help minimize this risk, we will hire policy managers in Spain and Italy, as well as expanding our policy team more broadly to help unlock millions of Euros for R&D.

Expanding our communications team will secure more positive, multi-lingual coverage for alternative proteins across Europe.

We plan to grow our science and technology team to include roles relating to community growth (scientist and university outreach), and mobilizing research funding.

We plan to expand our Corporate Engagement team to develop more consumer and market research to catalyze further industry investment and drive market growth.

Our Operations and Fundraising functions will grow in proportion to support an expanded programmatic capacity.

PROGRAM 7

Program name: GFI India

Date commenced (approximate month & year): February 2019

Program description: India can play a significant role in the development of the alternative protein sector globally with the potential to accelerate product innovation, creating a path toward cost reduction, advancing the sector on taste, price, and accessibility, and establishing a model for growth in the developing world.

Since its founding, GFI India has been on a mission for smart protein. Through engagement with our partners, we're articulating our vision for the protein supply of the future that stewards planetary health, tackles malnutrition, benefits farmers, and creates jobs for millions. That means building an ecosystem that offers nutritious, delicious alternative protein (or "smart" protein) products that taste the same or better and cost the same or less than their animal-derived counterparts. The success of these efforts will be key to feeding 10 billion people by 2050, nearly a sixth of whom will be Indian.

GFI India is based in Mumbai, India.

Do you collaborate with other organizations for this program? yes/no [if yes] Which organizations do you collaborate with, and what is the nature of their involvement?

Yes. GFI India's scientific collaborations include the Council of Scientific & Industrial Research, Centre for Cellular & Molecular Biology, Central Food Technological Research Institute, Central Institute of Fisheries Education, National Institute of Food Technology & Entrepreneurship Management, Indian Institute of Millets Research, and the University of Transdisciplinary Health Sciences. GFI India engages with leadership, works to establish Centres of Excellence, encourages the introduction of alternative protein curricula, and mobilizes talent to consider careers in alternative proteins. Key governmental collaborators include the Ministry for Food Processing Industries, the Department of Biotechnology, the Food and Safety Standards Authority of India, NITI Aayog, the Biotechnology Industry Research Assistance Council, the

Sector Skill Council for Food Processing, the Agricultural & Processed Food Products Export Development Authority, and industry associations such as the Federation of Indian Chambers of Commerce & Industry to build a broad base ecosystem of support for the sector.

Program achievements:

See The Good Food Institute's Program Outputs document.

Program expenses: Please indicate the currency you are referring to here: USD

For the projected numbers in this section, please answer under the assumption that your ACE recommendation status (and therefore the amount of ACEinfluenced funding your organization receives) will stay the same. If you have not yet produced detailed plans, simply provide your best estimates.

	First 6 months of 2021	Last 6 months of 2021	First 6 months of 2022	Projections For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	\$218,229 93	\$299,196 22	\$234,962 49	\$848,201 00	1,060,251	1,325,314

Program plans: Do you plan to maintain, expand, or shrink this program between now and the end of 2024? Please elaborate, and include any plans to bring on new hires.

GFI India is advertising for 11 open positions, some of which have candidates in advanced stages of the recruitment process. The current team of 9 is set to nearly double in size, with a target of 20 team members by early 2023. Additionally, GFI India will onboard consultants and research fellows for key projects that require niche knowledge. Building the team and its capacity is vital for a country like India which demands significantly more curated stakeholder management. GFI India acts as a consultant and expert strategic advisor with stakeholders, and scaling up on staffing will allow us to continue and expand these long-standing, collaborative relationships.

PROGRAM 8

Program name: GFI Israel

Date commenced (approximate month & year): December 2019

Program description: GFI Israel works to harness our country’s vast talents and resources to establish Israel as a leading alternative protein research, innovation, and policy hub. For example, GFI Israel works to increase the quality and quantity of academic research in the alternative protein field, including expansion from 28 active labs to an estimated 60 by the end of 2022 in partnership with the country’s leading Universities. On the policy front, we recently established a National Policy Plan and currently work with the most senior government officials and political leaders toward state support of research funding, infrastructure, and regulatory policies. On the innovation front, we work to increase the number of startups through venture creation and support. Our annual reports reveal that the number of Israeli alternative protein startups rose from 30 to 55 in two years, and that Israel is now second worldwide in startups fundraising.

Do you collaborate with other organizations for this program? yes/no [if yes] Which organizations do you collaborate with, and what is the nature of their involvement?

Yes. GFI Israel is a leader in Israel’s thriving alternative protein ecosystem. We have long lasting partnerships with the nation’s most influential policy, science, and industry stakeholders. We partner with Israel’s leading academic institutions to foster researchers’ enthusiasm, create institutional strategies, and attract funding. These include the universities of Tel Aviv, Jerusalem, The Technion, Weizmann Institute and more. We have direct relationships with politicians and ministers, and ongoing relationships with government agencies including the Ministries of Science, Agriculture, Foreign Affairs (including the embassies around the world), Environmental Protection, the Israel Innovation Authority and the Prime Minister's Office. We collaborate with other technology-driven nonprofits, including Startup Nation Central, the main nonprofit that promotes Israeli innovation. We are a member of Life and Environment, Israel’s largest sustainability NGO group, and participate in a coalition of environmental, animal rights, and health NGOs that promote reducing meat consumption.

Program achievements:

See The Good Food Institute's Program Outputs document.

Program expenses: Please indicate the currency you are referring to here: USD

For the projected numbers in this section, please answer under the assumption that your ACE recommendation status (and therefore the amount of ACEinfluenced funding your organization receives) will stay the same. If you have not yet produced detailed plans, simply provide your best estimates.

	First 6 months of 2021	Last 6 months of 2021	First 6 months of 2022	Projections For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	\$430,777 46	\$539,272 27	\$646,095 52	\$1,804,231 00	2,255,289	2,819,111

Program plans: Do you plan to maintain, expand, or shrink this program between now and the end of 2024? Please elaborate, and include any plans to bring on new hires.

GFI Israel looks to deepen our strategic insights and planning for 2023-2024, aiming to significantly expand our impact while moderately expanding the team. We are currently recruiting for two Policy Manager positions - one with an international strategic focus and one to advance supportive Israeli government policy. Though our hiring plans are annual and are somewhat shaped by future global developments, an optimistic scenario could lead us to expand by up to 20 staff through 2024.

Currently, we are advancing several initiatives with substantial potential impact, including working across all sectors towards creating one or two alternative protein academic research centers with some of Israel's leading universities. We aim to position Israel's alternative protein capabilities as a strategic national asset, a fundamental solution to the nation's food security and climate change threats, a national economic growth engine, and an outlet of global Israeli leadership and inspiration.

(Optional) Is there anything else you would like us to know about your programs?

Where are your headquarters located?

The Good Food Institute (GFI) is made up of six high-impact organizations united around one set of objectives and located in six regions around the globe: Asia-Pacific, Brazil, Europe, India, Israel and the United States. GFI's Executive department is based in the United States and works closely with each affiliate's Managing Director to ensure coordination across regions. This global collaborative model enables each organization to work within their own local ecosystem while leveraging the most successful efforts of all teams.

Do you have any subsidiaries in other countries? yes/no [If yes] Which countries?

Yes. GFI operates as six organizations in six key countries and regions: Asia-Pacific [Singapore and ██████████] Brazil, Europe (UK and Belgium), India, Israel, and the United States.

Are your subsidiaries financially independent? yes/no/other (elaborate)

No.

Do your subsidiaries have independent boards of directors? yes/no/other (elaborate)

Other. Each GFI affiliate organization determines its own board structure. Most GFI affiliate boards are composed of a mix of independent third parties and GFI employees.

Who are the decision makers for local programs carried out by your organization's subsidiaries?

All of GFI’s affiliates are independent organizations. They are largely funded by GFI in the U.S. but they are independent organizations that make their own plans and set their own agendas. The Managing Directors (MDs) of each affiliate organization have weekly 1:1 meetings that include GFI’s President and GFI U.S.’s Senior Associate Director for International Engagement, and they have bi-weekly meetings that include all five MDs and GFI U.S.’s executive team (which includes the President).

Our organizational objectives are developed in collaboration across all GFI affiliates to ensure strategic cohesion. Each of GFI’s six organizations are focused on the same theory of change and programmatic priorities. The MD of each affiliate program determines the annual strategic plan for that region and each team establishes their own cyclical (three cycles each year), annual, and long-term goals and action plans.

Which accounting method do you use or did you use in the following years?

2020	Accrual accounting
2021	Accrual accounting
2022	Accrual accounting

[If other] Please elaborate, if possible:

Please indicate the currency you are referring to here: USD

Please complete the following table about your organization’s annual financials. If available, attach the corresponding tax forms (e.g., Form 990 in the U.S.) for each year. For all projected numbers, please answer under the assumption that your status with ACE (Top Charity, Standout Charity, or not currently recommended) will stay the same. If you project a sizable increase or decrease in revenue in 2023 and/or 2024 that may appear to diverge from your current trajectory, we ask that you briefly comment with an explanation below. These figures will assist us in understanding the overall health of your charity’s financials, such as revenue diversity and sufficiency of reserves, as well as your existing plans for expansion.

	2020	2021	MidYear 2022	Projection For 2022	Projection For 2023	Projection For 2024
Total Revenue (sum of the 4 below)						
- Revenue from donations	\$ 17,870,376	\$41,854,272	\$4,686,471	\$30,000,000	\$50,000,000	\$45,000,000
- Revenue from own	\$40,000	\$102,500	\$22,500	\$22,500	\$400,000	\$0

work (earned income)						
- Revenue from capital investments (investment income)	\$122,409	\$143,948	\$90,819	\$251,500	\$251,500	\$251,500
- Revenue (other)	\$ 890,809	\$ 1,178,115	\$ 34,028	\$ 315,830	N/A	N/A
Total Expenditures	\$13,273,604	\$17,034,590	\$7,497,448	\$28,650,973	\$36,597,800	\$44,603,139
- Expenditures specifically for starting new programs				N/A	N/A	N/A
Financial Assets (i.e., cash, savings, investments, etc.)	\$29,903,724	\$59,499,031	\$52,111,927	\$51,922,770	Cannot predict	Cannot predict
Nonfinancial assets > \$10,000 USD	N/A	N/A	N/A	N/A	N/A	N/A
Liabilities (if any)	\$2,303,124	\$5,198,110	\$3,460,399	\$3,333,672	Cannot predict	Cannot predict

If available, attach the corresponding tax forms (e.g., Form 990 in the U.S.) for each year.

You can upload multiple files through one file upload if the files are compressed into a ZIP file before uploading.

What is the total share of funding sources from large donations (>20% of funding)? Specify the funding source, if possible.

Note: Donation revenue is projected to increase in 2023 due to a sizable grant that is paid on a two-year cycle. Earned revenue is projected to increase in 2023 due to ticket sales for the Good Food Conference.

Share of funding sources from large donations:

2022: New Venture Foundation (\$1.5M of \$4.7M 2022 donations and foundation grants to date)

2021: Open Philanthropy (\$10M of \$41.6M 2022 donations and foundation grants - 24%)

Do you have any significant restricted donations? [If yes] Please elaborate.

Yes. GFI has received restricted gifts to support certain activities like the Research Grant Program. However, we do not currently have significant restricted donations exceeding 20% of total donations received.

If you reported expenditures specifically for starting new programs in the table above, please elaborate.

Not applicable.

If your expenditures reported in the table above include significant costs that are not directly related to programs (e.g., administration expenses, wages, or training), please elaborate.

Please see Schedule 10 of the 990 for a breakdown of 2020 administrative expenses. GFI has not yet submitted its 2021 990; however, draft data indicates that administrative and fundraising expenses total approximately 22% of overall expenditures.

Do you have a significant percentage of assets that would be difficult to liquidate to meet cash needs within one year? [If yes] Please elaborate.

No.

(Optional) Is there anything else you would like us to know about your financial situation?

A core element of GFI's fiscal management strategy is to build our budget each year based on the funding secured by December 31st of the preceding year. We also maintain cash reserves equal to at least 12 months of operating expenses.

If you received additional, unexpected funding of \$200,000 USD, how would you allocate it across each of your current programs, any new programs, and/or other plans for expansion, on top of the projections submitted in the previous section?

While GFI's fundraising goals and projected budgets are already aggressive, an additional \$200,000 beyond the currently projected funding would allow us to prioritize an expansion of our presence in Asia, particularly the establishment of GFI offices in Japan and South Korea. Asia is critical for shifting the balance in favor of alternative protein science and policy, and we believe that Japan and South Korea could rival Singapore and Israel for government support of alternative protein development.

According to UNESCO, Korea is second only to Israel for the highest percentage of GDP allocated to R&D (at 4.1%), and it has more researchers per million inhabitants (at 6,826) than any country in the world outside of Scandinavia.

Japan is also one of the top five funders of R&D globally (3.4% of its GDP according to UNESCO) and is one of the top five agriculture R&D funders globally. Only a few nations, including Korea and Singapore, surpass Japan for the number of researchers per million inhabitants (5,328).

Korea and Japan are also recognized as two of the most innovative nations in the world. According to Bloomberg's 2021 Innovation Index, Korea is ranked as the most innovative nation in the world. Japan is a leader in biotech research, innovation, and global manufacturing competitiveness. Japan is already home to multiple cultivated meat development efforts, and a number of large Japanese corporations have recognized the opportunity the alternative protein market presents.

The strongest impetus for the alternative protein market in Korea and Japan is likely the desire for increased food self-sufficiency, as both Korea and Japan have significant food self-sufficiency

concerns. Korea imports more than 90 percent of its food from overseas and Japan's self-sufficiency rate hovers around 40 percent, and it has continued to decline.

If you received \$1,000,000 USD of additional, unexpected funding, how would you distribute it among i) each of your current programs, ii) any new programs, and/or iii) other plans for expansion, on top of the projected expenditures reported in the previous section?

If GFI received an additional \$1,000,000 beyond the currently projected funding, we would prioritize substantial growth in three areas:

(1) Expansion in South Korea and Japan as detailed above.

(2) Expansion of high impact co-funded opportunities for our Research Grant Program. We see opportunities to co-fund major grant projects with the help of partner organizations and governments, largely modeled after our work with the Israeli government. In that project we helped to increase the amount of active academic labs researching alternative proteins from 28 in 2021 to an expected 60 by the end of 2022 through a partnership with the Ministry of Science Technology and Innovation and the Ministry of Agriculture and Rural Development. Together we launched a \$1.2 million Alternative Protein Research Grant Program, with the government matching every GFI dollar four to one. This initiative will fund 13 academic research projects, and GFI will serve as an equal partner in all decision-making. At present, more than half of the academic researchers in Israel have received some financial support from GFI.

(3) Increase investment in researching how we can support policy makers, companies, and scientists in influencing consumer sentiments about alternative proteins. This would require additional research into the nutritional benefits of alt proteins, research into consumer perception of alt proteins, and interventions to continue supporting companies as they improve the nutritional profiles of alternative proteins.

Please list the key members of your organization's leadership team, including i) their name, ii) their role, and iii) the number of years they've worked at your organization.

GFI's leadership team consists of eight U.S.-based team members and five international managing directors, including:

Bruce Friedrich, Founder and President, 6+ years at GFI

Ilya Sheyman, CEO, <1 year at GFI

Liz Specht, Vice President, Science and Technology, 6+ years at GFI

Jessica Almy, Vice President, Policy, 5+ years at GFI

Caroline Bushnell, Vice President, Corporate Engagement, 4+ years at GFI

Sheila Voss, Vice President, Communications, 1+ years at GFI

Sarah David, General Counsel and Vice President, Administration, 3+ years at GFI

Susan Halteman, Vice President, Development, 3 years at GFI

Gus Guadagnini, Managing Director-Brazil, 5+ years at GFI

Varun Deshpande, Managing Director-India, 4+ years at GFI

Richard Parr, Managing Director-Europe, 3+ years at GFI

Nir Goldstein, Managing Director-Israel, 2+ years at GFI

Mirte Gosker-Kneepkens, Acting Managing Director, GFI Asia Pacific (APAC), 2+ years at GFI

Have you had a leadership transition in your Executive Director role (or equivalent) since the beginning of 2021? [If yes] Please describe the transition process.

Yes. In early 2022, GFI U.S. welcomed our new CEO. Ilya Sheyman leads all aspects of GFI U.S.'s programmatic and administrative operations (including directly managing all six U.S. Vice Presidents), while Founder and President Bruce Friedrich has shifted to focus on the high-level strategy and relationship-building that will benefit our policy, development, and communications efforts.

Several steps were taken to ensure that the transition was successful. Ilya had meetings with each of the Board Directors, met individually with each employee on the U.S. Team, participated in an open Q&A at an All Staff meeting, and answered anonymous Ask Me Anything questions from staff. He also solicited feedback from the team multiple times during the past six months about the transition. Additionally, changes to approval levels and processes were communicated clearly to all staff in writing and responsibilities were transitioned transparently from Bruce to Ilya.

Please provide a complete list of your organization's current board members. If this information is available online, you may simply provide a link to the web page.

Cameron Icard, Board Chair, 2+ years on GFI Board

Stewart David, 4+ years on GFI Board

Vandhana Balasubramanian, 6+ years on GFI Board

Kathy Freston, 5+ years on GFI Board

Bruce Friedrich, President, 6+ years on GFI Board

What kind of legal entity is your organization?

GFI U.S. is a Delaware corporation and a tax-exempt public charity under §501(c)3 and §170(b)(1)(A)(vi) of the Internal Revenue Code.

How would you describe the organizational structure of your organization?

GFI U.S. is comprised of seven departments that work collaboratively: Collaborative Assistance Team, Communications, Corporate Engagement, Development, Executive, Policy, and Science and Technology. With some exceptions, each affiliate has the same structure as the U.S., and departments work collaboratively on a global basis both formally through regular departmental global collaboration meetings, and informally.

While we are highly collaborative and connected, we also believe the key to performance and satisfaction is the fulfillment of the deeply human need to direct our own lives, to learn and create, and to do better by ourselves and our world: autonomy, mastery, and purpose. GFI strives

to offer this to every employee, and we encourage feedback to ensure that all team members are as happy and fulfilled by their work as possible.

How many full-time staff, part-time staff, and contractors are currently employed/contracted by your organization? Please specify staff numbers by country subsidiary, if applicable.

GFI U.S. (As of 8/15/2022 with hiring in progress for 10-12 additional roles in 2022)

of full-time staff: 73

of part-time staff: 3

of contractors: 0

GFI APAC

of full-time staff: 7

of part-time staff: 0

of contractors: 1

GFI Brazil

of full-time staff: 18

of part-time staff: 0

of contractors: 0

GFI Europe

of full-time staff: 16

of part-time staff: 0

of contractors: 0

GFI India

of full-time staff: 9

of part-time staff: 0

of contractors: 2

GFI Israel

of full-time staff: 11

of part-time staff: 0

of contractors: 0

How many volunteers working at least five hours per week are currently affiliated with your organization?

GFI had 58 volunteers in 2021; however, we do not track volunteer hours and are unable to determine how many of these 58 volunteers worked at least five hours.

What strategies do you use to learn about staff morale and work culture (e.g., staff surveys, in-person check-ins, suggestion boxes, etc.)?

In the U.S., we conduct an annual, confidential Employee Engagement Survey via Culture Amp and two follow-up pulse surveys that ask targeted questions on the identified action areas. Each month, supervisors conduct structured 1:1 check-ins with team members via Culture Amp – these check-ins address both how the employee is feeling and how the supervisor can provide support. Three times per year, the Leadership Team solicits anonymous questions from employees and responds to them at a staff meeting – this often gives us an opportunity to address questions about morale and culture, in addition to programmatic work. In addition to check-ins with their supervisor, employees also participate in skip-level check-ins with their department VP, the President and/or CEO. Finally, employees are asked for feedback on various topics throughout the year (e.g., staff retreat plans, how they prefer to receive training) and are encouraged to submit questions and suggestions to a supervisor or HR or anonymously via the Navex reporting system.

Please indicate the following policies for which your organization has a written commitment:

Have formal policy	A formal compensation policy to determine staff salaries
Have formal policy	Paid time off
Have formal policy	Sick days and personal leave
Have formal policy	Healthcare coverage
No policy*	Paid family and medical leave <i>*(Policy takes effect January 2023)</i>
Have formal policy	Clearly defined essential functions for all positions, preferably with written job descriptions
Have formal policy	Annual (or more frequent) performance evaluations
Have formal policy	Formal onboarding or orientation process
Have formal policy	Training and development available to each employee
Have formal policy	A simple and transparent written procedure for employees to request additional training or support
Have formal policy	Flexible work hours
Have formal policy	Remote work option
Have formal policy	Paid internships
Have formal policy	A clearly written workplace code of ethics/conduct
Have formal policy	A written statement that the organization does not tolerate discrimination on the basis of race, gender, sexual orientation,

	disability status, or other irrelevant characteristics
Have formal policy	A simple and transparent written procedure for filing complaints
Have formal policy	Mandatory reporting of harassment and discrimination through all levels, up to and including the board of directors
Have formal policy	Explicit protocols for addressing concerns or allegations of harassment or discrimination
Have formal policy	Documentation of all reported instances of harassment or discrimination, along with the outcomes of each case
Have formal policy	Regular training on topics such as harassment and discrimination in the workplace
Have formal policy	An anti-retaliation policy protecting whistleblowers and those who report grievances

Is there anything else you'd like us to know about your organization's human resources policies?

GFI took very seriously the information ACE provided last year about several employees (current and former) reporting fear of retaliation from top leadership for voicing disagreements. We have done everything we committed to doing in our Response to ACE’s 2021 Review and more. Of note, the Chairwoman of our board now directly receives any inquiries from our anonymous reporting hotline, and anti-retaliation training is part of our annual anti-harassment training. We have not received any actionable allegations of retaliation, and remain committed to cultivating a work environment and culture where diverse input leads to the best decision-making and priority-setting.

While employees have received access to paid family and medical leave benefits when they lived in states where it is mandated and funded through payroll deductions, we’ve announced to the U.S. team that we will establish an equitable and inclusive paid family and medical leave policy for 2023.