



THE
GOOD FOOD
INSTITUTE

2016 ANNUAL REVIEW



Dear Friend,

What we eat has a profound effect on the world around us. Yet most food on the market today is generated by a system at its breaking point.

Factory farming is devastating our planet.

Our lakes and rivers are polluted with runoff from industrial farms, forests are destroyed to graze cattle and grow crops to feed farm animals, and greenhouse gas emissions from factory farms are accelerating climate change at an alarming rate.

Our health is in danger. Meat, dairy, and egg consumption is a leading cause of obesity, diabetes, heart disease, and cancer. And the overuse of antibiotics in farm animals is linked to the growing global health crisis of antibiotic-resistant superbugs.

Animals suffer miserably. Each year, in industrial farms around the globe, tens of billions of thinking, feeling animals are bred, raised, and killed for human consumption. They endure confinement so extreme they can barely move, relentless physical and emotional abuse, and finally, inhumane slaughter.

But there's a new way forward. 2016 saw markets and food technology harnessed in a new and exciting way. Now, products are on the market or in development that will compete with animal products on the basis of factors that dictate consumer choice: *taste, price, and convenience.*

With the generous gift support of friends like you, The Good Food Institute is on the cutting edge of this food revolution:

- launching as well as supporting the most advanced plant-based and clean meat companies on all aspects of their success, from company naming to regulatory approval
- partnering with food scientists to ensure the swiftest introduction of the best possible products at competitive prices
- working with regulators at FDA and USDA and with legislators on Capitol Hill to secure a competitive marketplace

- engaging with chain restaurants, grocers, and foodservice providers to ensure that excellent plant-based alternatives are available and promoted as widely as possible

This report on our 2016 activities gives you a glimpse into how GFI is fostering the next generation of food innovators, providing technical and strategic support to startups, leveling the regulatory playing field, and encouraging R&D into groundbreaking food technology at leading research institutions.

As you reflect on our first 12 months, I hope you will be as energized as I am by the promise of technology and markets to make healthy, humane, and sustainable foods the default choice for consumers—thus relegating industrialized animal agriculture to the dustbin of history.

Thank you for being part of our Good Food family and for entrusting us with this vital work. From everyone here at GFI, we deeply appreciate your financial support and belief in our mission.

With heartfelt gratitude,

Bruce Friedrich
Executive Director

GFI STAFF AND SENIOR ADVISORS:

Alison Rabschnuk, Jaime Surenkamp,
Milena Esherick, Chris Kerr, Christie Lagally

Jacqueline Kravette, Gustavo Guadagnini,
Cameron Meyer Shorb, Liz Specht,
Brianna Cameron

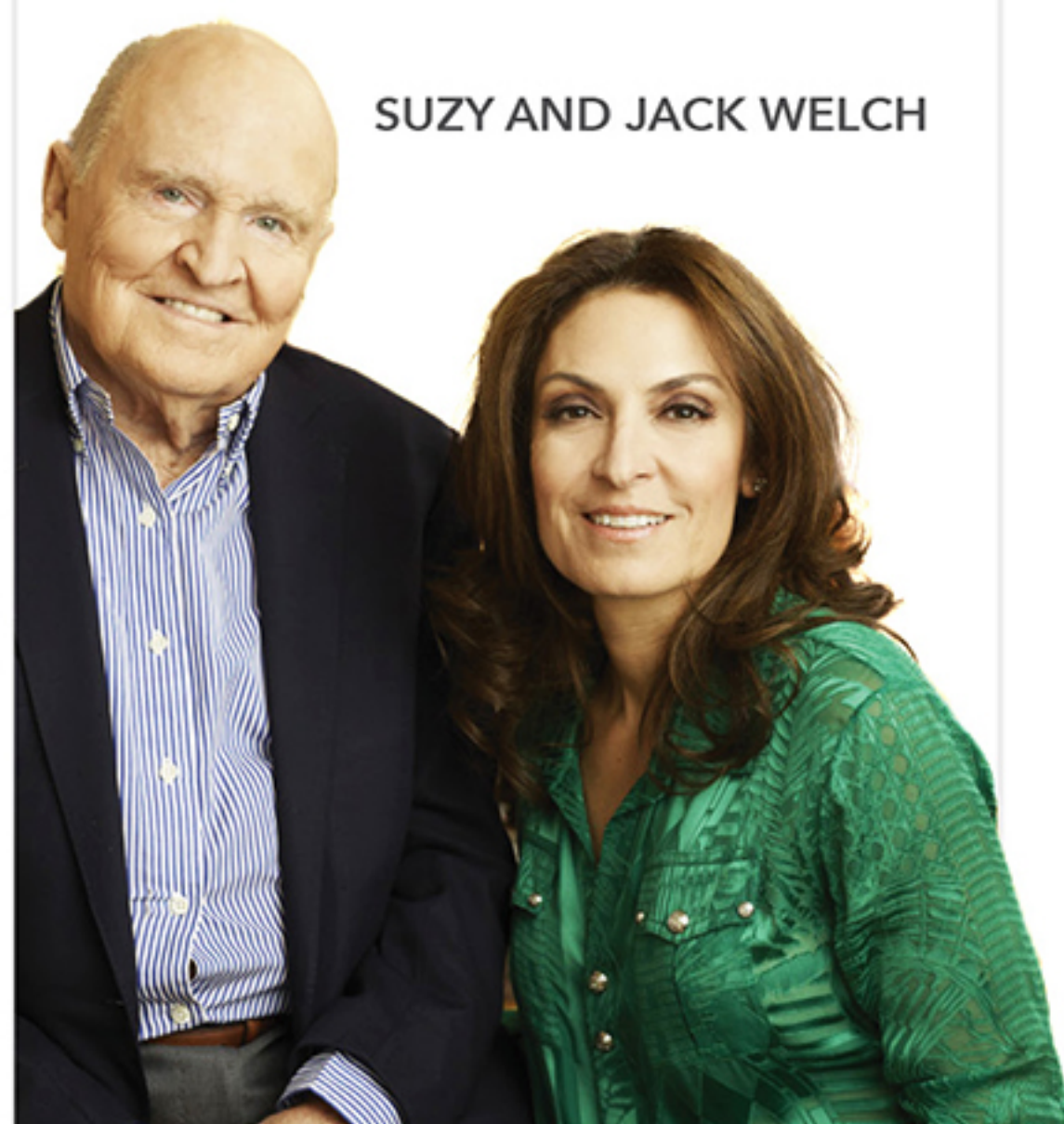
Bruce Friedrich, Clare Bland, Erin Rees Clayton,
Emily Byrd, Toubé Benedetto,
Reannon Branchesi

Not pictured:

Nicole Negowetti, Joanna Grossman



We love how The Good Food Institute is solutions-oriented and actively pursuing new avenues to address some of the greatest challenges of our time. The group's leadership is thoughtful and strategic and has assembled an impressive team. As people of faith who care deeply about building a more compassionate world, we're delighted to support GFI's important work.



SUZY AND JACK WELCH

GFI Honored as Top Charity

In 2016, following a rigorous evaluation of our systems, programs, leadership, and staff, Animal Charity Evaluators (ACE) named The Good Food Institute one of the three most effective animal charities.

ACE reviewed 205 nonprofits from around the globe to identify those most worthy of philanthropic investment. On selecting GFI as a top charity, ACE founder and executive director Jon Bockman shared:



GFI has an impressive, strategic approach to the cultivation and promotion of competitive alternatives to animal-based meat, dairy, and eggs. ACE's Top Charities work in ways that are most likely to produce the greatest gains for animals, actively evaluate and improve their programs, and have a demonstrated need for more funding. We promote them as our top giving opportunities and as ideal examples of effective advocacy."



2016
TOP CHARITY



GFI's recommendation by Animal Charity Evaluators inspired me to support their mission. As more people choose plant-based and clean foods, I believe we'll see a shift in societal beliefs around the use of animals. To think that within my lifetime there will be a solution to the immense harms of factory farming: GFI is a nonprofit that keeps me awake at night because of excitement about the future!

ROBERT YAMAN



We support The Good Food Institute because its groundbreaking work makes it easier for people to choose foods that are healthier, more humane, and better for the environment. We found their strategic vision and multi-pronged approach to solving the entrenched problems of our food system so inspiring that we decided to make sustaining monthly gifts to GFI. The solutions they are developing are systemic, structural, and long-term.

SUSAN AND MATT HALTEMAN

Our Mission

GFI is laser focused on creating a healthy, humane, and sustainable food supply.

Our Vision

Imagine a food system where the most affordable and delicious products are also good for our bodies and the planet. By bringing together the most creative innovators, brightest scientists, and most visionary food marketers, we will produce food in a new and better way. We envision a world in which the vast majority of meat, dairy, and eggs is plant-based or clean.

Our Financials

Launched in February 2016, GFI recently completed our first full year of operations, and our audited financials are in preparation at presstime. Our financials, along with our Form 990, will be posted at www.GFI.org when completed.

The Good Food Institute is a 501(c)(3) nonprofit organization—Tax ID 81-0840578.
We are powered by philanthropy, relying on gifts and grants from our family of supporters to fulfill our mission.



SCIENCE AND TECHNOLOGY

applying R&D to transform food production



In 2016, GFI's science and technology team started to identify the best opportunities and most critical challenges in plant-based and clean meat R&D.

What is clean meat? Clean meat is real meat grown from cells outside an animal, eliminating the need for factory farms or slaughterhouses.

GFI shared this knowledge with researchers, entrepreneurs, and investors to accelerate the growth and success of revolutionary food technologies that will replace animal-based meat, dairy, and eggs.

At the International Cultured Meat Conference at Maastricht University in The Netherlands, GFI's senior scientists unveiled the team's seminal work: a Technological Readiness Assessment to be used as an open-source tool for the entire industry that maps out clean meat's path to price-competitive commercialization. This work informed the first-ever public review, published on our website, of the technological developments critical to bringing clean meat to market. We also presented at Maastricht on the formulation of animal-free media for the mass production of clean meat.

GFI's scientists also led the conversation on the future of plant-based protein through presentations at the 9th Protein Summit in Lille, France, and

the Institute of Food Technologists' global conference in Chicago, Illinois, while forming collaborations with leading research universities stateside, including Washington State University; the University of Colorado, Boulder; and the University of California, Berkeley.

Finally, GFI's scientists provided extensive support to entrepreneurs and early-stage start-up companies to help them refine their scientific strategy, identify funding opportunities, and attract scientific talent. In addition to providing company support, our scientists worked closely with venture capital investors to evaluate food technology proposals, serving as an invaluable bridge between entrepreneurs with groundbreaking ideas and the investment opportunities that will make those ideas a reality.

When we learned about the work of The Good Food Institute's scientists, we were hooked! The caliber of talent that GFI has attracted is amazing, and we're so impressed—month after month—by the work of the whole team. It'll be a different world when plant-based and clean meats are on grocery store shelves, competitively priced alongside conventional meat. GFI is focused on ingenious solutions to all the issues of factory farming. We're excited and proud to support them.

LORETTA AND CHRIS STADLER



Maastricht University has been the hub of the clean meat revolution since GFI advisor Mark Post, MD, PhD, created the first clean meat hamburger in 2013. GFI's SciTech team presented alongside Dr. Post (pictured above) at the Second International Conference on Cultured Meat.

INNOVATION

providing strategic and technical expertise to startups

GFI's founding was inspired by the success of plant-powered pioneers Hampton Creek Foods, Impossible Foods, and Beyond Meat. These three companies, which did not even exist a decade ago, are now collectively valued at more than \$2 billion, and they have raised more than \$400 million in just the past five years. Creating and fostering more such companies—thereby bringing millions of private sector dollars to the cause of combating factory farming—is one of GFI's prime directives. Because of the work of GFI's innovation team, new companies have the resources to create products that will make factory farming obsolete.

We hit the ground running in 2016 by creating two plant-based companies from scratch, forming exploratory teams for nine more companies, and identifying more than 15 additional opportunities that we have shared with a curated list of 70 entrepreneurs who are seeking to start transformative food companies.

To foster the next generation of innovators, we hosted regular entrepreneur seminars to direct collaborations and identify areas of need for food-system innovators. Our team also conducted outreach to top universities for food science,

entrepreneurship, tissue engineering, and more to encourage the best and brightest minds to direct their skills toward food system improvement.

In addition to inspiring future movers and shakers in the food industry, we supported early-stage startups with critical work, from branding guidance and facilitating venture capital connections to conducting market research and consulting on media rollout plans to ensure their sustained success. By connecting companies and researchers with the tools they need to succeed, GFI is making the Good Food future a reality.



The Future of Seafood

According to the UN, roughly **90 percent of the world's fish stocks are on the verge of collapse**. As our marine ecosystems struggle under increasing demand for seafood, the need for plant-based alternatives is more urgent than ever. In response, GFI has partnered with venture capitalists and food industry consultants to launch **SeaCo** and its **Good Catch** brand, addressing this critical need and underserved market—while giving our oceans a rest.



In 2016, I called my good friend Bruce Friedrich, to see how I might be helpful with GFI's work. Bruce strongly encouraged me to use my entrepreneurial skills to start a plant-based meat company. After visiting India several years ago, I had developed a deep affinity for this incredible

country and her people. GFI connected me with like-minded people in India, and we decided to co-found Good Dot. By late 2017, we will launch locally manufactured products, bringing high-quality, cost-competitive plant-based proteins across India. Without GFI's inspiration and support, Good Dot would not exist.

STEPHANIE DOWNS, CO-FOUNDER AND CEO, GOOD DOT
WITH CHRIS KERR, GFI ENTREPRENEUR IN RESIDENCE

"GFI's team has been available to Memphis Meats for strategic brainstorming, communications support, and more from the time of our launch. GFI is a key visionary in the clean meat movement and their team has shown unwavering support for us. Memphis Meats is actively validating the once-fanciful prospect of producing clean meat without animal slaughter or suffering, and we are pleased to have GFI with us on this remarkable journey."

UMA VALETI, MD,
CEO AND CO-FOUNDER, MEMPHIS MEATS



POLICY

building the framework for good foods' success

The statutory and regulatory landscape remains unclear for clean food technology, and current statutes and regulations put plant-based and clean products at a disadvantage in the marketplace. GFI's policy department is focused on creating a clear pathway to commercialization of clean products and a level playing field for plant-based meat, dairy, and eggs.

In 2016, GFI filed a flurry of FOIA requests and two lawsuits to help plant-based alternatives achieve maximum success in a market dominated by powerful animal-ag industries.

First, our policy team sued to receive records from FDA regarding its inconsistent enforcement of soy milk labeling standards. In 2016, the dairy industry lobbied FDA to crack down on plant-based milks and prohibit use of the word "milk" on their labels. Our policy team is fighting to protect plant-based dairy producers from these costly and anti-competitive attacks from Big Dairy to ensure that plant-based



milks, cheeses, and yogurts achieve maximum success.

Second, our team took on USDA's Agricultural Marketing Services for failing to release full documentation related to American Egg Board's attacks on plant-based mayo producer Hampton Creek. In the days following our lawsuit, a federal investigation revealed that the egg board had acted outside its mandate and

misused government funds in an attempt to undermine its new egg-free competition. GFI's full-time lobbyist is now working on Capitol Hill for broad checkoff reform to secure a fair and competitive marketplace for plant-based products.

In 2016, our policy team also provided critical legal and regulatory pro bono support for at least a dozen good food companies.

"As a former chef and current law student, interning with GFI affirmed my goal of dedicating my career to food law. My internship gave me a unique glimpse into the vast potential of groundbreaking food technologies to solve so many of the issues that plague our current food production system."

TYLER NEMKOV
CLASS OF 2017
UNIVERSITY OF DENVER
STURM COLLEGE OF LAW



The Good Food Institute
Sues the USDA
POLITICO

Nerds over cattle: How food
technology will save the world
WIRED

GFI Stands Out in the
"DC Barnyard"
QUARTZ

COMMUNITY ENGAGEMENT

informing and inspiring

Throughout 2016, GFI shared the world-changing story of the future of food with millions of students, scientists, and entrepreneurs around the world, inspiring them to turn interest into action!

Inspiring Action: We spoke at the top universities across the nation—including MIT's and Yale's schools of management, and Harvard's and

"After six years in business, including four years running my own plant-based start-up, I jumped at the opportunity to

participate in the Innovation Collider and Challenge Lab at UC-Berkeley. The exposure to industry leaders and mentoring by GFI's science and innovation experts has been life-changing.

I've witnessed first-hand the unmet demand for quality plant-based proteins across the Caribbean and Latin America. These classes have transformed my thinking about how best I can apply my entrepreneurial background to build local production capacity."

ETISHA LEWIS-BAPTISTE

CLASS OF 2018
UNIVERSITY OF CALIFORNIA BERKELEY
HAAS SCHOOL OF BUSINESS



Stanford's business schools—to inspire the best and brightest minds to direct their talents toward world-changing food technology. Our team also presented at multiple international investor symposia and critical scientific institutions and conferences, generating more public- and private-sector activity to advance research and development for plant-based and clean meat.

Informing Innovation: Our website became a one-stop shop for anyone interested in seizing opportunities to build the market for good food. We provide open-access resources ranging from state-of-the-industry reports and breaking news updates to academic research and funding opportunities—ensuring that innovators have the information they need to do their work as effectively as possible.

Igniting Conversation: GFI catalyzed a global conversation about the problems plaguing our food system and how plant-based and clean technologies will fix what is broken. *The Washington Post Magazine* profiled Executive Director Bruce Friedrich, and Bill Gates responded to our comments in *The New York Times*. Amy Poehler's *Smart Girls* blog spotlighted Senior Scientist Dr. Liz Specht and her work to make the current meat, dairy, and egg industries obsolete. *The Wall Street Journal*, *The Washington Post*, *Wired*, *Vox*, *VICE*, and more featured GFI's work, introducing millions to the power of good food to end factory farming and its myriad harms.



Plant-based meat and seafood are whole new frontiers. Our partnership with The Good Food Institute to create the world's first classes on plant-based meat and seafood is enabling us to create environments where everyone can learn: students, faculty, and our industry partners. As we explore this emerging field, GFI knows the players and the landscape and openly offers access to these resources. This invaluable knowledge is helping our students flourish as they develop plant-based solutions for the unsustainable global meat and seafood industries.

PROFESSOR
RICARDO SAN MARTIN
SUTARDJA CENTER FOR
ENTREPRENEURSHIP AND TECHNOLOGY,
UNIVERSITY OF CALIFORNIA, BERKELEY



**IMAGINE A FUTURE WHERE THE MOST AFFORDABLE
AND DELICIOUS FOODS ARE ALSO GOOD FOR OUR
BODIES AND THE PLANET.**

*Your gift to GFI will make this
future possible.*

JOIN US!

 www.GFI.org/donate  **866.849.4457**

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