Form **990-PF**

Department of the Treasury
Internal Revenue Service

Return of Private Foundation

or Section 4947(a)(1) Trust Treated as Private Foundation

▶ Do not enter social security numbers on this form as it may be made public.
▶ Go to www.irs.gov/Form990PF for instructions and the latest information.

OMB No. 1545-0052

2020

Open to Public Inspection

For calendar year 2020, or tax year beginning 01-01-2020 , and ending 12-31-2020

Name of foundation
Gordon E and Betty I Moore Foundation

% JANCY GOH

A Employer identification number
94-3397785

Number and street (or P.O. box number if mail is not delivered to street address) Room/suite
1661 Page Mill Road

B Telephone number (see instructions)
(650) 213-3000

City or town, state or province, country, and ZIP or foreign postal code
Palo Alto, CA 94304

C If exemption application is pending, check here ▶ ☐

G Check all that apply: ☐ Initial return ☐ Initial return of a former public charity ☐ Final return ☑ Amended return ☐ Address change ☐ Name change

D 1. Foreign organizations, check here..... ▶ ☐
2. Foreign organizations meeting the 85% test, check here and attach computation ... ▶ ☐

H Check type of organization: ☑ Section 501(c)(3) exempt private foundation
☐ Section 4947(a)(1) nonexempt charitable trust ☐ Other taxable private foundation

E If private foundation status was terminated under section 507(b)(1)(A), check here ..... ▶ ☐

I Fair market value of all assets at end of year (from Part II, col. (c), *line 16)* ▶$ 8,574,582,511

J Accounting method: ☐ Cash ☑ Accrual ☐ Other (specify)
(Part I, column (d) must be on cash basis.)

F If the foundation is in a 60-month termination under section 507(b)(1)(B), check here ..... ▶ ☐

Part I **Analysis of Revenue and Expenses** *(The total of amounts in columns (b), (c), and (d) may not necessarily equal the amounts in column (a) (see instructions).)*

			(a) Revenue and expenses per books	(b) Net investment income	(c) Adjusted net income	(d) Disbursements for charitable purposes (cash basis only)
Revenue	1	Contributions, gifts, grants, etc., received (attach schedule)	0			
	2	Check ▶ ☑ if the foundation is **not** required to attach Sch. B				
	3	Interest on savings and temporary cash investments	759,991	759,991		
	4	Dividends and interest from securities	9,702,652	70,558,580		
	5a	Gross rents				
	b	Net rental income or (loss)				
	6a	Net gain or (loss) from sale of assets not on line 10	381,692,078			
	b	Gross sales price for all assets on line 6a 790,273,076				
	7	Capital gain net income (from Part IV, line 2)		398,081,906		
	8	Net short-term capital gain				
	9	Income modifications				
	10a	Gross sales less returns and allowances				
	b	Less: Cost of goods sold				
	c	Gross profit or (loss) (attach schedule)				
	11	Other income (attach schedule)	136,299,911	-14,416,526		
	12	**Total.** Add lines 1 through 11	528,454,632	454,983,951		
Operating and Administrative Expenses	13	Compensation of officers, directors, trustees, etc.	4,761,504	2,751,974		1,865,469
	14	Other employee salaries and wages	20,668,644	7,610,541		13,191,003
	15	Pension plans, employee benefits	6,433,382	1,296,856		4,640,685
	16a	Legal fees (attach schedule)	269,212	97,940	0	205,812
	b	Accounting fees (attach schedule)	364,664	151,298	0	142,458
	c	Other professional fees (attach schedule)	12,864,783	8,087,325		4,546,442
	17	Interest	9,366			
	18	Taxes (attach schedule) (see instructions)	19,692,316			
	19	Depreciation (attach schedule) and depletion	2,005,842			
	20	Occupancy	1,275,350	473,075		948,783
	21	Travel, conferences, and meetings	584,695	61,886		572,385
	22	Printing and publications	10,420	522		9,920
	23	Other expenses (attach schedule)	1,567,482	481,313		1,237,679
	24	**Total operating and administrative expenses.** Add lines 13 through 23	70,507,660	21,012,730	0	27,360,636
	25	Contributions, gifts, grants paid	269,200,958			272,068,461
	26	**Total expenses and disbursements.** Add lines 24 and 25	339,708,618	21,012,730	0	299,429,097
	27	Subtract line 26 from line 12:				
	a	**Excess of revenue over expenses and disbursements**	188,746,014			
	b	**Net investment income** (if negative, enter -0-)		433,971,221		
	c	**Adjusted net income** (if negative, enter -0-)				

Part II **Balance Sheets** Attached schedules and amounts in the description column should be for end-of-year amounts only. (See instructions.)

			Beginning of year	End of year	
			(a) Book Value	(b) Book Value	(c) Fair Market Value
Assets	1	Cash—non-interest-bearing	1,501	1,501	1,501
	2	Savings and temporary cash investments	57,343,793	138,571,773	138,571,773
	3	Accounts receivable ▶			
		Less: allowance for doubtful accounts ▶			
	4	Pledges receivable ▶			
		Less: allowance for doubtful accounts ▶			
	5	Grants receivable			
	6	Receivables due from officers, directors, trustees, and other disqualified persons (attach schedule) (see instructions)			
	7	Other notes and loans receivable (attach schedule) ▶			
		Less: allowance for doubtful accounts ▶			
	8	Inventories for sale or use			
	9	Prepaid expenses and deferred charges	10,883,987	7,850,182	7,850,182
	10a	Investments—U.S. and state government obligations (attach schedule)	753,365,870	776,878,137	776,878,137
	b	Investments—corporate stock (attach schedule)	563,442,101	481,944,021	481,944,021
	c	Investments—corporate bonds (attach schedule)			
	11	Investments—land, buildings, and equipment: basis ▶			
		Less: accumulated depreciation (attach schedule) ▶			
	12	Investments—mortgage loans			
	13	Investments—other (attach schedule)	5,582,830,096	6,871,758,806	6,871,758,806
	14	Land, buildings, and equipment: basis ▶ 72,453,314			
		Less: accumulated depreciation (attach schedule) ▶ 37,551,017	36,513,835	34,902,297	34,902,297
	15	Other assets (describe ▶)	167,331,105	262,675,794	262,675,794
	16	**Total assets** (to be completed by all filers—see the instructions. Also, see page 1, item I)	7,171,712,288	8,574,582,511	8,574,582,511
Liabilities	17	Accounts payable and accrued expenses	16,365,173	18,598,499	
	18	Grants payable	15,000,000	16,359,203	
	19	Deferred revenue			
	20	Loans from officers, directors, trustees, and other disqualified persons			
	21	Mortgages and other notes payable (attach schedule)	0	100,009,366	
	22	Other liabilities (describe ▶)	29,694,054	44,918,693	
	23	**Total liabilities**(add lines 17 through 22)	61,059,227	179,885,761	
Net Assets or Fund Balances		**Foundations that follow FASB ASC 958, check here** ▶ ☑ **and complete lines 24, 25, 29 and 30.**			
	24	Net assets without donor restrictions	7,110,653,061	8,394,696,750	
	25	Net assets with donor restrictions			
		Foundations that do not follow FASB ASC 958, check here ▶ ☐ **and complete lines 26 through 30.**			
	26	Capital stock, trust principal, or current funds			
	27	Paid-in or capital surplus, or land, bldg., and equipment fund			
	28	Retained earnings, accumulated income, endowment, or other funds			
	29	**Total net assets or fund balances** (see instructions)	7,110,653,061	8,394,696,750	
	30	**Total liabilities and net assets/fund balances** (see instructions)	7,171,712,288	8,574,582,511	

Part III **Analysis of Changes in Net Assets or Fund Balances**

1	Total net assets or fund balances at beginning of year—Part II, column (a), line 29 (must agree with end-of-year figure reported on prior year's return)	1	7,110,653,061
2	Enter amount from Part I, line 27a	2	188,746,014
3	Other increases not included in line 2 (itemize) ▶	3	1,095,297,675
4	Add lines 1, 2, and 3	4	8,394,696,750
5	Decreases not included in line 2 (itemize) ▶	5	
6	Total net assets or fund balances at end of year (line 4 minus line 5)—Part II, column (b), line 29	6	8,394,696,750

Part IV **Capital Gains and Losses for Tax on Investment Income**

(a) List and describe the kind(s) of property sold (e.g., real estate, 2-story brick warehouse; or common stock, 200 shs. MLC Co.)	(b) How acquired P—Purchase D—Donation	(c) Date acquired (mo., day, yr.)	(d) Date sold (mo., day, yr.)
1 A NOTIFIER TRUST ACCOUNTS	P		
A PUND 1	P		
B PUND 1	P		
C PUND 1	P		
D PUND 1	P		
PUND 1	P		
PUND 1	P		

Part VI Excise Tax Based on Investment Income (Section 4940(a), 4940(b), 4940(e), or 4948—see instructions)

1a	Exempt operating foundations described in section 4940(d)(2), check here ▶ ☐ and enter "N/A" on line 1. Date of ruling or determination letter: _____ **(attach copy of letter if necessary–see instructions)**		
b	Reserved	1	6,032,200
c	All other domestic foundations enter 1.39% of line 27b. Exempt foreign organizations enter 4% of Part I, line 12, col. (b)		
2	Tax under section 511 (domestic section 4947(a)(1) trusts and taxable foundations only. Others enter -0-)	2	
3	Add lines 1 and 2	3	6,032,200
4	Subtitle A (income) tax (domestic section 4947(a)(1) trusts and taxable foundations only. Others enter -0-)	4	
5	**Tax based on investment income.** Subtract line 4 from line 3. If zero or less, enter -0-	5	6,032,200
6	Credits/Payments:		
a	2020 estimated tax payments and 2019 overpayment credited to 2020 — 6a: 5,560,000		
b	Exempt foreign organizations—tax withheld at source — 6b:		
c	Tax paid with application for extension of time to file (Form 8868) — 6c: 4,000,000		
d	Backup withholding erroneously withheld — 6d:		
7	Total credits and payments. Add lines 6a through 6d	7	9,560,000
8	Enter any **penalty** for underpayment of estimated tax. Check here ☐ if Form 2220 is attached.	8	
9	**Tax due.** If the total of lines 5 and 8 is more than line 7, enter **amount owed** ▶	9	
10	**Overpayment.** If line 7 is more than the total of lines 5 and 8, enter the **amount overpaid** ▶	10	3,527,800
11	Enter the amount of line 10 to be: **Credited to 2021 estimated tax** ▶ 3,296,320 **Refunded** ▶	11	231,480

Part VII-A Statements Regarding Activities

			Yes	No
1a	During the tax year, did the foundation attempt to influence any national, state, or local legislation or did it participate or intervene in any political campaign?	1a		No
b	Did it spend more than $100 during the year (either directly or indirectly) for political purposes? (see Instructions for definition)	1b		No
	*If the answer is "Yes" to **1a** or **1b**, attach a detailed description of the activities and copies of any materials published or distributed by the foundation in connection with the activities.*			
c	Did the foundation file **Form 1120-POL** for this year?	1c		No
d	Enter the amount (if any) of tax on political expenditures (section 4955) imposed during the year: **(1)** On the foundation. ▶ $ _____ **(2)** On foundation managers. ▶ $ _____			
e	Enter the reimbursement (if any) paid by the foundation during the year for political expenditure tax imposed on foundation managers. ▶ $ _____			
2	Has the foundation engaged in any activities that have not previously been reported to the IRS? *If "Yes," attach a detailed description of the activities.*	2		No
3	Has the foundation made any changes, not previously reported to the IRS, in its governing instrument, articles of incorporation, or bylaws, or other similar instruments? *If "Yes," attach a conformed copy of the changes*	3		No
4a	Did the foundation have unrelated business gross income of $1,000 or more during the year?	4a	Yes	
b	If "Yes," has it filed a tax return on **Form 990-T** for this year?	4b	Yes	
5	Was there a liquidation, termination, dissolution, or substantial contraction during the year? *If "Yes," attach the statement required by General Instruction T.*	5		No
6	Are the requirements of section 508(e) (relating to sections 4941 through 4945) satisfied either: • By language in the governing instrument, or • By state legislation that effectively amends the governing instrument so that no mandatory directions that conflict with the state law remain in the governing instrument?	6	Yes	
7	Did the foundation have at least $5,000 in assets at any time during the year? *If "Yes," complete Part II, col. (c), and Part XV.*	7	Yes	
8a	Enter the states to which the foundation reports or with which it is registered (see instructions) ▶ CA, DE, DC, NY			
b	If the answer is "Yes" to line 7, has the foundation furnished a copy of Form 990-PF to the Attorney General (or designate) of each state as required by General Instruction G? *If "No," attach explanation*	8b	Yes	
9	Is the foundation claiming status as a private operating foundation within the meaning of section 4942(j)(3) or 4942(j)(5) for calendar year 2020 or the taxable year beginning in 2020? See the instructions for Part XIV. If "Yes," complete Part XIV	9		No
10	Did any persons become substantial contributors during the tax year? *If "Yes," attach a schedule listing their names and addresses.*	10		No

Part VII-A Statements Regarding Activities (continued)

11	At any time during the year, did the foundation, directly or indirectly, own a controlled entity within the meaning of section 512(b)(13)? If "Yes," attach schedule. See instructions	**11**	**Yes**	
12	Did the foundation make a distribution to a donor advised fund over which the foundation or a disqualified person had advisory privileges? If "Yes," attach statement. See instructions	**12**	**Yes**	
13	Did the foundation comply with the public inspection requirements for its annual returns and exemption application?	**13**	**Yes**	
	Website address ▶ www.moore.org			
14	The books are in care of ▶ JANCY GOH Telephone no. ▶ (650) 213-3000			
	Located at ▶ 1661 PAGE MILL ROAD PALO ALTO CA ZIP+4 ▶ 94304			
15	Section 4947(a)(1) nonexempt charitable trusts filing Form 990-PF in lieu of **Form 1041** —check here ▶ ☐ and enter the amount of tax-exempt interest received or accrued during the year ▶	**15**		
16	At any time during calendar year 2020, did the foundation have an interest in or a signature or other authority over a bank, securities, or other financial account in a foreign country?	**16**	**Yes**	
	See the instructions for exceptions and filing requirements for FinCEN Form 114. If "Yes", enter the name of the foreign country ▶ BR CI CH FR GB HU IN IS IA KS MA MY MX PE PL QA TW TH			

Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required

			Yes	No
	File Form 4720 if any item is checked in the "Yes" column, unless an exception applies.			
1a	During the year did the foundation (either directly or indirectly):			
	(1) Engage in the sale or exchange, or leasing of property with a disqualified person? ☐ **Yes** ☑ **No**			
	(2) Borrow money from, lend money to, or otherwise extend credit to (or accept it from) a disqualified person? ☐ **Yes** ☑ **No**			
	(3) Furnish goods, services, or facilities to (or accept them from) a disqualified person? ☐ **Yes** ☑ **No**			
	(4) Pay compensation to, or pay or reimburse the expenses of, a disqualified person? ☑ **Yes** ☐ **No**			
	(5) Transfer any income or assets to a disqualified person (or make any of either available for the benefit or use of a disqualified person)? ☐ **Yes** ☑ **No**			
	(6) Agree to pay money or property to a government official? (**Exception.** Check "No" if the foundation agreed to make a grant to or to employ the official for a period after termination of government service, if terminating within 90 days.) ☐ **Yes** ☑ **No**			
b	If any answer is "Yes" to 1a(1)–(6), did **any** of the acts fail to qualify under the exceptions described in Regulations section 53.4941(d)-3 or in a current notice regarding disaster assistance? See instructions	**1b**		**No**
	Organizations relying on a current notice regarding disaster assistance check here ▶ ☐			
c	Did the foundation engage in a prior year in any of the acts described in 1a, other than excepted acts, that were not corrected before the first day of the tax year beginning in 2020?	**1c**		**No**
2	Taxes on failure to distribute income (section 4942) (does not apply for years the foundation was a private operating foundation defined in section 4942(j)(3) or 4942(j)(5)):			
a	At the end of tax year 2020, did the foundation have any undistributed income (lines 6d and 6e, Part XIII) for tax year(s) beginning before 2020? ☐ **Yes** ☑ **No**			
	If "Yes," list the years ▶ 20____ , 20____ , 20____ , 20____			
b	Are there any years listed in 2a for which the foundation is **not** applying the provisions of section 4942(a)(2) (relating to incorrect valuation of assets) to the year's undistributed income? (If applying section 4942(a)(2) to **all** years listed, answer "No" and attach statement—see instructions.)	**2b**		
c	If the provisions of section 4942(a)(2) are being applied to **any** of the years listed in 2a, list the years here. ▶ 20____ , 20____ , 20____ , 20____			
3a	Did the foundation hold more than a 2% direct or indirect interest in any business enterprise at any time during the year? ☑ **Yes** ☐ **No**			
b	If "Yes," did it have excess business holdings in 2020 as a result of **(1)** any purchase by the foundation or disqualified persons after May 26, 1969; **(2)** the lapse of the 5-year period (or longer period approved by the Commissioner under section 4943(c)(7)) to dispose of holdings acquired by gift or bequest; or **(3)** the lapse of the 10-, 15-, or 20-year first phase holding period? *(Use Schedule C, Form 4720, to determine if the foundation had excess business holdings in 2020.)*	**3b**		**No**
4a	Did the foundation invest during the year any amount in a manner that would jeopardize its charitable purposes?	**4a**		**No**
b	Did the foundation make any investment in a prior year (but after December 31, 1969) that could jeopardize its charitable purpose that had not been removed from jeopardy before the first day of the tax year beginning in 2020?	**4b**		**No**

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

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

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

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

(a) Name and address	**(b)** Title, and average hours per week devoted to position	**(c)** Compensation **(If not paid, enter -0-)**	**(d)** Contributions to employee benefit plans and deferred compensation	**(e)** Expense account, other allowances
Gordon E Moore 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE 1.0	0	3,444	0
Bruce Alberts 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE 1.0	0	3,444	0
Rosina Bierbaum 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE 1.0	0	3,444	0
John Dabiri 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE - as of 8/20 1.0	0	3,444	0
Jim Gaither 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE 1.0	0	3,444	0
Paul Gray 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE & CHAIRMAN 2.0	0	3,444	0
John Hennessy 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE & VICE CHAIRMAN 1.0	0	3,444	0
Kathleen Justice-Moore 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE 1.0	0	3,444	0
Hilary Krane 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE 1.0	0	3,444	0
Jonathan Levin 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE - as of 8/20 1.0	0	3,444	0
Kristen Moore 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE 1.0	0	3,444	0
Steven Moore 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE 1.0	0	3,444	0
Ellen Ochoa 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE 1.0	0	3,444	0
Edward E Penhoet 1661 Page Mill Road Palo Alto, CA 94304	INVESTMENT COMMITTEE MEMBER 0.5	0	3,444	0
Ken Siebel 1661 Page Mill Road Palo Alto, CA 94304	INVESTMENT COMMITTEE CHAIRMAN 0.5	0	3,444	0

(a) Name and address	(b) Title, and average hours per week devoted to position	(c) Compensation (If not paid, enter -0-)	(d) Contributions to employee benefit plans and deferred compensation	(e) Expense account, other allowances
Harvey V Fineberg 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE & PRESIDENT 37.5	1,021,186	77,695	0
Sasha Abrams 1661 Page Mill Road Palo Alto, CA 94304	GEN COUNSEL & SECRETARY 37.5	460,520	75,606	0
Kenneth Moore 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE, CPO SF BAY AREA & CAO 37.5	398,580	90,706	0
Denise Strack 1661 Page Mill Road Palo Alto, CA 94304	CHIEF INVESTMENT OFFICER 37.5	2,881,218	495,373	0

2 Compensation of five highest-paid employees (other than those included on line 1—see instructions). If none, enter "NONE."

(a) Name and address of each employee paid more than $50,000	(b) Title, and average hours per week devoted to position	(c) Compensation	(d) Contributions to employee benefit plans and deferred compensation	(e) Expense account, other allowances
ALISON BARAD 1661 PAGE MILL ROAD PALO ALTO,CA 94304	INVESTMENT DIRECTOR 37.5	1,315,147	245,573	0
NILES BRYANT 1661 PAGE MILL ROAD PALO ALTO,CA 94304	INVEST DIR-THRU 4/20 37.5	1,159,723	38,411	0
DALE KUNKEL 1661 PAGE MILL ROAD PALO ALTO,CA 94304	INVESTMENT DIRECTOR 37.5	1,146,936	215,504	0
FELICIA CHIU 1661 PAGE MILL ROAD PALO ALTO,CA 94304	INVESTMENT DIRECTOR 37.5	1,138,986	214,437	0
ROBERT KIRSHNER 1661 PAGE MILL ROAD PALO ALTO,CA 94304	CPO SCIENCE 37.5	489,601	79,119	0
Total number of other employees paid over $50,000 . . . . . ▶				79

Part VIII **Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors *(continued)***

3 Five highest-paid independent contractors for professional services (see instructions). If none, enter "NONE".

(a) Name and address of each person paid more than $50,000	**(b)** Type of service	**(c)** Compensation
Generation Inv Management LLP 20 AIR STREET 7TH FLOOR LONDON,UK W1B 5AN UK	Investment Manager	1,789,785
Silchester Intl Investors 780 3rd Ave 42nd Floor NEW YORK,NY 10017	Investment Manager	970,753
Eagle Capital Management LLC 449 Park Ave 17th Floor NEW YORK,NY 10022	Investment Manager	799,962
Wellington Trust Company 280 Congress Street BOSTON,MA 02210	Investment Manager	727,025
T-ROWE PRICE ASSOCIATES INC PO BOX 64043 BALTIMORE,MD 21264	INVESTMENT MANAGER	363,658

Total number of others receiving over $50,000 for professional services. . . . . ▶ 27

Part IX-A **Summary of Direct Charitable Activities**

List the foundation's four largest direct charitable activities during the tax year. Include relevant statistical information such as the number of organizations and other beneficiaries served, conferences convened, research papers produced, etc.	Expenses
1 SEE GENERAL EXPLANATION ATTACHMENT 2	2,248,459
2	
3	
4	

Part IX-B **Summary of Program-Related Investments** (see instructions)

Describe the two largest program-related investments made by the foundation during the tax year on lines 1 and 2.	Amount
1 PENINSULA OPEN SPACE TRUST - $2M LOAN FOR THE ACQUISITION AND PERMANENT PROTECTION OF THE 1,861 ACRE TILTON RANCH, WHICH WAS REPAID DURING THE TAX YEAR.	0
2	
All other program-related investments. See instructions. **3**	
Total. Add lines 1 through 3 . . . . . ▶	0

Part X Minimum Investment Return (All domestic foundations must complete this part. Foreign foundations, see instructions.)

1	Fair market value of assets not used (or held for use) directly in carrying out charitable, etc., purposes:			
a	Average monthly fair market value of securities		1a	2,543,773,954
b	Average of monthly cash balances		1b	149,616,275
c	Fair market value of all other assets (see instructions)		1c	4,246,757,221
d	**Total** (add lines 1a, b, and c)		1d	6,940,147,450
e	Reduction claimed for blockage or other factors reported on lines 1a and 1c (attach detailed explanation)	1e		
2	Acquisition indebtedness applicable to line 1 assets		2	0
3	Subtract line 2 from line 1d		3	6,940,147,450
4	Cash deemed held for charitable activities. Enter 1 1/2% of line 3 (for greater amount, see instructions)		4	104,102,212
5	**Net value of noncharitable-use assets.** Subtract line 4 from line 3. Enter here and on Part V, line 4		5	6,836,045,238
6	**Minimum investment return.** Enter 5% of line 5		6	341,802,262

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

1	Minimum investment return from Part X, line 6			1	341,802,262
2a	Tax on investment income for 2020 from Part VI, line 5	2a	6,032,200		
b	Income tax for 2020. (This does not include the tax from Part VI.)	2b	0		
c	Add lines 2a and 2b			2c	6,032,200
3	Distributable amount before adjustments. Subtract line 2c from line 1			3	335,770,062
4	Recoveries of amounts treated as qualifying distributions			4	5,134,206
5	Add lines 3 and 4			5	340,904,268
6	Deduction from distributable amount (see instructions)			6	
7	**Distributable amount** as adjusted. Subtract line 6 from line 5. Enter here and on Part XIII, line 1			7	340,904,268

Part XII Qualifying Distributions (see instructions)

1	Amounts paid (including administrative expenses) to accomplish charitable, etc., purposes:		
a	Expenses, contributions, gifts, etc.—total from Part I, column (d), line 26	1a	299,429,097
b	Program-related investments—total from Part IX-B	1b	0
2	Amounts paid to acquire assets used (or held for use) directly in carrying out charitable, etc., purposes	2	324,620
3	Amounts set aside for specific charitable projects that satisfy the:		
a	Suitability test (prior IRS approval required)	3a	0
b	Cash distribution test (attach the required schedule)	3b	0
4	**Qualifying distributions.** Add lines 1a through 3b. Enter here and on Part V, line 8, and Part XIII, line 4	4	299,753,717
5	Foundations that qualify under section 4940(e) for the reduced rate of tax on net investment income. Enter 1% of Part I, line 27b. See instructions	5	0
6	**Adjusted qualifying distributions.** Subtract line 5 from line 4	6	299,753,717

Note: The amount on line 6 will be used in Part V, column (b), in subsequent years when calculating whether the foundation qualifies for the section 4940(e) reduction of tax in those years.

Part XIII **Undistributed Income** (see instructions)

	(a) Corpus	(b) Years prior to 2019	(c) 2019	(d) 2020
1 Distributable amount for 2020 from Part XI, line 7				340,904,268
2 Undistributed income, if any, as of the end of 2020:				
a Enter amount for 2019 only.			43,772,551	
b Total for prior years: 2018 , 2017 , 2016				
3 Excess distributions carryover, if any, to 2020:				
a From 2015.				
b From 2016.				
c From 2017.				
d From 2018.				
e From 2019. 0				
f **Total** of lines 3a through e.	0			
4 Qualifying distributions for 2020 from Part XII, line 4: ▶ $ 299,753,717				
a Applied to 2019, but not more than line 2a			43,772,551	
b Applied to undistributed income of prior years (Election required—see instructions).				
c Treated as distributions out of corpus (Election required—see instructions).				
d Applied to 2020 distributable amount				255,981,166
e Remaining amount distributed out of corpus	0			
5 Excess distributions carryover applied to 2020. *(If an amount appears in column (d), the same amount must be shown in column (a).)*	0			0
6 **Enter the net total of each column as indicated below:**				
a Corpus. Add lines 3f, 4c, and 4e. Subtract line 5	0			
b Prior years' undistributed income. Subtract line 4b from line 2b				
c Enter the amount of prior years' undistributed income for which a notice of deficiency has been issued, or on which the section 4942(a) tax has been previously assessed				
d Subtract line 6c from line 6b. Taxable amount —see instructions				
e Undistributed income for 2019. Subtract line 4a from line 2a. Taxable amount—see instructions				
f Undistributed income for 2021. Subtract lines 4d and 5 from line 1. This amount must be distributed in 2020				84,923,102
7 Amounts treated as distributions out of corpus to satisfy requirements imposed by section 170(b)(1)(F) or 4942(g)(3) (Election may be required - see instructions)				
8 Excess distributions carryover from 2015 not applied on line 5 or line 7 (see instructions) . . .				
9 **Excess distributions carryover to 2021.** Subtract lines 7 and 8 from line 6a	0			
10 Analysis of line 9:				
a Excess from 2016				
b Excess from 2017				
c Excess from 2018. . . .				
d Excess from 2019				
e Excess from 2020 0				

Part XIV Private Operating Foundations (see instructions and Part VII-A, question 9)

1a If the foundation has received a ruling or determination letter that it is a private operating foundation, and the ruling is effective for 2020, enter the date of the ruling

b Check box to indicate whether the organization is a private operating foundation described in section ☐ 4942(j)(3) or ☐ 4942(j)(5)

	Tax year	Prior 3 years			(e) Total
	(a) 2020	**(b)** 2019	**(c)** 2018	**(d)** 2017	
2a Enter the lesser of the adjusted net income from Part I or the minimum investment return from Part X for each year listed					
b 85% of line 2a					
c Qualifying distributions from Part XII, line 4 for each year listed					
d Amounts included in line 2c not used directly for active conduct of exempt activities					
e Qualifying distributions made directly for active conduct of exempt activities. Subtract line 2d from line 2c					
3 Complete 3a, b, or c for the alternative test relied upon: **a** "Assets" alternative test—enter: **(1)** Value of all assets					
(2) Value of assets qualifying under section 4942(j)(3)(B)(i)					
b "Endowment" alternative test— enter 2/3 of minimum investment return shown in Part X, line 6 for each year listed					
c "Support" alternative test—enter: **(1)** Total support other than gross investment income (interest, dividends, rents, payments on securities loans (section 512(a)(5)), or royalties)					
(2) Support from general public and 5 or more exempt organizations as provided in section 4942(j)(3)(B)(iii)					
(3) Largest amount of support from an exempt organization					
(4) Gross investment income					

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

1 Information Regarding Foundation Managers:

a List any managers of the foundation who have contributed more than 2% of the total contributions received by the foundation before the close of any tax year (but only if they have contributed more than $5,000). (See section 507(d)(2).)

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b List any managers of the foundation who own 10% or more of the stock of a corporation (or an equally large portion of the ownership of a partnership or other entity) of which the foundation has a 10% or greater interest.

NONE

2 Information Regarding Contribution, Grant, Gift, Loan, Scholarship, etc., Programs:

Check here ☑ if the foundation only makes contributions to preselected charitable organizations and does not accept unsolicited requests for funds. If the foundation makes gifts, grants, etc. to individuals or organizations under other conditions, complete items 2a, b, c, and d. See instructions

a The name, address, and telephone number or email address of the person to whom applications should be addressed:

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

c Any submission deadlines:

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

Part XVI-A Analysis of Income-Producing Activities

Enter gross amounts unless otherwise indicated.	Unrelated business income		Excluded by section 512, 513, or 514		(e) Related or exempt function income (See instructions.)
	(a) Business code	(b) Amount	(c) Exclusion code	(d) Amount	
1 Program service revenue:					
a					
b					
c					
d					
e					
f					
g Fees and contracts from government agencies					
2 Membership dues and assessments					
3 Interest on savings and temporary cash investments			14	759,991	
4 Dividends and interest from securities			14	9,702,652	
5 Net rental income or (loss) from real estate:					
a Debt-financed property					
b Not debt-financed property					
6 Net rental income or (loss) from personal property					
7 Other investment income					
8 Gain or (loss) from sales of assets other than inventory	525990	13,608,500	18	368,083,578	
9 Net income or (loss) from special events:					
10 Gross profit or (loss) from sales of inventory					
11 Other revenue:					
a INCOME (LOSS) FROM LIMITED PARTNERSHIPS	525990	-5,944,791	32	142,244,702	
b					
c					
d					
e					
12 Subtotal. Add columns (b), (d), and (e)		7,663,709		520,790,923	

13 **Total.** Add line 12, columns (b), (d), and (e) **13** 528,454,632

(See worksheet in line 13 instructions to verify calculations.)

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

Line No. ▼	Explain below how each activity for which income is reported in column (e) of Part XVI-A contributed importantly to the accomplishment of the foundation's exempt purposes (other than by providing funds for such purposes). (See instructions.)

Part XVII Information Regarding Transfers To and Transactions and Relationships With Noncharitable Exempt Organizations

		Yes	No
1 Did the organization directly or indirectly engage in any of the following with any other organization described in section 501(c) (other than section 501(c)(3) organizations) or in section 527, relating to political organizations?			
a Transfers from the reporting foundation to a noncharitable exempt organization of:			
(1) Cash	1a(1)	Yes	
(2) Other assets	1a(2)		No
b Other transactions:			
(1) Sales of assets to a noncharitable exempt organization	1b(1)		No
(2) Purchases of assets from a noncharitable exempt organization	1b(2)		No
(3) Rental of facilities, equipment, or other assets	1b(3)		No
(4) Reimbursement arrangements	1b(4)		No
(5) Loans or loan guarantees	1b(5)		No
(6) Performance of services or membership or fundraising solicitations	1b(6)		No
c Sharing of facilities, equipment, mailing lists, other assets, or paid employees	1c		No

d If the answer to any of the above is "Yes," complete the following schedule. Column **(b)** should always show the fair market value of the goods, other assets, or services given by the reporting foundation. If the foundation received less than fair market value in any transaction or sharing arrangement, show in column **(d)** the value of the goods, other assets, or services received.

(a) Line No.	**(b)** Amount involved	**(c)** Name of noncharitable exempt organization	**(d)** Description of transfers, transactions, and sharing arrangements
1a(1)	995,198	WORLD ECONOMIC FORUM	GRANTS

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

b If "Yes," complete the following schedule.

(a) Name of organization	**(b)** Type of organization	**(c)** Description of relationship

Sign Here

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

Signature of officer or trustee — Date: 2023-12-19 — Title

May the IRS discuss this return with the preparer shown below (see instr.) ☑ Yes ☐ No

Paid Preparer Use Only

Print/Type preparer's name	Preparer's Signature	Date	Check if self-employed ☐	PTIN
Daniel V Romano		2023-12-19		P00504182

Firm's name ▶ Grant Thornton LLP — Firm's EIN ▶

Firm's address ▶ 757 THIRD AVENUE 9TH FLOOR NEW YORK, NY 10017 — Phone no. (212) 542-9609

Additional Data

Return to Form

Software ID:

Software Version:

Form 990PF - Special Condition Description:

Special Condition Description

TY 2020 IRS 990 e-File Render

Name: Gordon E and Betty I Moore Foundation

EIN: 94-3397785

Category	Amount	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
ACCOUNTING, TAX & AUDIT FEES	364,664	151,298		142,458

TY 2020 IRS 990 e-File Render

Name: Gordon E and Betty I Moore Foundation

EIN: 94-3397785

Person Name	Explanation
Gordon E Moore	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $3,444.
Bruce Alberts	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $3,444.
Rosina Bierbaum	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $3,444.
John Dabiri	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $3,444.
Jim Gaither	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $3,444.
Paul Gray	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $3,444.
John Hennessy	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $3,444.
Kathleen Justice-Moore	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $3,444.
Hilary Krane	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $3,444.
Jonathan Levin	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $3,444.
Kristen Moore	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $3,444.
Steven Moore	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $3,444.
Ellen Ochoa	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $3,444.
Edward E Penhoet	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $3,444.
Ken Siebel	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $3,444.
Harvey V Fineberg	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF 401(K) MATCH $28,500, HEALTHCARE BENEFITS $30,970, PROFESSIONAL LIABILITY INSURANCE $3,444, AND TAXABLE GROUP LIFE INSURANCE $14,781.
Sasha Abrams	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF 401(K) MATCH $28,500, HEALTHCARE BENEFITS $42,638, PROFESSIONAL LIABILITY INSURANCE $3,444, AND TAXABLE GROUP LIFE INSURANCE $1,024.
Kenneth Moore	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF 401(K) MATCH $28,500, HEALTHCARE BENEFITS $50,094, PROFESSIONAL LIABILITY INSURANCE $3,444, AND TAXABLE GROUP LIFE INSURANCE $8,668.
Denise Strack	COMPENSATION INCLUDES $583,718 OF DEFERRED COMPENSATION THAT WAS REPORTED IN PRIOR YEARS AS A CONTRIBUTION TO EMPLOYEE BENEFIT PLANS THAT VESTED IN 2020 AND REMAINS UNPAID AS WELL AS THE EARNINGS ON UNPAID DEFERRED COMPENSATION. CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS THAT CONSIST OF 401(K) MATCH $28,500, HEALTHCARE BENEFITS $50,347, PROFESSIONAL LIABILITY INSURANCE $3,444, TAXABLE GROUP LIFE INSURANCE $1,570, AND UNVESTED DEFERRED COMPENSATION OVER THE FOLLOWING THREE YEARS AND AN ADJUSTMENT FOR EARNINGS ON UNPAID DEFERRED COMPENSATION OF $411,512.

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TY 2020 IRS 990 e-File Render

Name: Gordon E and Betty I Moore Foundation

EIN: 94-3397785

Description of Property	Date Acquired	Cost or Other Basis	Prior Years' Depreciation	Computation Method	Rate / Life (# of years)	Current Year's Depreciation Expense	Net Investment Income	Adjusted Net Income	Cost of Goods Sold Not Included

TY 2020 IRS 990 e-File Render

Name: Gordon E and Betty I Moore Foundation

EIN: 94-3397785

Employee	Explanation
ALISON BARAD	COMPENSATION INCLUDES $220,486 OF DEFERRED COMPENSATION THAT WAS REPORTED IN PRIOR YEARS AS A CONTRIBUTION TO EMPLOYEE BENEFIT PLANS THAT VESTED IN 2020 AND REMAINS UNPAID AS WELL AS THE EARNINGS ON UNPAID DEFERRED COMPENSATION. CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF 401(K) MATCH $28,500, HEALTHCARE BENEFITS $50,347, TAXABLE GROUP LIFE INSURANCE $683, AND NEWLY AWARDED DEFERRED COMPENSATION THAT WILL VEST OVER THE FOLLOWING THREE YEARS AND AN ADJUSTMENT FOR EARNINGS ON UNPAID DEFERRED COMPENSATION OF $166,043.
NILES BRYANT	COMPENSATION INCLUDES $196,667 OF DEFERRED COMPENSATION THAT WAS REPORTED IN PRIOR YEARS AS A CONTRIBUTION TO EMPLOYEE BENEFIT PLANS THAT VESTED IN 2020 AND REMAINS UNPAID AS WELL AS THE EARNINGS ON UNPAID DEFERRED COMPENSATION. CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF 401(K) MATCH $28,500, HEALTHCARE BENEFITS $9,622, AND TAXABLE GROUP LIFE INSURANCE $289.
DALE KUNKEL	COMPENSATION INCLUDES $174,629 OF DEFERRED COMPENSATION THAT WAS REPORTED IN PRIOR YEARS AS A CONTRIBUTION TO EMPLOYEE BENEFIT PLANS THAT VESTED IN 2020 AND REMAINS UNPAID AS WELL AS THE EARNINGS ON UNPAID DEFERRED COMPENSATION. CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF 401(K) MATCH $28,500, HEALTHCARE BENEFITS $50,347, TAXABLE GROUP LIFE INSURANCE $1,024, AND NEWLY AWARDED DEFERRED COMPENSATION THAT WILL VEST OVER THE FOLLOWING THREE YEARS AND AN ADJUSTMENT FOR EARNINGS ON UNPAID DEFERRED COMPENSATION OF $135,633.
FELICIA CHIU	COMPENSATION INCLUDES OF $183,546 DEFERRED COMPENSATION THAT WAS REPORTED IN PRIOR YEARS AS A CONTRIBUTION TO EMPLOYEE BENEFIT PLANS THAT VESTED IN 2020 AND REMAINS UNPAID AS WELL AS THE EARNINGS ON UNPAID DEFERRED COMPENSATION. CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF 401(K) MATCH $28,500, HEALTHCARE BENEFITS $50,347, TAXABLE GROUP LIFE INSURANCE $683, AND NEWLY AWARDED DEFERRED COMPENSATION THAT WILL VEST OVER THE FOLLOWING THREE YEARS AND AN ADJUSTMENT FOR EARNINGS ON UNPAID DEFERRED COMPENSATION OF $134,907.
ROBERT KIRSHNER	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF 401(K) MATCH $28,500, HEALTHCARE BENEFITS $36,559, AND TAXABLE GROUP LIFE INSURANCE $14,060.

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TY 2020 IRS 990 e-File Render

Name: Gordon E and Betty I Moore Foundation

EIN: 94-3397785

Grantee's Name	Grantee's Address	Grant Date	Grant Amount	Grant Purpose	Amount Expended By Grantee	Any Diversion By Grantee?	Dates of Reports By Grantee	Date of Verification	Results of Verification
Forever Costa Rica Association	Forum I Edificio G Piso 7 San Jose, San Jose 20180 CS	2020-11-02	2,000,000	To support building resilient livelihoods in Costa Rica.	0	NO	No reports due during taxable year.		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose.
FRB Yuba Project I LLC	824 Bay Street Unit 1 Santa Monica, CA 90405	2018-04-21	1,000,000	Program-related investment loan to support forest health through a forest resilience bond.	637,500	NO	12/01/2020, 11/29/2019		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose.
Fundacao Vitoria Amazonica	Rua Estrela Dalva 146 Cj Morada d Manaus, AM 69083-093 BR	2017-10-20	740,000	To strengthen mosaic-level governance of protected areas in the Lower Rio Negro Mosaic.	740,000	NO	05/05/2020, 12/17/2019, 05/17/2019, 07/30/2018		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose.
FundAmazonia	Malecon Tarapaca No 332 Altos Iquitos, Loreto 20493440749 PE	2011-10-28	352,750	To support the Wildlife Management in Latin America and Amazon Conference Series.	352,750	NO	02/04/2020, 03/27/2019, 03/16/2018, 03/09/2017		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose.
Great Bear Initiative Society	409 Granville Street Suite 1660 Vancouver, BC V6C 1T2 CA	2019-10-02	1,200,000	To support the Coastal Stewardship Network.	13	NO	11/23/2020, 10/02/2020, 08/27/2020, 05/28/2020		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose. Note: THE ABOVE GRANT WAS DECLARED IN 2020; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $500,000 PAID IN 2020.
Great Bear Initiative Society	409 Granville Street Suite 1660 Vancouver, BC V6C 1T2 CA	2013-05-17	7,113,700	To support First Nations leadership and community marine spatial planning.	6,198,037	NO	11/23/2020, 10/02/2020, 08/27/2020, 07/07/2020		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose.
Great Bear Initiative Society	409 Granville Street Suite 1660 Vancouver, BC V6C 1T2 CA	2016-11-15	1,800,000	To support First Nations leadership and community ocean plan implementation.	1,533,397	NO	11/23/2020, 10/02/2020, 08/27/2020, 07/23/2020		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose.
Great Bear Initiative Society	409 Granville Street Suite 1660 Vancouver, BC V6C 1T2 CA	2014-11-25	2,238,300	To support First Nations Coastal Stewardship.	1,339,619	NO	11/23/2020, 10/02/2020, 08/27/2020, 05/28/2020		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose.
Great Bear Initiative Society	409 Granville Street Suite 1660 Vancouver, BC V6C 1T2 CA	2016-11-15	500,000	In support of First Nations collection of ancestral laws.	509,440	NO	11/23/2020, 10/02/2020, 08/27/2020, 07/07/2020		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose. Note: Grant amount and amount spent differ because of currency conversion.
Great Bear Initiative Society	409 Granville Street Suite 1660 Vancouver, BC V6C 1T2 CA	2018-10-19	2,100,000	To enable sustainable shipping.	862,060	NO	11/23/2020, 10/02/2020, 08/27/2020, 07/23/2020		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose. Note: THE ABOVE GRANT WAS DECLARED IN 2018; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $732,415 PAID IN 2018. $602,585 PAID IN 2019. $765,000 PAID IN 2020.
Great Bear Initiative Society	409 Granville Street Suite 1660 Vancouver, BC V6C 1T2 CA	2019-07-16	2,054,894	To support British Columbia habitat protection.	591,436	NO	11/23/2020, 10/02/2020, 08/27/2020, 07/23/2020		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose. NOTE: THE ABOVE GRANT WAS DECLARED IN 2019; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $1,054,314 PAID IN 2019. $1,000,580 PAID IN 2020.
Health Services Advisory Group Inc	3133 E Camelback Road Suite 100 Phoenix, AZ 85016	2019-01-18	1,091,000	To develop a claims-based prediction model for anticoagulant-related bleeding.	607,105	NO	9/15/2020, 09/13/2019		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose. Note: THE ABOVE GRANT WAS DECLARED IN 2019; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $645,500 PAID IN 2019. $445,500 PAID IN 2020.
Instituto Conexoes Sustentaveis	Rua Angelo Custodio 728-Estacao 213 Belem, Para 66020-710 BR	2018-10-03	700,300	To support a technical collaboration to deploy environmental compensation funds.	543,680	NO	05/18/2020, 09/19/2019, 09/05/2019, 09/03/2019		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose. NOTE: THE ABOVE GRANT WAS DECLARED IN 2018; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $580,204 PAID IN 2018. $120,096 PAID IN 2019.
Intl Naturerbe Fonds - Legacy	Friedrich-Ebert-Anlage 36	2020-11-13	5,000,000	In support of the Legacy Landscapes Fund.		NO	No reports due during taxable		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose.

Grantee's Name	Grantee's Address	Grant Date	Grant Amount	Grant Purpose	Amount Expended By Grantee	Any Diversion By Grantee?	Dates of Reports By Grantee	Date of Verification	Results of Verification
Landscapes	Frankfurt 60325 GM						year.		
Julia Computing Inc	20 Garland Road Newton, MA 02459	2019-09-16	1,057,443	To support enhancing the Julia software ecosystem and its underlying technologies.	626,083	NO	09/17/2020, 04/22/2020		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose. Note: THE ABOVE GRANT WAS DECLARED IN 2019; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $549,438 PAID IN 2019. $508,005 PAID IN 2020.
Jupiter Intelligence Inc	181 2nd Avenue Suite 300 San Mateo, CA 94401	2019-11-18	1,002,403	To support a real-time fire risk operational decision support system.	1,002,403	NO	01/04/2021, 10/01/2020, 06/30/2020, 04/30/2020		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose.
Las Cumbres Observatory Global Telescope	6740 Cortona Drive Suite 102 Goleta, CA 93117	2018-05-17	4,884,049	To support construction of two 1.0M telescopes at Tenerife, for coverage of the northern sky.	3,174,838	NO	08/07/2020, 07/06/2020, 02/26/2020, 09/03/2019		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose. NOTE: The above grant was declared in 2018; however, payments span multiple years. $2,500,000 paid in 2018. $2,384,049 paid in 2019.
Luminary Labs LLC	61 Broadway Suite 2800 New York, NY 10006	2018-11-18	950,000	Low-cost tools competition for education, science and environmental conservation.	952,153	NO	3/15/2020, 02/28/2019		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose. Note: The above grant was declared in 2018; however, payments span multiple years. $450,000 paid in 2018. $500,000 paid in 2019. Amount spent includes interest earned on grant funds.
Monterey Bay Aquarium Research Institute	7700 Sandholdt Road Moss Landing, CA 95039	2018-06-18	1,284,097	To support developing an underwater optical imaging system.	412,346	NO	08/03/2020, 07/24/2020, 03/23/2020, 03/25/2019		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose. NOTE: THE ABOVE GRANT WAS DECLARED IN 2018; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $474,397 PAID IN 2018. $465,735 PAID IN 2019. $343,965 PAID IN 2020.
Nanwakolas Council	1441 16th Avenue Campbell River, BC V9W 2E4 CA	2016-11-15	500,000	To support First Nations leadership and community ocean plan implementation.	529,774	NO	10/22/2020, 04/29/2020, 05/16/2019, 06/19/2018		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose. Note: Grant amount and amount spent differ because of currency conversion and/or interest earned on grant funds.
Nanwakolas Council	1441 16th Avenue Campbell River, BC V9W 2E4 CA	2019-02-21	560,000	To enable sustainable shipping.	118,087	NO	10/22/2020, 05/05/2020, 05/14/2019		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose.
Nanwakolas Council	1441 16th Avenue Campbell River, BC V9W 2E4 CA	2019-07-17	605,000	To support British Columbia habitat protection.	47,604	NO	10/22/2020, 05/08/2020		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose. Note: THE ABOVE GRANT WAS DECLARED IN 2019; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $405,000 PAID IN 2019. $200,000 PAID IN 2020.
OpenROV	614 Bancroft Way Suite C Berkeley, CA 94710	2016-06-14	903,740	For the distribution of underwater remotely operated vehicles for scientific use.	906,540	NO	02/14/2020, 02/21/2019, 12/31/2018, 08/15/2017		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose.
Planet Labs Inc	346 9th Street San Francisco, CA 94103	2019-06-05	575,000	To leverage novel technology for dynamic and analytic wildfire risk mapping and response.	575,000	NO	09/17/2020, 05/06/2020		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose.
Rainforest Expeditions	Av Aeropuerto La Joya Km 6 Puerto Maldonado, Madre de Dios PE	2020-06-13	350,000	To support the collection of biodiversity data in the Tambopata National Reserve.	40,213	NO	11/9/2020, 11/2/2020		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose. Note: THE ABOVE GRANT WAS DECLARED IN 2020; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $250,000 PAID IN 2020.
Salo Sciences Inc	PO Box 40811 San Francisco, CA 94140	2019-06-05	877,000	To support dynamic and analytic wildfire risk mapping and response.	439,065	NO	05/13/2020, 03/13/2020, 02/19/2020, 01/31/2020		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose. NOTE: THE ABOVE GRANT WAS DECLARED IN 2019; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $817,000 PAID IN 2019. $60,000 PAID IN 2020.
Systemiq Ltd	69 Carter Lane London EC4V 5EQ UK	2018-09-25	1,000,414	To support the development of the Food and Land Use Global Report.	700,022	NO	09/10/2020, 02/24/2020, 06/28/2019, 02/15/2019		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose. Note: the above grant was declared in 2018; however, payments span multiple years. $650,000 paid in 2018. $350,414 paid in 2019.
The Draper Richards Kaplan Foundation	1600 El Camino Real Suite 155 Menlo Park, CA 94025	2017-05-04	400,000	To support innovations that will lead to improved experiences and outcomes in patient care.	407,166	NO	04/14/2020, 01/31/2019, 05/15/2018, 01/31/2018		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose. Note: Amount spent includes interest earned on grant funds.
World Bus Council for Sustainable Dev	Chemin Eugene-Rigot 2 Geneva 1211 SZ	2018-04-27	8,070,559	To implement the collaboration for the Conservation and Financial Markets Initiative.	5,609,939	NO	12/01/2020, 09/01/2020, 06/16/2020, 06/01/2020		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose. NOTE: THE ABOVE GRANT WAS DECLARED IN 2018; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $2,872,799 PAID IN 2018. $3,061,814 PAID IN 2019. $2,135,946 PAID IN 2020.
World Bus Council for Sustainable Dev	Chemin Eugene-Rigot 2 Geneva 1211 SZ	2020-06-13	296,410	To encourage environmentally sustainable business.		NO	12/01/2020, 09/01/2020		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose.

Grantee's Name	Grantee's Address	Grant Date	Grant Amount	Grant Purpose	Amount Expended By Grantee	Any Diversion By Grantee?	Dates of Reports By Grantee	Date of Verification	Results of Verification
World Economic Forum	91-93 route de la Capite Cologny Geneva CH-1223 SZ	2020-08-26	1,225,000	In support of the Tropical Forest Alliance to reduce deforestation.		NO	No reports due during taxable year.		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose. NOTE: THE ABOVE GRANT WAS DECLARED IN 2020; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $800,000 PAID IN 2020.
World Economic Forum	91-93 route de la Capite Cologny Geneva CH-1223 SZ	2019-07-18	1,530,000	To support efforts to advance the "Nature Action Agenda".	907,219	NO	9/9/2020		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose.
World Economic Forum	91-93 route de la Capite Cologny Geneva CH-1223 SZ	2019-08-27	695,198	In support of the Tropical Forest Alliance to reduce deforestation in Brazil.	168,275	NO	9/15/2021		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose. Note: THE ABOVE GRANT WAS DECLARED IN 2019; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $500,000 PAID IN 2019. $195,198 PAID IN 2020.
ZappyLab Inc	2120 University Ave Suite 410 Berkeley, CA 94704	2016-08-07	1,067,251	To support increased knowledge sharing and establish best practices in methods development.	1,070,094	NO	07/01/2020, 06/11/2020, 05/29/2019, 03/29/2019		To the knowledge of the foundation, and based on the report(s) furnished by the grantee, if any, no part of the grant has been used for anything other than its intended purpose. Note: The above grant was declared in 2016; however, payments span multiple years. $545,313 paid in 2016. $346,938 paid in 2017. $75,000 paid in 2018. $100,000 paid in 2019. Amount spent includes interest earned on grant funds.

TY 2020 IRS 990 e-File Render

Name: Gordon E and Betty I Moore Foundation

EIN: 94-3397785

Identifier	Return Reference	Explanation
1	1	FORM 990PF, PART I, LINE 18 - TAXES CURRENT EXCISE TAX 5,580,082 DEFERRED EXCISE TAX 15,224,639 UNRELATED BUSINESS INCOME TAX -1,112,405 ========== 19,692,316
2	2	FORM 990PF, PART IX-A, LINE 1 - SUMMARY OF DIRECT CHARITABLE ACTIVITIES IN ADDITION TO ITS GRANTMAKING, THE FOUNDATION ENGAGES DIRECTLY IN NUMEROUS ACTIVITIES TO SUPPORT OUR PROGRAM AREAS AND THE PHILANTHROPIC SECTOR IN GENERAL. DIRECT CHARITABLE EXPENSES IN THE AMOUNT OF $2,248,459 INCLUDE THE FOLLOWING ACTIVITIES: * Convening groups of experts, other foundations, and grantees to discuss and disseminate information about policy, research and trends * Supporting Foundation staff in their leadership roles in their respective fields, including service on boards and sharing their expertise with others * Providing technical assistance to grantees and other partners involved in our programmatic activities

TY 2020 IRS 990 e-File Render

Name: Gordon E and Betty I Moore Foundation

EIN: 94-3397785

Name of Stock	End of Year Book Value	End of Year Fair Market Value
ACUITY BRANDS INC	1,342,162	1,342,162
ADIDAS AG	1,346,082	1,346,082
ADR ALIBABA GRP HLDG LTD	1,193,672	1,193,672
ADR BURNING ROCK BIOTECH LTD	195,195	195,195
ADR DADA NEXUS LTD	1,472,994	1,472,994
ADR DOUYU INTL HLDGS LTD	414,075	414,075
AERCAP HOLDINGS N.V.	1,204,269	1,204,269
AIRBNB INC	99,090	99,090
ALPHABET INC	11,904,025	11,904,025
AMAZON COM INC	5,810,363	5,810,363
ANALOG DEVICES INC	2,872,314	2,872,314
ANTHEM INC	2,498,722	2,498,722
AON PLC	4,886,675	4,886,675
APPLIED MATERIALS INC	1,494,802	1,494,802
APTIV PLC	645,848	645,848
ASHTEAD GROUP	419,390	419,390
ASSA ABLOY	17,827	17,827
BAXTER INTL INC	4,640,761	4,640,761
BECTON DICKINSON & CO	3,190,555	3,190,555
BERKSHIRE HATHAWAY INC	5,309,127	5,309,127
CAPITAL ONE FINL CORP	1,308,280	1,308,280
CBRE GROUP INC CL A	2,041,034	2,041,034
CERNER CORP	791,628	791,628
CF FUND 257	140,100,100	140,100,100
CF FUND 258	93,070,464	93,070,464
CF FUND 259	10,526,404	10,526,404
CF FUND 254	17,535,999	17,535,999
CF FUND 256	5,604,467	5,604,467
CISCO SYSTEMS INC	3,460,518	3,460,518
CITIGROUP INC	4,432,799	4,432,799
COGNIZANT TECH SOLUTIONS CL A	3,432,967	3,432,967
COMCAST CORP	7,036,324	7,036,324
COOPER COS INC	2,696,198	2,696,198
CSL LTD NPV	458,446	458,446
DENTSPLY SIRONA INC	3,264,018	3,264,018
DISH NETWORK CORP	1,616,127	1,616,127
DROPBOX INC	1,582,125	1,582,125
EQUIFAX INC	3,613,436	3,613,436
FACEBOOK INC	4,857,877	4,857,877
GARTNER INC	2,881,978	2,881,978
GEN MTRS CO	2,205,005	2,205,005
GENERAL ELECTRIC CO	4,605,898	4,605,898
GOLDMAN SACHS GROUP INC	4,699,312	4,699,312

Name of Stock	End of Year Book Value	End of Year Fair Market Value
HENRY SCHEIN INC	3,010,305	3,010,305
HEXCEL CORP	227,127	227,127
HILTON WORLDWIDE HLDGS INC	3,086,575	3,086,575
ILLUMINA INC	2,407,590	2,407,590
INFORMA PLC (GB)	1,717,065	1,717,065
INTUIT	137,886	137,886
JONES LANG LASALLE INC	2,413,683	2,413,683
KINGSPAN GROUP	628,996	628,996
LEGRAND SA	1,988,780	1,988,780
LIBERTY BROADBAND CORP	5,246,554	5,246,554
LYONDELLBASELL IND	1,056,382	1,056,382
MARRIOTT INTL INC	5,169,681	5,169,681
MERCADOLIBRE INC	1,033,611	1,033,611
MFC ISHARES TR MSCI EAFE ETF	7,807,304	7,807,304
MFC ISHARES TR MSCI EM MKTS	7,593,630	7,593,630
MICROSOFT CORP	9,077,183	9,077,183
MORGAN STANLEY	2,746,682	2,746,682
NETFLIX INC	2,819,907	2,819,907
NUTANIX INC CL A	1,815,953	1,815,953
OCADO GROUP PLC	1,109,994	1,109,994
PALO ALTO NETWORKS INC	3,199,221	3,199,221
PENUMBRA INC	344,750	344,750
SALESFORCE COM INC	486,896	486,896
SCHINDLER-HLDG AG (PTG CERT)	303,935	303,935
SCHINDLER-HLDG AG (REGD)	414,257	414,257
SCHWAB CHARLES CORP	4,926,992	4,926,992
SENSATA TECHNOLOGIES B V	2,068,252	2,068,252
SIEMENS HEALTHINEE	2,271,241	2,271,241
STERIS PLC	280,330	280,330
TAIWAN SEMICON MAN	1,867,393	1,867,393
TE CONNECTIVITY LTD	2,662,087	2,662,087
TEXAS INSTRUMENTS INC	1,296,627	1,296,627
THERMO FISHER CORP	1,577,597	1,577,597
TRANE TECHNOLOGIES PLC	1,016,265	1,016,265
TRIMBLE INC	1,641,874	1,641,874
TWILIO INC	466,453	466,453
UNILEVER PLC	1,591,817	1,591,817
UNITEDHEALTH GROUP INC	3,995,648	3,995,648
UNTRADE.REALGOLD MINING	1	1
WABTEC CORP	1,002,840	1,002,840
WALT DISNEY	3,188,043	3,188,043
WATERS CORP	269,688	269,688
WELLS FARGO & CO	4,546,194	4,546,194
WOODWARD INC	997,518	997,518
WORKDAY INC	394,398	394,398
ZOOM VIDEO COMMUNICATIONS	7,259,464	7,259,464

TY 2020 IRS 990 e-File Render

Name:	Gordon E and Betty I Moore Foundation
EIN:	94-3397785
US Government Securities - End of Year Book Value:	776,878,137
US Government Securities - End of Year Fair Market Value:	776,878,137
State & Local Government Securities - End of Year Book Value:	
State & Local Government Securities - End of Year Fair Market Value:	

TY 2020 IRS 990 e-File Render

Name: Gordon E and Betty I Moore Foundation

EIN: 94-3397785

Category/ Item	Listed at Cost or FMV	Book Value	End of Year Market Value
FUND 1	1,707,378	1,707,378	1,707,378
FUND 2	9,248,059	9,248,059	9,248,059
FUND 3	2,761,151	2,761,151	2,761,151
FUND 4	2,522,906	2,522,906	2,522,906
FUND 5	76,757,807	76,757,807	76,757,807
FUND 6	244,343	244,343	244,343
FUND 7	107,437,440	107,437,440	107,437,440
FUND 8	48,390,123	48,390,123	48,390,123
FUND 9	16,299,267	16,299,267	16,299,267
FUND 10	215,975,228	215,975,228	215,975,228
FUND 11	14,653,115	14,653,115	14,653,115
FUND 12	3,581,474	3,581,474	3,581,474
FUND 13	492,029	492,029	492,029
FUND 14	20,050,402	20,050,402	20,050,402
FUND 15	519,990	519,990	519,990
FUND 16	827,987	827,987	827,987
FUND 17	133,408,168	133,408,168	133,408,168
FUND 18	42,453,136	42,453,136	42,453,136
FUND 19	9,529,742	9,529,742	9,529,742
FUND 20	76,002,923	76,002,923	76,002,923
FUND 21	2,702,968	2,702,968	2,702,968
FUND 22	22,323,030	22,323,030	22,323,030
FUND 23	1,638,990	1,638,990	1,638,990
FUND 24	4,482,824	4,482,824	4,482,824
FUND 25	57,107,152	57,107,152	57,107,152
FUND 26	5,904,209	5,904,209	5,904,209
FUND 27	270,013,956	270,013,956	270,013,956
FUND 28	1,532,710	1,532,710	1,532,710
FUND 29	1,799,250	1,799,250	1,799,250
FUND 30	764,286	764,286	764,286
FUND 31	10,375	10,375	10,375
FUND 32	81,050,438	81,050,438	81,050,438
FUND 33	9,013,237	9,013,237	9,013,237
FUND 34	35,714,427	35,714,427	35,714,427
FUND 35	968,426	968,426	968,426
FUND 36	96,141	96,141	96,141
FUND 37	10,217	10,217	10,217
FUND 38	12,243,125	12,243,125	12,243,125
FUND 39	35,533,083	35,533,083	35,533,083
FUND 40	561,062	561,062	561,062
FUND 41	1,890,327	1,890,327	1,890,327
FUND 42	8,438,445	8,438,445	8,438,445
FUND 43	2,984,767	2,984,767	2,984,767
FUND 44	21,883	21,883	21,883
FUND 45	1,353,288	1,353,288	1,353,288
FUND 46	21,618,981	21,618,981	21,618,981
FUND 47	203,812	203,812	203,812
FUND 48	31,927,856	31,927,856	31,927,856
FUND 49	15,601,623	15,601,623	15,601,623
FUND 50	210,695,750	210,695,750	210,695,750
FUND 51	3,337,059	3,337,059	3,337,059
FUND 52	1,067,526	1,067,526	1,067,526
FUND 53	7,177,074	7,177,074	7,177,074
FUND 54	169,157,492	169,157,492	169,157,492
FUND 55	1	1	1
FUND 56	7,599,797	7,599,797	7,599,797
FUND 57	25,018,144	25,018,144	25,018,144
FUND 58	11,526,368	11,526,368	11,526,368
FUND 59	2,117,354	2,117,354	2,117,354
FUND 60	15,297,105	15,297,105	15,297,105
FUND 61	37,022,002	37,022,002	37,022,002
FUND 62	73,133,505	73,133,505	73,133,505
FUND 63	10,060,079	10,060,079	10,060,079
FUND 64	6,160,187	6,160,187	6,160,187
FUND 65	36,818,015	36,818,015	36,818,015
FUND 66	149,036,977	149,036,977	149,036,977
FUND 67	2,561,941	2,561,941	2,561,941
FUND 68	17,203,796	17,203,796	17,203,796
FUND 69	16,939,750	16,939,750	16,939,750
FUND 70	1	1	1
FUND 71	5,905,317	5,905,317	5,905,317
FUND 72	137,985	137,985	137,985
FUND 73	9,825,661	9,825,661	9,825,661
FUND 74	15,854,873	15,854,873	15,854,873
FUND 75	22,641,663	22,641,663	22,641,663
FUND 76	12,379,819	12,379,819	12,379,819
FUND 77	38,758,109	38,758,109	38,758,109
FUND 78	30,562,114	30,562,114	30,562,114
FUND 79	44,850,726	44,850,726	44,850,726
FUND 80	128,955,354	128,955,354	128,955,354
FUND 81	11,893,712	11,893,712	11,893,712
FUND 82	7,830,829	7,830,829	7,830,829
FUND 83	29,489,607	29,489,607	29,489,607
FUND 84	6,896,278	6,896,278	6,896,278
FUND 85	88,335,352	88,335,352	88,335,352
FUND 86	5,465,239	5,465,239	5,465,239
FUND 87	6,685,072	6,685,072	6,685,072
FUND 88	16,825,032	16,825,032	16,825,032
FUND 89	28,290,362	28,290,362	28,290,362
FUND 90	180,397	180,397	180,397
FUND 91	92,002,912	92,002,912	92,002,912
FUND 92	11,624,177	11,624,177	11,624,177
FUND 93	61,308,787	61,308,787	61,308,787
FUND 94	5,693,866	5,693,866	5,693,866
FUND 95	17,259,124	17,259,124	17,259,124
FUND 96	2,776,134	2,776,134	2,776,134
FUND 97	1,758,771	1,758,771	1,758,771
FUND 98	4,948,500	4,948,500	4,948,500
FUND 99	29,470,710	29,470,710	29,470,710
FUND 100	1,483,568	1,483,568	1,483,568
FUND 101	6,508,368	6,508,368	6,508,368
FUND 102	103,689,327	103,689,327	103,689,327
FUND 103	34,133,578	34,133,578	34,133,578
FUND 104	28,915,861	28,915,861	28,915,861
FUND 105	17,739,298	17,739,298	17,739,298
FUND 106	69,145,784	69,145,784	69,145,784
FUND 107	20,004,376	20,004,376	20,004,376
FUND 108	2,835,974	2,835,974	2,835,974
FUND 109	15,262,067	15,262,067	15,262,067
FUND 110	27,340,140	27,340,140	27,340,140
FUND 111	20,849,071	20,849,071	20,849,071
FUND 112	49,496,721	49,496,721	49,496,721
FUND 113	118,109,935	118,109,935	118,109,935
FUND 114	68,336,517	68,336,517	68,336,517
FUND 115	6,490,885	6,490,885	6,490,885
FUND 116	37,903	37,903	37,903
FUND 117	1,982,350	1,982,350	1,982,350
FUND 118	6,505,061	6,505,061	6,505,061
FUND 119	49,301,935	49,301,935	49,301,935
FUND 120	131,373,828	131,373,828	131,373,828
FUND 121	19,393,331	19,393,331	19,393,331
FUND 122	21,703,767	21,703,767	21,703,767
FUND 123	54,044,798	54,044,798	54,044,798
FUND 124	13,616,356	13,616,356	13,616,356
FUND 125	1,143,529	1,143,529	1,143,529
FUND 126	25,831,605	25,831,605	25,831,605
FUND 127	7,567,498	7,567,498	7,567,498
FUND 128	7,847,924	7,847,924	7,847,924
FUND 129	5,208,767	5,208,767	5,208,767
FUND 130	4,030,664	4,030,664	4,030,664
FUND 131	171,345,005	171,345,005	171,345,005
FUND 132	65,827,732	65,827,732	65,827,732
FUND 133	1,529,398	1,529,398	1,529,398
FUND 134	142,888	142,888	142,888
FUND 135	3,308,277	3,308,277	3,308,277
FUND 136	9,530,300	9,530,300	9,530,300
FUND 137	53,174,609	53,174,609	53,174,609
FUND 138	11,259,915	11,259,915	11,259,915
FUND 139	164,443,860	164,443,860	164,443,860
FUND 140	11,297,667	11,297,667	11,297,667
FUND 141	8,536,291	8,536,291	8,536,291
FUND 142	148,505,703	148,505,703	148,505,703
FUND 143	94,315	94,315	94,315
FUND 144	2,167,621	2,167,621	2,167,621
FUND 145	8,287,420	8,287,420	8,287,420
FUND 146	8,531,488	8,531,488	8,531,488
FUND 147	71,884,520	71,884,520	71,884,520
FUND 148	14,167,117	14,167,117	14,167,117
FUND 149	12,578,326	12,578,326	12,578,326
FUND 150	7,480,635	7,480,635	7,480,635
FUND 151	35,498,707	35,498,707	35,498,707
FUND 152	2,591	2,591	2,591
FUND 153	14,369,371	14,369,371	14,369,371
FUND 154	9,501,957	9,501,957	9,501,957
FUND 155	12,112,333	12,112,333	12,112,333
FUND 156	57,045,253	57,045,253	57,045,253
FUND 157	1,308,149	1,308,149	1,308,149
FUND 158	167,703,627	167,703,627	167,703,627
FUND 159	8,420,630	8,420,630	8,420,630
FUND 160	136,213,908	136,213,908	136,213,908
FUND 161	17,790,381	17,790,381	17,790,381
FUND 162	62,215,339	62,215,339	62,215,339
FUND 163	37,650,598	37,650,598	37,650,598
FUND 164	13,472,890	13,472,890	13,472,890
FUND 165	80,313,321	80,313,321	80,313,321
FUND 166	65,101,120	65,101,120	65,101,120
FUND 167	47,093,082	47,093,082	47,093,082
FUND 168	4,401,526	4,401,526	4,401,526
FUND 169	5,072,962	5,072,962	5,072,962
FUND 170	11,174,238	11,174,238	11,174,238
FUND 171	23,653,200	23,653,200	23,653,200
FUND 172	6,999,594	6,999,594	6,999,594
FUND 173	15,181,544	15,181,544	15,181,544
FUND 174	14,783,250	14,783,250	14,783,250
FUND 175	25,900,860	25,900,860	25,900,860
FUND 176	34,837,517	34,837,517	34,837,517
FUND 177	4,547,961	4,547,961	4,547,961
FUND 178	17,024,502	17,024,502	17,024,502
FUND 179	1,546,510	1,546,510	1,546,510
FUND 180	12,521,180	12,521,180	12,521,180
FUND 181	85,111,371	85,111,371	85,111,371
FUND 182	984,246	984,246	984,246
FUND 183	28,347,501	28,347,501	28,347,501
FUND 184	19,557,101	19,557,101	19,557,101
FUND 185	1	1	1
FUND 186	13,987,108	13,987,108	13,987,108
FUND 187	27,974,216	27,974,216	27,974,216
FUND 188	20,425,396	20,425,396	20,425,396
FUND 189	877,957	877,957	877,957
FUND 190	9,830,991	9,830,991	9,830,991
FUND 191	2,452,684	2,452,684	2,452,684
FUND 192	18,263,438	18,263,438	18,263,438
FUND 193	3,908,804	3,908,804	3,908,804
FUND 194	13,589,337	13,589,337	13,589,337
FUND 195	8,664,805	8,664,805	8,664,805
FUND 196	23,095,078	23,095,078	23,095,078
FUND 197	10,393,492	10,393,492	10,393,492
FUND 198	2,740,623	2,740,623	2,740,623
FUND 199	15,341,018	15,341,018	15,341,018
FUND 200	3,493,794	3,493,794	3,493,794
FUND 201	340,267	340,267	340,267
FUND 202	1,977,587	1,977,587	1,977,587
FUND 203	6,146,728	6,146,728	6,146,728
FUND 204	3,089,225	3,089,225	3,089,225
FUND 205	57,732,685	57,732,685	57,732,685
FUND 206	11,503,510	11,503,510	11,503,510
FUND 207	1,212,929	1,212,929	1,212,929
FUND 208	60,496,606	60,496,606	60,496,606
FUND 209	835,896	835,896	835,896
FUND 210	39,305,043	39,305,043	39,305,043
FUND 211	61,959,292	61,959,292	61,959,292
FUND 212	216,498	216,498	216,498
FUND 213	243,740	243,740	243,740
FUND 214	56,889,453	56,889,453	56,889,453
FUND 215	42,594,176	42,594,176	42,594,176
FUND 216	903,165	903,165	903,165
FUND 217	33,512,791	33,512,791	33,512,791
FUND 218	325,240	325,240	325,240
FUND 219	40,813,000	40,813,000	40,813,000
FUND 220	457,108	457,108	457,108
FUND 221	2,091,263	2,091,263	2,091,263
FUND 222	1,237,209	1,237,209	1,237,209
FUND 223	4,355,435	4,355,435	4,355,435
FUND 224	138,911	138,911	138,911
FUND 225	269,697	269,697	269,697
FUND 226	418,633	418,633	418,633
FUND 227	7,486,318	7,486,318	7,486,318
FUND 228	920,071	920,071	920,071
FUND 229	615,365	615,365	615,365
FUND 230	72,899	72,899	72,899
FUND 231	36,484	36,484	36,484
FUND 232	5,366,312	5,366,312	5,366,312
FUND 233	48,146	48,146	48,146
FUND 234	14,139	14,139	14,139
FUND 235	1,119,219	1,119,219	1,119,219
FUND 236	9,848,664	9,848,664	9,848,664
FUND 237	5,380,464	5,380,464	5,380,464
FUND 238	2,912,137	2,912,137	2,912,137
FUND 239	9,477,070	9,477,070	9,477,070
FUND 240	230,467	230,467	230,467
FUND 241	12,766,007	12,766,007	12,766,007
FUND 242	26,500,587	26,500,587	26,500,587
FUND 243	18,451,945	18,451,945	18,451,945
FUND 244	13,452,550	13,452,550	13,452,550
FUND 245	18,885,495	18,885,495	18,885,495
FUND 246	24,255,238	24,255,238	24,255,238
FUND 247	17,621,325	17,621,325	17,621,325
FUND 248	21,692,997	21,692,997	21,692,997
FUND 249	71,918,117	71,918,117	71,918,117
FUND 250	121,548,310	121,548,310	121,548,310
FUND 251	63,909,889	63,909,889	63,909,889
FUND 252	2,074,888	2,074,888	2,074,888
FUND 253	10,591,720	10,591,720	10,591,720
FUND 260	40,000,000	40,000,000	40,000,000
FUND 261	20,000,000	20,000,000	20,000,000

TY 2020 IRS 990 e-File Render

Name: Gordon E and Betty I Moore Foundation

EIN: 94-3397785

Category	Amount	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
LEGAL FEES	269,212	97,940		205,812

TY 2020 IRS 990 e-File Render

Name: Gordon E and Betty I Moore Foundation

EIN: 94-3397785

Total Mortgage Amount:

Item No.	1
Lender's Name	THE NORTHERN TRUST COMPANY
Lender's Title	
Relationship to Insider	
Original Amount of Loan	100,000,000
Balance Due	100,009,366
Date of Note	2020-12
Maturity Date	2021-10
Repayment Terms	LIBOR+.4%; INTEREST PAYMENTS UNTIL MATURITY
Interest Rate	0.55
Security Provided by Borrower	NONE
Purpose of Loan	30 DAY BRIDGE DRAW FOR REBALANCING PORTFOLIO
Description of Lender Consideration	NONE
Consideration FMV	

TY 2020 IRS 990 e-File Render

Name: Gordon E and Betty I Moore Foundation

EIN: 94-3397785

Description	Beginning of Year - Book Value	End of Year - Book Value	End of Year - Fair Market Value
INT. & DIVIDENDS RECEIVABLE	343,228	148,940	148,940
INVESTMENT REDEMPTIONS RECVBL	164,422,877	260,869,354	260,869,354
PROG. REL. - FRESHWATER TRUST	1,240,000	1,020,000	1,020,000
PROG. REL. - FRB YUBA PROJECT	1,325,000	637,500	637,500

TY 2020 IRS 990 e-File Render

Name: Gordon E and Betty I Moore Foundation

EIN: 94-3397785

Description	Revenue and Expenses per Books	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
INSURANCE	146,130	64,126		76,667
STAFF DEVELOPMENT & TRAINING	236,534	9,970		218,051
INFORMATION TECHNOLOGY	677,129	235,802		654,183
FINANCE SERVICE CHARGES	73,867	22,491		52,039
GENERAL & ADMIN EXPENSES	433,822	148,924		236,739

TY 2020 IRS 990 e-File Render

Name: Gordon E and Betty I Moore Foundation

EIN: 94-3397785

Description	Revenue And Expenses Per Books	Net Investment Income	Adjusted Net Income
PARTNERSHIP INCOME/LOSS	136,299,911	-62,686,117	
SUBPART F INCOME		48,269,591	

TY 2020 IRS 990 e-File Render

Name: Gordon E and Betty I Moore Foundation

EIN: 94-3397785

Description	Amount
UNREALIZED GAIN ON INVESTMENTS	1,095,297,675

TY 2020 IRS 990 e-File Render

Name: Gordon E and Betty I Moore Foundation

EIN: 94-3397785

Description	Beginning of Year - Book Value	End of Year - Book Value
DEFERRED FEDERAL EXCISE TAX	29,694,054	44,918,693

TY 2020 IRS 990 e-File Render

Name: Gordon E and Betty I Moore Foundation

EIN: 94-3397785

Category	Amount	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
CONSULTING FEES	4,936,923	226,304		4,492,978
ASSET MANAGEMENT FEES	7,876,635	7,846,779		
TEMPORARY AGENCY	51,225	14,242		53,464

TY 2020 IRS 990 e-File Render

Name: Gordon E and Betty I Moore Foundation

EIN: 94-3397785

Category	Amount	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
TAXES - SEE GEN EXPLANATION #1	19,692,316			

TY 2020 IRS 990 e-File Render

Name: Gordon E and Betty I Moore Foundation

EIN: 94-3397785

Name	US / Foreign Address	EIN	Description	Amount
GBMF INTERNATIONAL LTD	PO BOX 309GT UGLAND HOUSE GEORGE TOWN, GRAND CAYMAN CJ	94-3397785	Entity dissolved in 2020 & the Foundation received final dist. of $425,501.	425,501
Dynamo Brasil V LLC	Av Ataulfo De Paiva 1234-6 Andar Rio De Janeiro, RJ 22440 BR	94-3397785	The foundation made a $5,124,183 contribution to the controlled entity.	5,124,183
Total				5,549,684