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. 1545-0047

2021

Open to Public Inspection

For calendar year 2021, or tax year beginning 01-01-2021 , and ending 12-31-2021

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)* ▶$ 9,620,362,658

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	96,897	96,897		
	4	Dividends and interest from securities	9,583,380	85,898,346		
	5a	Gross rents				
	b	Net rental income or (loss)				
	6a	Net gain or (loss) from sale of assets not on line 10	552,311,540			
	b	Gross sales price for all assets on line 6a 1,115,080,332				
	7	Capital gain net income (from Part IV, line 2)		898,764,698		
	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)	242,915,388	-21,425,783		
	12	**Total.** Add lines 1 through 11	804,907,205	963,334,158		
Operating and Administrative Expenses	13	Compensation of officers, directors, trustees, etc.	6,151,766	3,987,213		1,955,508
	14	Other employee salaries and wages	20,748,105	6,733,478		13,904,617
	15	Pension plans, employee benefits	5,867,292	965,706		4,991,205
	16a	Legal fees (attach schedule)	358,258	190,702		165,139
	b	Accounting fees (attach schedule)	377,362	166,417		154,352
	c	Other professional fees (attach schedule)	13,435,091	7,669,061		5,536,282
	17	Interest	9,366			
	18	Taxes (attach schedule) (see instructions)	22,760,459			
	19	Depreciation (attach schedule) and depletion	1,988,821			
	20	Occupancy	1,629,208	458,503		1,211,247
	21	Travel, conferences, and meetings	260,241	2,716		282,255
	22	Printing and publications	14,943	2,150		13,114
	23	Other expenses (attach schedule)	1,851,838	698,965		1,073,273
	24	**Total operating and administrative expenses.** Add lines 13 through 23	75,452,750	20,874,911		29,286,992
	25	Contributions, gifts, grants paid	333,239,045			348,251,151
	26	**Total expenses and disbursements.** Add lines 24 and 25	408,691,795	20,874,911		377,538,143
	27	Subtract line 26 from line 12:				
	a	**Excess of revenue over expenses and disbursements**	396,215,410			
	b	**Net investment income** (if negative, enter -0-)		942,459,247		
	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	1,500	1,500
	2	Savings and temporary cash investments	138,571,773	96,812,494	96,812,494
	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	7,850,182	5,802,628	5,802,628
	10a	Investments—U.S. and state government obligations (attach schedule)	776,878,137	1,015,579,075	1,015,579,075
	b	Investments—corporate stock (attach schedule)	481,944,021	501,861,924	501,861,924
	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)	6,871,758,806	7,833,592,843	7,833,592,843
	14	Land, buildings, and equipment: basis ▶ 59,939,124			
		Less: accumulated depreciation (attach schedule) ▶ 25,548,365	34,902,297	34,390,759	34,390,759
	15	Other assets (describe ▶)	262,675,794	132,321,435	132,321,435
	16	**Total assets** (to be completed by all filers—see the instructions. Also, see page 1, item I)	8,574,582,511	9,620,362,658	9,620,362,658
Liabilities	17	Accounts payable and accrued expenses	18,598,499	21,650,300	
	18	Grants payable	16,359,203	3,558,250	
	19	Deferred revenue			
	20	Loans from officers, directors, trustees, and other disqualified persons			
	21	Mortgages and other notes payable (attach schedule)	100,009,366	0	
	22	Other liabilities (describe ▶)	44,918,693	55,328,815	
	23	**Total liabilities**(add lines 17 through 22)	179,885,761	80,537,365	
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	8,394,696,750	9,539,825,293	
	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)	8,394,696,750	9,539,825,293	
	30	**Total liabilities and net assets/fund balances** (see instructions)	8,574,582,511	9,620,362,658	

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	8,394,696,750
2	Enter amount from Part I, line 27a	2	396,215,410
3	Other increases not included in line 2 (itemize) ▶	3	748,913,133
4	Add lines 1, 2, and 3	4	9,539,825,293
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	9,539,825,293

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, P=purchase 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 PORTFOLIO TRADIT ACCOUNTS	P		
b PUNB 1	P		
c PUNB 2	P		
d PUNB 3	P		
e PUNB 4	P		
PUNB 5	P		
PUNB 6	P		
PUNB 7	P		
PUNB 8	P		
PUNB 9	P		
PUNB 10	P		
PUNB 11	P		
PUNB 12	P		
PUNB 13	P		
PUNB 14	P		
PUNB 15	P		
PUNB 16	P		
PUNB 17	P		
PUNB 18	P		
PUNB 19	P		
PUNB 20	P		
PUNB 21	P		
PUNB 22	P		
PUNB 23	P		
PUNB 24	P		
PUNB 25	P		
PUNB 26	P		
PUNB 27	P		
PUNB 28	P		
PUNB 29	P		
PUNB 30	P		
PUNB 31	P		
PUNB 32	P		
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PUNB 200	P		
PUNB 201	P		
PUNB 202	P		
DISTRIBUTIONS IN EXCESS OF BASIS	P		
DISTRIBUTIONS IN EXCESS OF BASIS	P		
1991 CR PARTNERSHIP DISPOSITIONS	P		

(e) Gross sales price	(f) Depreciation allowed (or allowable)	(g) Cost or other basis plus expense of sale	(h) Gain or (loss) (e) plus (f) minus (g)
a 236,376,755		236,376,755	0.01
b			1,028,147
c			1,028
d			2,156,328
e			9,195,174
			1,016,317
			551,871
			3,889,125
			1,016,317
			1,515,324
			1,078,8
			1,028
			155,754
			75,177
			1
			65,075,025
			1
			1,028
			258,924
			15,911,215
			1,028
			4,411
			1,028
			21,031,256
			12,864
			1,028
			155,754
			1,664,805
			1,028
			2,156,328
			1,028
			17,041,155
			155,949
			1,028
			155,754
			11,631,967
			1,028
			2,215,326
			417,282
			1,028
			12,164
			1,028
			2,873,125
			1,028
			17,502
			1,028
			1,664,805
			13,149,720
			1,028
			8,031,174
			19,963,533
			1,028
			155,754
			809,526
			1,028
			155,754
			1,028
			155,754
			1,028
			26,157,024
			1,070,811
			1,028
			5,215,326
			809,814
			1,028
			1,028
			155,754
			1,028
			1,028,147
			1,028
			1,028
			1,028

Part V 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. Bracket for line 1a		
	Date of ruling or determination letter: _____ **(attach copy of letter if necessary–see instructions)**		
b	All other domestic foundations enter 1.39% (0.0139) of line 27b. Exempt foreign organizations enter 4% (0.04) 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	13,100,184
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	13,100,184
6	Credits/Payments:		
a	2021 estimated tax payments and 2020 overpayment credited to 2021	6a	10,296,320
b	Exempt foreign organizations—tax withheld at source	6b	0
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	14,296,320
8	Enter any **penalty** for underpayment of estimated tax. Check here ☑ if Form 2220 is attached.	8	0
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	1,196,136
11	Enter the amount of line 10 to be: **Credited to 2022 estimated tax** ▶ 1,196,136 **Refunded** ▶	11	

Part VI-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 the instructions for the 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 XIV.*	7	Yes	
8a	Enter the states to which the foundation reports or with which it is registered (see instructions) ▶ CA, CO, CT, DE, DC, MA, MN, NJ, NM, 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 2021 or the taxable year beginning in 2021? See the instructions for Part XIII. If "Yes," complete Part XIII	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 VI-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**

			Yes	No
16	At any time during calendar year 2021, 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 ▶ BR CI CH EE GB HU IN IS LA KS MK MX PE PH TW TU			

Part VI-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?	**1a(1)**		**No**
	(2) Borrow money from, lend money to, or otherwise extend credit to (or accept it from) a disqualified person?	**1a(2)**		**No**
	(3) Furnish goods, services, or facilities to (or accept them from) a disqualified person?	**1a(3)**		**No**
	(4) Pay compensation to, or pay or reimburse the expenses of, a disqualified person?	**1a(4)**	**Yes**	
	(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)?	**1a(5)**		**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.)	**1a(6)**		**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**
c	Organizations relying on a current notice regarding disaster assistance check here ▶ ☐			
d	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 2021?	**1d**		**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 2021, did the foundation have any undistributed income (lines 6d and 6e, Part XII) for tax year(s) beginning before 2021?	**2a**		**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?	**3a**	**Yes**	
b	If "Yes," did it have excess business holdings in 2021 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 2021.)*	**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 2021?	**4b**		**No**

Part VI-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))?	5a(1)		No
	(2) Influence the outcome of any specific public election (see section 4955); or to carry on, directly or indirectly, any voter registration drive?	5a(2)		No
	(3) Provide a grant to an individual for travel, study, or other similar purposes?	5a(3)		No
	(4) Provide a grant to an organization other than a charitable, etc., organization described in section 4945(d)(4)(A)? See instructions	5a(4)	Yes	
	(5) Provide for any purpose other than religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals?	5a(5)		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
c	Organizations relying on a current notice regarding disaster assistance check here ▶ ☐			
d	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? *If "Yes," attach the statement required by Regulations section 53.4945–5(d).*	5d	Yes	
6a	Did the foundation, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	6a		No
b	Did the foundation, during the year, pay premiums, directly or indirectly, on a personal benefit contract? *If "Yes" to 6b, file Form 8870.*	6b		No
7a	At any time during the tax year, was the foundation a party to a prohibited tax shelter transaction?	7a		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?	8	Yes	

Part VII 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	5,024	0
Rosina Bierbaum 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE 1.0	0	5,024	0
John Dabiri 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE 1.0	0	5,024	0
Jim Gaither 1661 Page Mill Road Palo Alto, CA 94304	Trustee - Thru 8/21 1.0	0	3,348	0
Paul Gray 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE & CHAIR 2.0	0	5,024	0
John Hennessy 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE & VICE CHAIR 1.0	0	5,024	0
Kathleen Justice-Moore 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE 1.0	0	5,024	0
Hilary Krane 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE 1.0	0	5,024	0
Jonathan Levin 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE 1.0	0	5,024	0
Kristen Moore 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE 1.0	0	5,024	0
Steven Moore 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE 1.0	0	5,024	0
Ellen Ochoa 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE 1.0	0	5,024	0
Edward E Penhoet 1661 Page Mill Road Palo Alto, CA 94304	INVESTMENT mgmt COMMITTEe 0.5	0	5,024	0
Ken Siebel 1661 Page Mill Road Palo Alto, CA 94304	INVESTMENT mgmt COMMITTEE 0.5	0	5,024	0
Harvey V Fineberg 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE & PRESIDENT 37.5	1,059,633	85,681	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
Sasha Abrams 1661 Page Mill Road Palo Alto, CA 94304	GEN COUNSEL & SECRETARY 37.5	475,340	76,000	0
Kenneth Moore 1661 Page Mill Road Palo Alto, CA 94304	TRUSTEE, CPO SF BAY AREA & CAO 37.5	435,884	97,320	0
Denise Strack 1661 Page Mill Road Palo Alto, CA 94304	CHIEF INVESTMENT OFFICER 37.5	4,180,909	611,527	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	1,634,989	263,143	0
FELICIA CHIU 1661 PAGE MILL ROAD PALO ALTO,CA 94304	INVESTMENT DIRECTOR 37.5	1,436,084	243,420	0
DALE KUNKEL 1661 PAGE MILL ROAD PALO ALTO,CA 94304	INVESTMENT DIRECTOR 37.5	1,329,586	236,136	0
ROBERT KIRSHNER 1661 PAGE MILL ROAD PALO ALTO,CA 94304	CPO SCIENCE 37.5	456,778	90,144	0
AILEEN LEE 1661 PAGE MILL ROAD PALO ALTO,CA 94304	CPO ENVIRONMENT 37.5	456,778	70,761	0
Total number of other employees paid over $50,000. . . . . ▶				84

Part VII **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	1,969,428
Wellington Trust Company 280 CONGRESS STREET BOSTON,MA 02210	Investment Manager	898,803
SILCHESTER INTL INVESTORS 780 3rd ave 42nd floor NEW YORK,NY 10017	Investment Manager	861,829
EAGLE CAPITAL MANAGEMENT LLC 449 Park Ave 17th Floor NEW YORK,NY 10022	Investment Manager	816,248
THE NORTHERN TRUST COMPANY 50 S LA SALLE STREET CHICAGO,IL 60603	CUSTODIAN BANK	677,486

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

32

Part VIII- 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 1	2,365,962
2	
3	
4	

Part VIII- 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 FRB YUBA PROJECT II - FOR IMPROVED FOREST HEALTH THROUGH INCREASING THE SCALE AND PACE OF RESTORATION IN CALIFORNIA FORESTS.	2,000,000
2	
All other program-related investments. See instructions.	
3	
Total. Add lines 1 through 3 . . . . . ▶	2,000,000

Part IX 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	3,237,089,788
b	Average of monthly cash balances			1b	206,032,215
c	Fair market value of all other assets (see instructions)			1c	5,622,989,421
d	**Total** (add lines 1a, b, and c)			1d	9,066,111,424
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	9,066,111,424
4	Cash deemed held for charitable activities. Enter 1.5% (0.015) of line 3 (for greater amount, see instructions)			4	135,991,671
5	**Net value of noncharitable-use assets.** Subtract line 4 from line 3.			5	8,930,119,753
6	**Minimum investment return.** Enter 5% (0.05) of line 5			6	446,505,988

Part X 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 IX, line 6			1	446,505,988
2a	Tax on investment income for 2021 from Part V, line 5	2a	13,100,184		
b	Income tax for 2021. (This does not include the tax from Part V.)	2b	64,677		
c	Add lines 2a and 2b			2c	13,164,861
3	Distributable amount before adjustments. Subtract line 2c from line 1			3	433,341,127
4	Recoveries of amounts treated as qualifying distributions			4	2,571,153
5	Add lines 3 and 4			5	435,912,280
6	Deduction from distributable amount (see instructions)			6	
7	**Distributable amount** as adjusted. Subtract line 6 from line 5. Enter here and on Part XII, line 1			7	435,912,280

Part XI 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	
b	Program-related investments—total from Part VIII-B	1b	
2	Amounts paid to acquire assets used (or held for use) directly in carrying out charitable, etc., purposes	2	
3	Amounts set aside for specific charitable projects that satisfy the:		
a	Suitability test (prior IRS approval required)	3a	
b	Cash distribution test (attach the required schedule)	3b	
4	**Qualifying distributions.** Add lines 1a through 3b. Enter here and on Part XII, line 4.	4	

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

	(a) Corpus	(b) Years prior to 2020	(c) 2020	(d) 2021
1 Distributable amount for 2021 from Part X, line 7				435,912,280
2 Undistributed income, if any, as of the end of 2021:				
a Enter amount for 2020 only.			84,632,205	
b Total for prior years: 2019 , 2018 , 2017				
3 Excess distributions carryover, if any, to 2021:				
a From 2016.				
b From 2017.				
c From 2018.				
d From 2019.				
e From 2020. 0				
f **Total** of lines 3a through e	0			
4 Qualifying distributions for 2021 from Part XI, line 4: ▶ $ 380,801,041				
a Applied to 2020, but not more than line 2a			84,632,205	
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 2021 distributable amount				296,168,836
e Remaining amount distributed out of corpus	0			
5 Excess distributions carryover applied to 2021. *(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 2022				139,743,444
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 2016 not applied on line 5 or line 7 (see instructions) . . .				
9 **Excess distributions carryover to 2022.** Subtract lines 7 and 8 from line 6a	0			
10 Analysis of line 9:				
a Excess from 2017				
b Excess from 2018				
c Excess from 2019. . . .				
d Excess from 2020				
e Excess from 2021 0				

Part XIII Private Operating Foundations (see instructions and Part VI-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 2021, 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) 2021	**(b)** 2020	**(c)** 2019	**(d)** 2018	
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% (0.85) of line 2a					
c Qualifying distributions from Part XI, 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 IX, 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 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 XV-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	96,897	
4 Dividends and interest from securities					
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	901101	24,119,622	18	528,191,918	
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	901101	-3,207,922	32	246,123,310	
b					
c					
d					
e					
12 Subtotal. Add columns (b), (d), and (e)		20,911,700		783,995,505	

13 **Total.** Add line 12, columns (b), (d), and (e) 13 804,907,205

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

Part XV-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 XV-A contributed importantly to the accomplishment of the foundation's exempt purposes (other than by providing funds for such purposes). (See instructions.)

Part XVI 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)	2,547,500	WORLD ECONOMIC FORUM	GRANTS
1a(1)	498,576	AMER BD FAM MEDICINE	GRANTS
1a(1)	300,484	AMER COLL EMERG PHY	GRANTS
1a(1)	75,000	PUB INTL LINK ASSOC	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: 2022-11-08 — Title

May the IRS discuss this return with the preparer shown below? See instructions. ☑ Yes ☐ No

Paid Preparer Use Only

Print/Type preparer's name	Preparer's Signature	Date	Check if self-employed ☐	PTIN
Michelle L Weber		2022-11-08		P00556798

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

Firm's address ▶ 100 E Wisconsin Ave, Milwaukee, WI 53202 — Phone no. (414) 289-8200

Additional Data

Return to Form

Software ID:

Software Version:

Form 990PF - Special Condition Description:

Special Condition Description

TY 2021 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	377,362	166,417	0	154,352

TY 2021 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 $5,024.
Rosina Bierbaum	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $5,024.
John Dabiri	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $5,024.
Jim Gaither	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $3,348.
Paul Gray	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $5,024.
John Hennessy	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $5,024.
Kathleen Justice-Moore	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $5,024.
Hilary Krane	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $5,024.
Jonathan Levin	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $5,024.
Kristen Moore	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $5,024.
Steven Moore	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $5,024.
Ellen Ochoa	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $5,024.
Edward E Penhoet	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $5,024.
Ken Siebel	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF PROFESSIONAL LIABILITY INSURANCE OF $5,024.
Harvey V Fineberg	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF 401(K) MATCH $29,000, HEALTHCARE BENEFITS $43,623, PROFESSIONAL LIABILITY INSURANCE $5,024, AND TAXABLE GROUP LIFE INSURANCE $8,034.
Sasha Abrams	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF 401(K) MATCH $29,000, HEALTHCARE BENEFITS $40,716, PROFESSIONAL LIABILITY INSURANCE $5,024, AND TAXABLE GROUP LIFE INSURANCE $1,260.
Kenneth Moore	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF 401(K) MATCH $29,000, HEALTHCARE BENEFITS $52,628, PROFESSIONAL LIABILITY INSURANCE $5,024, AND TAXABLE GROUP LIFE INSURANCE $10,668.
Denise Strack	COMPENSATION INCLUDES $796,027 OF DEFERRED COMPENSATION THAT WAS REPORTED IN PRIOR YEARS AS A CONTRIBUTION TO EMPLOYEE BENEFIT PLANS THAT VESTED IN 2021 AND REMAINS UNPAID AS WELL AS THE EARNINGS ON UNPAID DEFERRED COMPENSATION. CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS THAT CONSIST OF 401(K) MATCH $29,000, HEALTHCARE BENEFITS $58,184, PROFESSIONAL LIABILITY INSURANCE $5,024, TAXABLE GROUP LIFE INSURANCE $1,932, AND NEWLY AWARDED DEFERRED COMPENSATION THAT WILL VEST OVER THE FOLLOWING THREE YEARS AND AN ADJUSTMENT FOR EARNINGS ON UNPAID DEFERRED COMPENSATION OF $517,387.

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TY 2021 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 2021 IRS 990 e-File Render

Name: Gordon E and Betty I Moore Foundation

EIN: 94-3397785

Employee	Explanation
ALISON BARAD	COMPENSATION INCLUDES $304,143 OF DEFERRED COMPENSATION THAT WAS REPORTED IN PRIOR YEARS AS A CONTRIBUTION TO EMPLOYEE BENEFIT PLANS THAT VESTED IN 2021 AND REMAINS UNPAID AS WELL AS THE EARNINGS ON UNPAID DEFERRED COMPENSATION. CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF 401(K) MATCH $29,000, HEALTHCARE BENEFITS $33,392, TAXABLE GROUP LIFE INSURANCE $840 AND NEWLY AWARDED DEFERRED COMPENSATION THAT WILL VEST OVER THE FOLLOWING THREE YEARS AND AN ADJUSTMENT FOR EARNINGS ON UNPAID DEFERRED COMPENSATION OF $199,911.
FELICIA CHIU	COMPENSATION INCLUDES OF $217,638 DEFERRED COMPENSATION THAT WAS REPORTED IN PRIOR YEARS AS A CONTRIBUTION TO EMPLOYEE BENEFIT PLANS THAT VESTED IN 2021 AND REMAINS UNPAID AS WELL AS THE EARNINGS ON UNPAID DEFERRED COMPENSATION. CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF 401(K) MATCH $29,000, HEALTHCARE BENEFITS $33,537, TAXABLE GROUP LIFE INSURANCE $840 AND NEWLY AWARDED DEFERRED COMPENSATION THAT WILL VEST OVER THE FOLLOWING THREE YEARS AND AN ADJUSTMENT FOR EARNINGS ON UNPAID DEFERRED COMPENSATION OF $180,043.
DALE KUNKEL	COMPENSATION INCLUDES $224,140 OF DEFERRED COMPENSATION THAT WAS REPORTED IN PRIOR YEARS AS A CONTRIBUTION TO EMPLOYEE BENEFIT PLANS THAT VESTED IN 2021 AND REMAINS UNPAID AS WELL AS THE EARNINGS ON UNPAID DEFERRED COMPENSATION. CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF 401(K) MATCH $29,000, HEALTHCARE BENEFITS $42,853, TAXABLE GROUP LIFE INSURANCE $1,260 AND NEWLY AWARDED DEFERRED COMPENSATION THAT WILL VEST OVER THE FOLLOWING THREE YEARS AND AN ADJUSTMENT FOR EARNINGS ON UNPAID DEFERRED COMPENSATION OF $163,023.
ROBERT KIRSHNER	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF 401(K) MATCH $29,000, HEALTHCARE BENEFITS $43,840 AND TAXABLE GROUP LIFE INSURANCE $17,304.
AILEEN LEE	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS CONSIST OF 401(K) MATCH $29,000, HEALTHCARE BENEFITS $39,829 AND TAXABLE GROUP LIFE INSURANCE $1,932.

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TY 2021 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
American Board of Family Medicine Inc	1648 McGrathiana Parkway Suite 550 Lexington, KY 40511	2021-10-07	498,576	To support a quality measure for continuity of care for diagnosis of vascular disease.		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.
American College of Emergency Physicians	4950 West Royal Lane Irving, TX 750632524	2021-09-28	300,484	To support a clinical quality measure for diagnosis of abdominal aortic aneurysms.		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.
Aria Strategic Communications LLC	1640 Blackburn Heights Drive Sewickly, PA 15143	2021-08-17	650,000	To improve the health of tuna stocks.		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 2021; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $200,000 PAID IN 2021. $275,000 PAID IN 2022.
AstronetX PBC	867 Boylston Street Suite 500 Boston, MA 02116	2021-05-18	117,544	In support of developing a modest telescope onboard a lunar lander to be flown on a NASA mission.	33,863	NO	11/01/2021		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.
Brunswick Group LLC	245 Park Avenue 14th Floor New York, NY 10167	2021-02-12	3,000,000	To reduce habitat conversion and overfishing.		NO	10/15/2021, 06/14/2021, 03/25/2021		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 2021; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $2,177,500 PAID IN 2021. $822,500 PAID IN 2022.
Camille and Henry Dreyfus Foundation Inc	555 Madison Avenue 20th Floor New York, NY 100223301	2021-06-05	300,000	In support of the film series Chemistry Shorts to promote appreciation of chemical sciences.		NO	01/31/2022, 01/19/2022		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 2021; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $100,000 PAID IN 2021.
Climate Advisers	1320 19th Street NW Washington, DC 20036	2021-08-10	1,127,000	To enhance U.S. leadership support for curbing tropical 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 2021; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $500,000 PAID IN 2021. $627,000 PAID IN 2022.
Forever Costa Rica Association	Forum I Edificio G Piso 7 San Jose, San Jose 04-6155 CS	2020-11-02	2,000,000	To support building resilient livelihoods in Costa Rica.		NO	04/06/2021		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.
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.	537,500	NO	12/01/2021, 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.
Fundo Brasileiro para a Biodiversidade	Rua Voluntarios da Patria 286 5 Rio de Janeiro, RJ 22270-014 BR	2021-02-16	150,000	To support a strategic plan for conservation funding.	150,000	NO	11/03/2021, 10/27/2021		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.
Great Bear Initiative Society	409 Granville Street Suite 1660 Vancouver, BC V6C 1T2 CA	2018-10-19	2,100,000	To enable sustainable shipping.	1,517,816	NO	11/16/2021, 10/13/2021, 08/30/2021, 06/17/2021		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 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.	1,192,686	NO	11/16/2021, 10/13/2021, 08/30/2021, 06/18/2021		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. $1,054,314 PAID IN 2019. $1,000,580 Paid in 2020.
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	11/16/2021, 10/13/2021, 08/30/2021, 06/01/2021		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 2020; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $500,000 PAID IN 2020. $300,000 paid in 2021.
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.	1,683,521	NO	11/16/2021, 10/13/2021, 08/30/2021, 06/10/2021		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.
Great Bear Initiative Society	409 Granville Street Suite 1660 Vancouver, BC V6C 1T2 CA	2014-11-25	2,238,300	To support First Nations leadership and community.	1,599,485	NO	11/16/2021, 10/13/2021, 08/30/2021, 06/10/2021		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.
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.	6,340,947	NO	11/16/2021, 10/13/2021, 08/30/2021, 06/01/2021		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.
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.	960,582	NO	09/09/2021, 08/31/2021, 09/15/2020, 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.	566,187	NO	12/21/2021, 08/06/2021, 05/18/2020, 09/19/2019		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 Landscapes	Friedrich-Ebert-Anlage 36 Frankfurt 60325 GM	2020-11-13	5,000,000	In support of the Legacy Landscapes Fund.		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.
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 technology.	1,057,931	NO	01/28/2022, 01/24/2022, 04/13/2021, 09/17/2020		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. NOTE: GRANT AMOUNT AND AMOUNT SPENT DIFFER BECAUSE OF INTEREST EARNED ON GRANT FUNDS.
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	05/27/2021, 04/26/2021, 01/04/2021, 10/01/2020		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.
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 Teneriffe, for coverage of the northern sky.	3,701,809	NO	08/02/2021, 07/19/2021, 01/29/2021, 08/07/2020		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: THE ABOVE GRANT WAS DECLARED IN 2018; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $2,500,000 PAID IN 2018. $2,384,049 Paid in 2019.
Las Cumbres Observatory Global Telescope	6740 Cortona Drive Suite 102 Goleta, CA 93117	2021-07-09	1,213,014	To support Las Cumbres Observatory's astronomy research and educational programming.		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 2021; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $850,000 PAID IN 2021.
Monterey Bay Aquarium Research Institute	7700 Sandholdt Road Moss Landing, CA 95039 9644	2018-06-18	1,412,507	To support developing an underwater optical imaging system.	664,272	NO	11/18/2021, 09/01/2021, 04/01/2021, 08/03/2020		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. $474,397 PAID IN 2018. $465,735 PAID IN 2019. $343,965 PAID IN 2020. $128,410 PAID IN 2021.
Mushkegowuk Council	12 Centre Road PO Box 370 Moose Factory, ON P0L 1W0 CA	2021-08-25	602,218	To support the protection of the Western James and Southwestern Hudson Bays.		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 2021; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $202,218 PAID IN 2021. $200,000 PAID IN 2022.
Nanwakolas Council	1441 16th Avenue Campbell River, BC V9W 2E4 CA	2019-02-21	560,000	To enable sustainable shipping.	302,483	NO	11/02/2021, 05/27/2021, 03/31/2021, 10/22/2020		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.
Nanwakolas Council	1441 16th Avenue Campbell River, BC V9W 2E4 CA	2019-07-17	605,000	To support British Columbia habitat protection. Rica.	148,119	NO	11/02/2021, 05/27/2021, 03/31/2021, 10/22/2020		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. $405,000 PAID IN 2019. $200,000 Paid in 2020.
National Indian Brotherhood	55 Metcalfe Street Suite 1600 Ottawa, ON K1P 6L5 CA	2021-10-25	500,000	In support of Indigenous-led conservation.		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 2021; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $250,000 PAID IN 2021.
Publishers International Linking Assc	PO Box 719 Lynnfield, MA 01940	2021-08-17	75,000	To support methods to connect grants with research outputs in publisher metadata.		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.
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.	179,492	NO	09/23/2021, 04/23/2021, 02/17/2021, 11/02/2020		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. $100,000 PAID IN 2021.
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.	844,847	NO	12/31/2021, 10/16/2020, 03/13/2020, 03/13/2020		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.
Seafood Legacy Co Ltd	Duplex Ginza Tower 201 B-14-9 Tokyo 104-0061 JA	2021-10-25	357,966	To develop transparency measures that protect seafood.		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.
SITAWI Financas do Bem	Rua Voluntarios da Patria 301 Rio de Janeiro, RJ 22270-003 BR	2021-06-21	230,000	To support the application of environmental and social safeguards among intermediary funds.		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.
Systemiq Ltd	69 Carter Lane London EC4V 5EQ UK	2018-09-25	993,615	To support the development of Food and Land Use Global Report to protect natural resources.	993,615	NO	04/23/2021, 02/15/2021, 09/10/2020, 02/24/2020		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. $650,000 PAID IN 2018. $350,414 Paid in 2019. NOTE: GRANT AMOUNT HAS BEEN UPDATED TO REFLECT RETURN OF SURPLUS.
TomKat Ranch Educational Foundation	PO Box 726 Pescadero, CA 94060	2021-03-25	100,000	To support a pilot program to advance agricultural sustainability in Coachella Valley.		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.
World Bus Council for Sustainable Dev	Avenue du Bouchet 2bis Geneva 1209 SZ	2021-02-12	4,031,403	To reduce habitat conversion and overfishing.		NO	09/01/2021, 06/17/2021		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 2021; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $2,852,414 PAID IN 2021.
World Bus Council for Sustainable Dev	Avenue du Bouchet 2bis Geneva 1209 SZ	2020-06-13	296,410	To encourage environmentally sustainable business.	64,462	NO	09/01/2021, 06/17/2021, 05/26/2021, 02/26/2021		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.
World Bus Council for Sustainable Dev	Avenue du Bouchet 2bis Geneva 1209 SZ	2018-04-27	7,793,723	To implement the collaboration for the Conservation and Financial Markets Initiative.	6,524,971	NO	12/15/2021, 09/01/2021, 05/28/2021, 03/01/2021		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 2018; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $2,872,799 PAID IN 2018. $3,061,814 Paid in 2019. $2,135,946 paid in 2020. NOTE: GRANT AMOUNT HAS BEEN UPDATED TO REFLECT A TRANSFER OF SURPLUS.
World Bus Council for Sustainable Dev	Avenue du Bouchet 2bis Geneva 1209 SZ	2021-10-14	1,258,911	To support development of financial disclosures on climate and nature.		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.
World Economic Forum	91-93 route de la Capite Cologny Geneva CH-1223 SZ	2020-11-10	2,000,000	In support of the "Nature Action Agenda."	231,386	NO	09/17/2021		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 2021; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $2,000,000 PAID IN 2021.
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."	1,467,622	NO	09/17/2021, 09/09/2020		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	2020-08-26	1,347,500	In support of the Tropical Forest Alliance to reduce deforestation.	431,036	NO	11/02/2021, 09/27/2021, 04/08/2021		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 2020; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $800,000 PAID IN 2020. $547,500 PAID IN 2021.
World Economic Forum	91-93 route de la Capite Cologny Geneva, ON CH-1223 SZ	2019-08-27	695,198	In support of the Tropical Forest Alliance to reduce deforestation in Brazil.	695,198	NO	12/31/2021, 03/31/2021, 09/09/2020, 02/10/2020		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. $500,000 PAID IN 2019. $195,198 Paid in 2020.
ZappyLab Inc	2120 University Avenue Suite 410 Berkeley, CA 94704	2021-10-14	466,313	To support building an online aquatic symbiosis community.		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 2021; HOWEVER, PAYMENTS SPAN MULTIPLE YEARS. $371,250 PAID IN 2021.

TY 2021 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 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 $2,365,962 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 2021 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
ADIDAS AG	975,538	975,538
ADR ALIBABA GRP HLDG LTD	1,483,212	1,483,212
ADR DADA NEXUS LTD	288,586	288,586
ADR EVOLUTION AB	643,320	643,320
ADR HUAZHU GROUP LTD	693,329	693,329
ADR PROSUS N.V. ADR NASPERS	961,968	961,968
ADR SAFRAN	1,463,089	1,463,089
AERCAP HOLDINGS N.V.	1,238,139	1,238,139
ALPHABET INC	14,601,055	14,601,055
AMAZON COM INC	11,263,401	11,263,401
ANALOG DEVICES INC	1,687,743	1,687,743
ANTA SPORTS PRODUCT LTD	1,274,515	1,274,515
ANTHEM INC	3,420,925	3,420,925
AON PLC	4,132,099	4,132,099
APPLIED MATERIALS INC	2,210,593	2,210,593
ASHTEAD GROUP	1,984,672	1,984,672
BAXTER INTL INC	5,990,001	5,990,001
BECTON DICKINSON & CO	4,090,825	4,090,825
CAPITAL ONE FINL CORP	1,543,903	1,543,903
CARLISLE COMPANIES INC	1,325,209	1,325,209
CBRE GROUP INC CL A	2,207,419	2,207,419
CF FUND 272	6,233,885	6,233,885
CF FUND 275	20,298,196	20,298,196
CF FUND 279	130,785,201	130,785,201
CF FUND 280	77,977,777	77,977,777
CF FUND 281	11,845,637	11,845,637
CF FUND 287	13,728,558	13,728,558
CF FUND 288	16,099,153	16,099,153
CF FUND 289	18,372,878	18,372,878
CISCO SYSTEMS INC	1,832,344	1,832,344
CITIGROUP INC	3,936,280	3,936,280
CLARIVATE PLC	2,559,729	2,559,729
COMCAST CORP	4,249,513	4,249,513
COOPER COS INC	2,240,491	2,240,491
DENTSPLY SIRONA INC	2,112,544	2,112,544
DISH NETWORK CORP	1,742,742	1,742,742
EQUIFAX INC	2,120,971	2,120,971
GARTNER INC	2,429,169	2,429,169
GEN MTRS CO	1,961,936	1,961,936
GENERAL ELECTRIC CO	3,972,558	3,972,558
GOLDMAN SACHS GROUP INC	4,344,620	4,344,620
GUIDEWIRE SOFTWARE INC	806,971	806,971
HENRY SCHEIN INC	3,490,711	3,490,711

Name of Stock	End of Year Book Value	End of Year Fair Market Value
HILTON WORLDWIDE HLDGS INC	3,413,685	3,413,685
IAC/INTERACTIVECORP	794,978	794,978
ILLUMINA INC	1,186,973	1,186,973
INFORMA PLC (GB)	1,472,418	1,472,418
INTEL CORP	2,207,135	2,207,135
JONES LANG LASALLE INC	4,162,650	4,162,650
KINGSPAN GROUP	820,200	820,200
LEGRAND SA	2,270,030	2,270,030
LIBERTY BROADBAND CORP	5,165,027	5,165,027
LYONDELLBASELL IND	838,463	838,463
MARRIOTT INTL INC	4,587,889	4,587,889
MERCADOLIBRE INC	929,048	929,048
META PLATFORMS INC	7,133,311	7,133,311
MICROSOFT CORP	11,076,027	11,076,027
MORGAN STANLEY	4,212,536	4,212,536
NASPERS SPON ADR ORD SHS CL N	440,262	440,262
NETFLIX INC	4,828,557	4,828,557
NUTANIX INC CL A	2,072,748	2,072,748
OCADO GROUP PLC	1,589,755	1,589,755
PALO ALTO NETWORKS INC	1,790,540	1,790,540
PTC INC	334,737	334,737
SALESFORCE COM INC	556,036	556,036
SCHINDLER-HLDG AG (PTG CERT)	33,411	33,411
SCHINDLER-HLDG AG (REGD)	258,308	258,308
SCHWAB CHARLES CORP	3,299,663	3,299,663
SENSATA TECHNOLOGIES B V	2,235,707	2,235,707
SIEMENS HEALTHINEE	2,590,801	2,590,801
STERIS PLC	1,987,199	1,987,199
STONECO LTD COM CLASS A	272,340	272,340
TAIWAN SEMICON MAN	1,622,691	1,622,691
TE CONNECTIVITY LTD	1,918,333	1,918,333
TENCENT HLDGS LIMITED	3,152,244	3,152,244
THERMO FISHER CORP	2,643,605	2,643,605
TOAST INC	104,651	104,651
TRANE TECHNOLOGIES PLC	975,603	975,603
TRIMBLE INC	961,270	961,270
TWILIO INC	163,007	163,007
UNILEVER PLC	1,766,557	1,766,557
UNITEDHEALTH GROUP INC	4,513,234	4,513,234
VESTAS WIND SYSTEM	2,941,875	2,941,875
VISA INC	3,451,323	3,451,323
WALT DISNEY	1,685,513	1,685,513
WELLS FARGO & CO	2,833,939	2,833,939
WILLIS TOWERS WATSON PLC	1,449,639	1,449,639
WOODWARD INC	642,202	642,202
ZALANDO SE NPV	1,854,399	1,854,399

TY 2021 IRS 990 e-File Render

Name:	Gordon E and Betty I Moore Foundation
EIN:	94-3397785
US Government Securities - End of Year Book Value:	1,015,579,075
US Government Securities - End of Year Fair Market Value:	1,015,579,075
State & Local Government Securities - End of Year Book Value:	
State & Local Government Securities - End of Year Fair Market Value:	

TY 2021 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 Fair Market Value
FUND 1	1,670,245	1,670,245	1,670,245
FUND 2	11,520,901	11,520,901	11,520,901
FUND 3	2,494,866	2,494,866	2,494,866
FUND 4	3,238,368	3,238,368	3,238,368
FUND 5	79,016,897	79,016,897	79,016,897
FUND 6	109,048,762	109,048,762	109,048,762
FUND 7	26,655,016	26,655,016	26,655,016
FUND 8	21,651,692	21,651,692	21,651,692
FUND 9	213,846,701	213,846,701	213,846,701
FUND 10	389,838	389,838	389,838
FUND 11	19,140,648	19,140,648	19,140,648
FUND 12	144,906,031	144,906,031	144,906,031
FUND 13	40,813,918	40,813,918	40,813,918
FUND 14	12,569,133	12,569,133	12,569,133
FUND 15	80,797,557	80,797,557	80,797,557
FUND 16	1,670,594	1,670,594	1,670,594
FUND 17	21,572,466	21,572,466	21,572,466
FUND 18	1,939,383	1,939,383	1,939,383
FUND 19	4,582,949	4,582,949	4,582,949
FUND 20	58,395,458	58,395,458	58,395,458
FUND 21	578,774	578,774	578,774
FUND 22	285,917,000	285,917,000	285,917,000
FUND 23	1,762,172	1,762,172	1,762,172
FUND 24	355,500	355,500	355,500
FUND 25	882,905	882,905	882,905
FUND 26	59,944,960	59,944,960	59,944,960
FUND 27	12,182,320	12,182,320	12,182,320
FUND 28	33,331,220	33,331,220	33,331,220
FUND 29	1,157,544	1,157,544	1,157,544
FUND 30	164,120	164,120	164,120
FUND 31	8,917,516	8,917,516	8,917,516
FUND 32	29,920,964	29,920,964	29,920,964
FUND 33	118,866	118,866	118,866
FUND 34	1,842,749	1,842,749	1,842,749
FUND 35	8,564,595	8,564,595	8,564,595
FUND 36	2,654,982	2,654,982	2,654,982
FUND 37	64	64	64
FUND 38	1,615,598	1,615,598	1,615,598
FUND 39	22,589,297	22,589,297	22,589,297
FUND 40	91,575	91,575	91,575
FUND 41	42,557,407	42,557,407	42,557,407
FUND 42	14,118,535	14,118,535	14,118,535
FUND 43	220,160,137	220,160,137	220,160,137
FUND 44	4,196,570	4,196,570	4,196,570
FUND 45	164,362	164,362	164,362
FUND 46	3,021,766	3,021,766	3,021,766
FUND 47	186,337,634	186,337,634	186,337,634
FUND 48	9,498,115	9,498,115	9,498,115
FUND 49	30,358,832	30,358,832	30,358,832
FUND 50	22,246,427	22,246,427	22,246,427
FUND 51	4,537,245	4,537,245	4,537,245
FUND 52	4,806,122	4,806,122	4,806,122
FUND 53	18,694,650	18,694,650	18,694,650
FUND 54	75,010,435	75,010,435	75,010,435
FUND 55	9,915,305	9,915,305	9,915,305
FUND 56	5,350,517	5,350,517	5,350,517
FUND 57	51,140,754	51,140,754	51,140,754
FUND 58	180,779,010	180,779,010	180,779,010
FUND 59	1,758,579	1,758,579	1,758,579
FUND 60	28,808,250	28,808,250	28,808,250
FUND 61	15,237,750	15,237,750	15,237,750
FUND 62	8,745,328	8,745,328	8,745,328
FUND 63	271,453	271,453	271,453
FUND 64	9,435,124	9,435,124	9,435,124
FUND 65	16,952,816	16,952,816	16,952,816
FUND 66	34,600,956	34,600,956	34,600,956
FUND 67	12,901,862	12,901,862	12,901,862
FUND 68	35,479,846	35,479,846	35,479,846
FUND 69	18,054,608	18,054,608	18,054,608
FUND 70	42,081,870	42,081,870	42,081,870
FUND 71	163,575,366	163,575,366	163,575,366
FUND 72	10,865,512	10,865,512	10,865,512
FUND 73	12,965,268	12,965,268	12,965,268
FUND 74	32,792,276	32,792,276	32,792,276
FUND 75	11,716,750	11,716,750	11,716,750
FUND 76	85,036,081	85,036,081	85,036,081
FUND 77	2,782,575	2,782,575	2,782,575
FUND 78	6,393,931	6,393,931	6,393,931
FUND 79	18,797,772	18,797,772	18,797,772
FUND 80	45,322,469	45,322,469	45,322,469
FUND 81	130,369	130,369	130,369
FUND 82	76,377,157	76,377,157	76,377,157
FUND 83	18,260,346	18,260,346	18,260,346
FUND 84	121,470,231	121,470,231	121,470,231
FUND 85	4,836,273	4,836,273	4,836,273
FUND 86	15,218,321	15,218,321	15,218,321
FUND 87	4,190,167	4,190,167	4,190,167
FUND 88	4,512,171	4,512,171	4,512,171
FUND 89	1,598,438	1,598,438	1,598,438
FUND 90	41,128,569	41,128,569	41,128,569
FUND 91	5,446,675	5,446,675	5,446,675
FUND 92	11,109,254	11,109,254	11,109,254
FUND 93	69,940,801	69,940,801	69,940,801
FUND 94	49,776,029	49,776,029	49,776,029
FUND 95	35,352,741	35,352,741	35,352,741
FUND 96	17,536,115	17,536,115	17,536,115
FUND 97	113,763,853	113,763,853	113,763,853
FUND 98	21,794,200	21,794,200	21,794,200
FUND 99	2,618,888	2,618,888	2,618,888
FUND 100	14,744,316	14,744,316	14,744,316
FUND 101	13,024,451	13,024,451	13,024,451
FUND 102	28,565,053	28,565,053	28,565,053
FUND 103	41,761,300	41,761,300	41,761,300
FUND 104	63,683,405	63,683,405	63,683,405
FUND 105	75,261,157	75,261,157	75,261,157
FUND 106	6,607,527	6,607,527	6,607,527
FUND 107	53,960	53,960	53,960
FUND 108	1,595,091	1,595,091	1,595,091
FUND 109	2,435,248	2,435,248	2,435,248
FUND 110	45,190,646	45,190,646	45,190,646
FUND 111	114,112,597	114,112,597	114,112,597
FUND 112	25,420,378	25,420,378	25,420,378
FUND 113	21,938,715	21,938,715	21,938,715
FUND 114	68,826,574	68,826,574	68,826,574
FUND 115	10,728,896	10,728,896	10,728,896
FUND 116	169,986	169,986	169,986
FUND 117	24,635,618	24,635,618	24,635,618
FUND 118	8,764,283	8,764,283	8,764,283
FUND 119	12,049,796	12,049,796	12,049,796
FUND 120	1,010,938	1,010,938	1,010,938
FUND 121	6,552,597	6,552,597	6,552,597
FUND 122	184,500,018	184,500,018	184,500,018
FUND 123	79,468,967	79,468,967	79,468,967
FUND 124	1,659,533	1,659,533	1,659,533
FUND 125	132,644	132,644	132,644
FUND 126	2,400,725	2,400,725	2,400,725
FUND 127	6,497,833	6,497,833	6,497,833
FUND 128	60,430,849	60,430,849	60,430,849
FUND 129	6,607,696	6,607,696	6,607,696
FUND 130	139,607,140	139,607,140	139,607,140
FUND 131	11,042,617	11,042,617	11,042,617
FUND 132	7,981,862	7,981,862	7,981,862
FUND 133	155,679,772	155,679,772	155,679,772
FUND 134	89,938	89,938	89,938
FUND 135	1,507,699	1,507,699	1,507,699
FUND 136	5,091,050	5,091,050	5,091,050
FUND 137	12,235,835	12,235,835	12,235,835
FUND 138	2,839,450	2,839,450	2,839,450
FUND 139	24,660,596	24,660,596	24,660,596
FUND 140	88,659	88,659	88,659
FUND 141	472,360	472,360	472,360
FUND 142	3,712,750	3,712,750	3,712,750
FUND 143	2,010,931	2,010,931	2,010,931
FUND 144	1,212,303	1,212,303	1,212,303
FUND 145	1,016,780	1,016,780	1,016,780
FUND 146	1,553,503	1,553,503	1,553,503
FUND 147	6,567,762	6,567,762	6,567,762
FUND 148	30,000,000	30,000,000	30,000,000
FUND 149	323,613	323,613	323,613
FUND 150	11,091,602	11,091,602	11,091,602
FUND 151	30,736,746	30,736,746	30,736,746
FUND 152	13,118,236	13,118,236	13,118,236
FUND 153	17,353,984	17,353,984	17,353,984
FUND 154	7,403,223	7,403,223	7,403,223
FUND 155	15,579,956	15,579,956	15,579,956
FUND 156	4,466,997	4,466,997	4,466,997
FUND 157	21,290,581	21,290,581	21,290,581
FUND 158	13,995,878	13,995,878	13,995,878
FUND 159	22,782,852	22,782,852	22,782,852
FUND 160	64,937,236	64,937,236	64,937,236
FUND 161	2,778,774	2,778,774	2,778,774
FUND 162	228,681,172	228,681,172	228,681,172
FUND 163	10,786,484	10,786,484	10,786,484
FUND 164	126,395,926	126,395,926	126,395,926
FUND 165	17,650,356	17,650,356	17,650,356
FUND 166	75,248,226	75,248,226	75,248,226
FUND 167	31,971,160	31,971,160	31,971,160
FUND 168	28,075,195	28,075,195	28,075,195
FUND 169	86,965,267	86,965,267	86,965,267
FUND 170	51,929,661	51,929,661	51,929,661
FUND 171	46,674,268	46,674,268	46,674,268
FUND 172	6,986,052	6,986,052	6,986,052
FUND 173	17,440,999	17,440,999	17,440,999
FUND 174	23,404,647	23,404,647	23,404,647
FUND 175	42,425,422	42,425,422	42,425,422
FUND 176	21,284,933	21,284,933	21,284,933
FUND 177	23,090,639	23,090,639	23,090,639
FUND 178	26,515,889	26,515,889	26,515,889
FUND 179	41,054,130	41,054,130	41,054,130
FUND 180	29,566,810	29,566,810	29,566,810
FUND 181	7,951,494	7,951,494	7,951,494
FUND 182	38,814,317	38,814,317	38,814,317
FUND 183	8,055,660	8,055,660	8,055,660
FUND 184	30,630,123	30,630,123	30,630,123
FUND 185	54,974,490	54,974,490	54,974,490
FUND 186	1,223,519	1,223,519	1,223,519
FUND 187	42,266,751	42,266,751	42,266,751
FUND 188	11,271,179	11,271,179	11,271,179
FUND 189	26,091,418	26,091,418	26,091,418
FUND 190	1,075,436	1,075,436	1,075,436
FUND 191	8,818,474	8,818,474	8,818,474
FUND 192	5,958,674	5,958,674	5,958,674
FUND 193	33,098,253	33,098,253	33,098,253
FUND 194	9,166,120	9,166,120	9,166,120
FUND 195	31,144,426	31,144,426	31,144,426
FUND 196	26,480,616	26,480,616	26,480,616
FUND 197	23,678,261	23,678,261	23,678,261
FUND 198	33,657,493	33,657,493	33,657,493
FUND 199	13,928,228	13,928,228	13,928,228
FUND 200	32,122,114	32,122,114	32,122,114
FUND 201	27,291,247	27,291,247	27,291,247
FUND 202	710,442	710,442	710,442
FUND 203	7,794,124	7,794,124	7,794,124
FUND 204	11,841,014	11,841,014	11,841,014
FUND 205	5,351,121	5,351,121	5,351,121
FUND 206	77,757,166	77,757,166	77,757,166
FUND 207	33,773,281	33,773,281	33,773,281
FUND 208	12,087,330	12,087,330	12,087,330
FUND 209	61,008,500	61,008,500	61,008,500
FUND 210	8,624,425	8,624,425	8,624,425
FUND 211	35,621,953	35,621,953	35,621,953
FUND 212	81,275,379	81,275,379	81,275,379
FUND 213	2,540,353	2,540,353	2,540,353
FUND 214	2,354,688	2,354,688	2,354,688
FUND 215	64,508,402	64,508,402	64,508,402
FUND 216	50,954,569	50,954,569	50,954,569
FUND 217	3,649,999	3,649,999	3,649,999
FUND 218	4,026,624	4,026,624	4,026,624
FUND 219	52,696,162	52,696,162	52,696,162
FUND 220	2,195,001	2,195,001	2,195,001
FUND 221	43,586,746	43,586,746	43,586,746
FUND 222	6,604,182	6,604,182	6,604,182
FUND 223	3,158,757	3,158,757	3,158,757
FUND 224	11,974,005	11,974,005	11,974,005
FUND 225	5,281,376	5,281,376	5,281,376
FUND 226	12,676,312	12,676,312	12,676,312
FUND 227	1,067,126	1,067,126	1,067,126
FUND 228	1,601,155	1,601,155	1,601,155
FUND 229	1,858,673	1,858,673	1,858,673
FUND 230	18,215,733	18,215,733	18,215,733
FUND 231	2,249,203	2,249,203	2,249,203
FUND 232	2,679,645	2,679,645	2,679,645
FUND 233	2,881,078	2,881,078	2,881,078
FUND 234	51,742,862	51,742,862	51,742,862
FUND 235	31,868,387	31,868,387	31,868,387
FUND 236	61,643,468	61,643,468	61,643,468
FUND 237	8,227,873	8,227,873	8,227,873
FUND 238	14,433,228	14,433,228	14,433,228
FUND 239	357,459	357,459	357,459
FUND 240	314,499	314,499	314,499
FUND 241	4,765,013	4,765,013	4,765,013
FUND 242	42,342,271	42,342,271	42,342,271
FUND 243	5,898,819	5,898,819	5,898,819
FUND 244	43,978	43,978	43,978
FUND 245	11,754	11,754	11,754
FUND 246	548,005	548,005	548,005
FUND 247	12,441,755	12,441,755	12,441,755
FUND 248	674,313	674,313	674,313
FUND 249	2,780,438	2,780,438	2,780,438
FUND 250	2,752,610	2,752,610	2,752,610
FUND 251	6,380,947	6,380,947	6,380,947
FUND 252	15,375,192	15,375,192	15,375,192
FUND 253	34,624,763	34,624,763	34,624,763
FUND 254	17,124,857	17,124,857	17,124,857
FUND 261	20,749,142	20,749,142	20,749,142
FUND 262	27,678,314	27,678,314	27,678,314
FUND 263	22,958,984	22,958,984	22,958,984
FUND 264	21,229,617	21,229,617	21,229,617
FUND 265	37,947,487	37,947,487	37,947,487
FUND 266	67,906,627	67,906,627	67,906,627
FUND 267	141,796,344	141,796,344	141,796,344
FUND 268	100,172,343	100,172,343	100,172,343
FUND 269	11,036,516	11,036,516	11,036,516
FUND 270	24,120,954	24,120,954	24,120,954
FUND 271	4,087,462	4,087,462	4,087,462

TY 2021 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	358,258	190,702	0	165,139

TY 2021 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	0
Date of Note	2020-12
Maturity Date	2021-01
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 2021 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	148,940	296,498	296,498
INVESTMENT REDEMPTIONS RECVBL	260,869,354	128,727,437	128,727,437
PROG. REL. - FRESHWATER TRUST	1,020,000	760,000	760,000
PROG. REL. - FRB YUBA PROJECT	637,500	537,500	537,500
PROG. REL.-FRB YUBA PROJECT II	0	2,000,000	2,000,000

TY 2021 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	178,593	78,010		85,620
STAFF DEVELOPMENT & TRAINING	171,507	10,432		164,369
INFORMATION TECHNOLOGY	1,000,336	424,955		508,307
FINANCE SERVICE CHARGES	118,734	20,748		97,776
GENERAL & ADMIN EXPENSES	382,668	164,820		217,201

TY 2021 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	242,915,388	-38,629,581	
SUBPART F income	0	17,203,798	

TY 2021 IRS 990 e-File Render

Name: Gordon E and Betty I Moore Foundation

EIN: 94-3397785

Description	Amount
UNREALIZED GAIN ON INVESTMENTS	748,913,133

TY 2021 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	44,918,693	55,328,815

TY 2021 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	6,141,812	441,811	0	5,536,282
ASSET MANAGEMENT FEES	7,293,279	7,227,250	0	0

TY 2021 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
CURRENT EXCISE TAX	10,106,630			
DEFERRED EXCISE TAX	10,410,122			
UNRELATED BUSINESS INCOME TAX	2,243,707			

TY 2021 IRS 990 e-File Render

Name: Gordon E and Betty I Moore Foundation

EIN: 94-3397785

Name	US / Foreign Address	EIN	Description	Amount
Dynamo Brasil V LLC	Av Ataulfo De Paiva 1234-6 Andar Rio De Janeiro, RJ 22440 BR	94-3397785	the controlled entity made a $10,000,000 distribution.	0
Total				