



Not For Sale is committed to share an additional layer of transparency around our finances and organizational output. We promise our donors, stakeholders, project directors, and employees to provide an open and honest accounting of our financial state and processes.

Each year we conduct an annual audit on our U.S.-based activities. The audit is used to produce our annual Form 990 filed with the Internal Revenue Service.

The audit and Form 990 do not fully capture the breadth of our activities. A significant portion of our work falls outside standard 501(c)(3) reporting, particularly as much of it takes place outside the United States or is conducted through social enterprise models. In these cases, funding is structured to flow directly to our programs or affiliated social enterprises, where it can be deployed most effectively and with the greatest impact.

With this document we aim to share more fully all of our financial activities for our most recently audited financial year: 2024.

Below you will find a narrative explanation of our financial and impact models, including:

- (1) Not For Sale publishes audited financial records annually;
- (2) Not For Sale operates as a non-profit, not a foundation;
- (3) Not For Sale spent 79% of its operating budget in 2024 on impact programming;
- (4) Not For Sale's business model generates economic and impact value that is not reflected in its core U.S. IRS Form 990 report.

1) Not For Sale's financial records are audited annually.

As a legally registered 501(c)(3) non-profit in the U.S., Not For Sale's finances are audited once a year. The purpose of such audits is to prevent malfeasance in nonprofit operations and to assist us in improving accounting practices.

We are grateful to report that our auditor's opinion, which is published at the conclusion of our 2024 audit, is that *Not For Sale is good financial health.*

2) Not For Sale is a nonprofit, not a foundation.

Given that we have many supporters from around the world, we feel it is important to explain in a bit more depth how we operate, and specifically how it pertains to our use of all donations.



One important distinction to feature in any explanation of an entity's budget is to clarify the difference between a "foundation" and "nonprofit organization."

In the U.S., a foundation is generally restricted to making grants to nonprofit organizations, or in some cases making project-related impact investments. A foundation's impact is generally directly correlated to the impact that their funding has made via the organizations they fund. The salary of a leader of a foundation is generally viewed as purely administrative – e.g. "overhead" – because the administrator is not delivering value as it pertains to "impact."

A nonprofit's impact is measured differently than a foundation's. A leader of a nonprofit is typically not limited to administrative work. The nonprofit leader's time can, and usually is, spent on directly creating measurable impact value.

Not For Sale does make grants to some implementing partners. We track qualitative and quantitative measurements of impact from our country offices. This is how a traditional foundation works. But we are not only distributing funds to partners, we also actively create other forms of demonstrable impact.

More on this impact is outlined below.

3) In 2024, Not For Sale HQ spent 79% of its operating budget directly on impact programming.

Fluctuation in this area is normal, generally U.S.-based NGOs in the same focus area as Not For Sale are in the 65 to 82 percent range.

As is standard practice, we track all employee hours worked to ensure we are measuring how our time is being allocated. This data is then provided to our accountants on a bi-weekly basis to check and validate our time allocations. Everyone on our team is held to this standard. This is the top standard for nonprofit business practice.

+

Recalling that we are a nonprofit, and not a foundation, we would like to share how Not For Sale's leaders deliver impact.

Beyond their fundraising and administrative roles in supporting Not For Sale country operations, Not For Sale's co-founders spend well over 85 percent of their time conducting due diligence, social enterprise incubation, social enterprise development, and governance of social



enterprises that generate impact through actions like employment targets and supply chain and sourcing practices.

The Not For Sale co-founders are focused on shaping enterprises that aim to uphold dignity for people and the planet. Here are a few tangible examples:

- Not For Sale incubated [REBBL](#) from a concept to become a market-leader in the U.S. beverage industry and embedded a revenue share of 1 percent of gross revenue back to Not For Sale.

Not For Sale helped recruit and hire seasoned executives to run the company and had a presence on REBBL's board of directors. Our time spent on the board governing REBBL's social impact is measured as Not For Sale "impact programming" time.

The Not For Sale team continues to engage REBBL on its "[impact sourcing](#)" to ensure that ingredients are not chosen on the basis of the cheapest price, but rather ingredients are chosen based on the direct impact it will have on grower communities. REBBL also launched a [Green Packaging Initiative](#) because we continue to push the company in a direction good for both people and planet. In addition to REBBL's relationship with Not For Sale, it is a certified B Corp. In 2024, REBBL won the [Best Plant-based Beverage](#) at the World Beverage Innovation Awards 2024.

- Not For Sale is embedded inside [M2i Global, Inc. \(OTCQB:MTWO\)](#) helping drive its initiatives on supply chain management, transparency, and sustainability as it works to develop a U.S.-based critical minerals reserve at Hawthorne Army Depot (HWAD) in Nevada.

Not For Sale and M2i Global are essential partners because together they address the mining industry's deepest failure point: the false separation of environmental harm from human exploitation. Not For Sale brings decades of on-the-ground experience confronting forced labor, trafficking, and community collapse that routinely surround extractive economies, while M2i Global applies rigorous industrial, financial, and policy expertise to redesign how critical minerals are sourced, governed, and brought to market. In combination, they offer mining companies a credible path to operate responsibly – protecting ecosystems, securing ethical labor practices, and building transparent, resilient supply chains that meet rising regulatory, investor, and societal expectations. This partnership moves beyond compliance toward systemic change, proving that responsible mining is not a constraint on growth, but a prerequisite for long-term legitimacy, stability, and value creation for both people and planet.



- Starting in 2023 Not For Sale helped launch a new battery recycling company called [Regenerate Technology Global](#). Our founder David Batstone is currently acting as the start-up CEO of Regenerate, and one of his goals is to integrate positive impact on people and the planet via this important initiative.

Not For Sale's leadership conducted due diligence, market research, and business development; and recruited an executive team. This company is on the path to having an incredible impact on the Not For Sale mission to halt the exploitation of people working in mining in places like the Democratic Republic of the Congo. In addition, it will return a revenue share to Not For Sale to continue our work with at-risk people and communities.

- [AllSaints](#), the U.K.-headquartered apparel brand, is a Not For Sale donor.

Not For Sale, as a nonprofit, does not only accept donations and distribute them to projects.

AllSaints works hard to operate with integrity and asked Not For Sale to assess their labor practices and offer best-practice solutions. Not For Sale team members have visited AllSaints factories and manufacturing partners.

4) Not For Sale's unique model generates economic value that is not reflected in its 990.

In 2012, we started investing externally and broadened our focus beyond building Not For Sale as a stand-alone nonprofit – meaning the revenue streams that generate impact toward our mission fall outside Not For Sale's 990.

Overall in 2024, \$26.6m USD was generated outside of Not For Sale's core U.S.-based budget and into our ecosystem of entities.

+

Take, for example, our supply chain training and development investments in Peru.

That work has yielded tens of millions in revenue for REBBL last year, and our impact sourcing with REBBL has reached to supporting grower-communities in 32 countries worldwide. A small amount of that revenue reaches Not For Sale, but our impact has been widespread.

Beyond REBBL, we now see native communities in Peru selling goods that are “fair trade” and “organic” (their certifications paid for by Not For Sale) in large amounts to international retailers.

WE ARE NOT FOR SALE



Last year the communities that Not For Sale supports sold over 10 tons of Brazil nuts to Costco alone. Not For Sale lists none of that revenue in its budget reporting. Rather, this is money that goes directly to the indigenous communities to ensure their long-term stability and safety.

Additionally, the communities we work with protect 753 square miles of Amazon rainforest. This conservation work is a direct result of our engagement with the communities both through Not For Sale and REBBL.

REBBL, a Not For Sale spin off brand generated tens of millions of dollars in revenue as an impact brand.

Our Amsterdam-based restaurants, Dignitá, are also a wonderful example of how we have generated impact and revenue that is not reported or reflected on our U.S. balance sheet.

Since 2012 Not For Sale has provided over \$2 million USD in direct financial launch and support to Not For Sale Netherlands.

Our funding helped support the creation of Dignitá and an accounting company ([FAIR Administration](#)). From this we run a culinary school that creates job training and opportunity for severely at-risk people.

Dignitá generated millions of dollars in revenue in 2024 to continue impact work locally, and none of that revenue is distributed back to Not For Sale's 990.

These examples are demonstrative of the type of impact we create, and the financial story behind that impact that is above and beyond the reporting on our audited financial reports.

We are incredibly proud of our work. We hope you, our supporters, are also proud of our work – you have made it possible.