THE FUTURE THAT SCIENTISTS HAVE WARNED US ABOUT

IN WHICH THE IMPACTS OF CLIMATE CHANGE BEGIN TO ALTER THE HEALTH OF THE GLOBAL ECONOMY AND OUR WAY OF LIFE

IS HERE.
It has become clear that bold, drastic steps are needed today, not tomorrow, in order to stop global temperatures from rising irreparably. Between now and 2050, an additional $1 trillion must be invested in clean energy each year if we are to have any hope of preventing climate change from reaching a catastrophic level.

But there is good news: innovative, practical solutions exist today, and billions of dollars are available now—ready to be invested in solving the problems that have been escalating for centuries. Seizing these opportunities requires aggressive action—the future of our planet depends on it.
For more than three decades as an activist, a lawyer, a regional administrator for the Environmental Protection Agency and the president of Ceres, I’ve had the opportunity to assess the many strategies environmentalists and social advocates have used to try to create large-scale change. From this vantage point, I can tell you unequivocally that Ceres’ approach holds the greatest promise.

For 25 years, Ceres has transformed how businesses and investors integrate climate change and other environmental and social risks into their operations and decision-making. The impact of its unique strategy on the global economy and the environment is astounding. When businesses and investors drive sustainability solutions, they help to address serious threats to our economic future—threats such as water scarcity, depletion of natural resources and vulnerable supply chains.

Too often, critical issues such as climate change are perceived as choices between protecting the environment or growing the economy. Ceres has proven that it is not an either/or choice: The future vibrancy of the global economy depends on building sustainable businesses that protect the environment and the human rights of workers.

Ceres is not a “typical” sustainability organization. We dedicate ourselves to this work not just because it is the right thing to do, but because in doing so we are helping to grow our economy and protect our way of life. Through dialogue, research, thought leadership and advocacy, Ceres makes the case that those who understand the risks posed by climate change and other sustainability threats—and the opportunities associated with these trends—will be best positioned to succeed in the 21st century.

This year’s annual report is a celebration of Ceres’ 25th anniversary. In these pages, you will find examples of how Ceres’ work has had a profound and lasting impact. In many ways, the interventions devised by Ceres and its powerful network of companies, investors and public interest groups have truly been game-changers. Ceres has driven decisions in corporate boardrooms that have, in turn, trickled down through operations and supply chains, resulting in tangible progress such as reduced energy use, lower GHG emissions, new good-paying jobs and savings for everyone.

Taking everything we have learned, and harnessing the power of our networks, Ceres has set an ambitious goal for its next 25 years: scaling up annual clean energy investment by an additional $1 trillion a year. Achieving the “Clean Trillion,” as we call it, will be a challenge, but if we have learned anything since our founding in 1989, it is that together we have the power to protect the very planet that sustains us all.
THE FUTURE VIBRANCY OF THE GLOBAL ECONOMY DEPENDS ON BUILDING SUSTAINABLE BUSINESSES THAT PROTECT THE ENVIRONMENT AND THE HUMAN RIGHTS OF WORKERS.

MINDY S. LUBBER
President of Ceres
April 2014
It’s an exciting time for everyone involved in the climate fight. After decades of sounding the alarm about global warming, and many years of effort fighting back against climate denial, we have arrived at a point where an even larger majority of people understand the reality of the climate crisis and are ready to act.

Why am I confident that we have won the debate? Today, some 83 percent of Americans say that the U.S. should make an effort to reduce global warming. More than 750 companies, from Apple to General Motors, have called for strong climate protections and clean energy policies in Washington. Global investors representing trillions of dollars are pushing fossil fuel companies to evaluate and explore alternatives to oil and coal. Moreover, people around the world are viscerally experiencing the consequences of our reckless carbon pollution. From higher food and insurance premium costs, to stronger storms, bigger floods and mudslides, deeper droughts, to reduced crop yields and higher food prices, to lost lives and devastated homes and communities, the consequences of the climate crisis have never been more clear.

We have no time to waste. The U.S. still relies on carbon-based fuels for more than 80 percent of its energy, despite the practical, affordable alternatives that exist. To make matters worse, the 200 largest fossil fuel companies invested $674 billion in 2012 to find and develop new reserves which, if we are to maintain our delicate climate balance and avoid a disastrous 2°C rise in temperature, must be left in the ground.

We have the rare opportunity to rise to a challenge of unprecedented scale. We need all the help we can get. Ceres recognizes this, and for the past 25 years has engaged hundreds of companies and investors to take bolder action and build sustainability into their business strategies. Today, Ceres works with more than 100 investors around the world, representing $12 trillion in assets, to better integrate climate risk into their investment strategies, and ensure a sustainable future. Ceres has truly helped to change the conversation, and is now forging ahead to help catalyze the world’s transition to a low-carbon future.

Winning the climate conversation is only the first step in a long journey toward meaningful action that will determine the future course of human history. Together, we’re winning the conversation — now, let’s shape the future.
CERES HAS TRULY HELPED TO CHANGE THE CONVERSATION.
CERES PRINCIPLES
Ceres launches one of the first codes of corporate environmental conduct following the Exxon Valdez disaster.

GLOBAL REPORTING INITIATIVE
Ceres launches GRI, now the de facto standard for corporate sustainability disclosure worldwide.

SHAREHOLDER ENGAGEMENT
Ceres helps coordinate the first shareholder resolutions filed with companies on sustainability issues.
CLIMATE RISK
Ceres co-convenes first Investor Summit on Climate Risk at the United Nations.

INSURANCE DISCLOSURE
Ceres presses the National Association of Insurance Commissioners to require disclosure of the financial risks associated with climate change.

SEC GUIDANCE
Ceres successfully petitions the Securities and Exchange Commission to require disclosure of climate-related risks by publicly traded companies.
CERES ROADMAP FOR SUSTAINABILITY
Ceres launches a strategic vision and practical framework for sustainable corporations in the 21st century.

CAFE STANDARDS
Ceres mobilizes its investor and business networks in support of new corporate average fuel economy standards.

WATER
Ceres launches the Aqua Gauge, a tool to help corporations and investors assess and manage water risks.
SUPPLY CHAINS
Ceres launches its Supplier Self-Assessment Questionnaire to help companies engage with their suppliers and raise the bar of supply chain sustainability performance across the global economy.

P. 27

CLIMATE DECLARATION
Ceres announces its Climate Declaration, signed by 33 founding companies, urging federal policymakers to take action on climate change. Today, more than 750 companies have signed on.

P. 16

THE FUTURE OF ENERGY
Coordinated by Ceres and Carbon Tracker, investors managing over $3 trillion in assets launch the Carbon Asset Risk Initiative to press the world’s largest fossil fuel companies on their plans for a low-carbon future.

P. 28
CLIMATE RISK

Introducing climate risk as a fiduciary issue.

CHALLENGE
In 2001, the Bush administration’s rejection of the Kyoto Protocol was a crushing defeat to global efforts to manage climate change. Leadership was urgently needed from the United States, then the world’s biggest carbon polluter.

IMPACT
Ceres set out to mobilize large investors, framing the issue around the language of risk and opportunity. Ceres introduced the concept of “climate risk” with its 2002 publication Value at Risk, and launched a campaign to raise investor awareness. One year later, Ceres co-convened the first Investor Summit on Climate Risk at the United Nations, and 10 investors launched the Investor Network on Climate Risk (INCR).

Today, “climate risk” is firmly etched into the financial lexicon. INCR has grown to 100 investors, with $12 trillion in collective assets, and its members are pressing companies and policymakers to act on climate change.
Ceres has raised the bar and elevated the discussion about climate risk and the impacts on our financial community. I’ve seen their leadership change minds and spark meaningful dialogue on these issues.

— ANNE STAUSBOLL
CEO, CalPERS
Sustainability challenges like climate change, resource scarcity and human rights are changing how companies do business. Successful corporations of the future must integrate sustainability into business strategies today.

**CHALLENGE**

While companies increasingly acknowledge the physical and financial risks associated with sustainability challenges, tackling those issues piecemeal is inadequate. At the same time, developing an integrated approach to them can be overwhelming—especially for companies just starting out on their journey.

Companies need guidance to better disclose and manage these issues in a resource-constrained world and accelerate the shift to a more sustainable economy. They need a better understanding of stakeholder expectations and how to set performance goals in order to strengthen their bottom line—and improve the world.

**IMPACT**

In 2010, Ceres created a practical framework that any corporation can use to maximize efforts to improve sustainability performance: the *Ceres Roadmap for Sustainability*. From establishing board oversight to setting emissions reduction targets, the *Ceres Roadmap* provides guidance on how companies can address social and environmental risks to position themselves for immediate and long-term success. The *Ceres Roadmap*, which has set a new standard for progress, has helped dozens of leading companies—including Nike, EMC and Ford—drive change in industries from apparel to electronics and beyond.
OF CERES COMPANY NETWORK MEMBERS HAVE SET GOALS TO REDUCE GHG EMISSIONS

OF CERES COMPANY NETWORK MEMBERS HAVE GHG REDUCTION TARGETS THAT MEET OR EXCEED EXPECTATIONS IN THE CERES ROADMAP FOR SUSTAINABILITY

OF CERES COMPANY NETWORK MEMBERS HOLD THEIR SUPPLIERS ACCOUNTABLE TO SOCIAL AND ENVIRONMENTAL STANDARDS, COMPARED TO ONLY 58 PERCENT OF THE NATION'S 600 LARGEST COMPANIES

82 PERCENT

86 PERCENT

34 PERCENT

THE FUTURE IS NOW
SHAREHOLDER ENGAGEMENT

Ceres is driving corporate sustainability commitments and spurring progress.

CHALLENGE
Institutional investors are key drivers of the global economy. They have critical leverage to press their portfolio companies to adopt business practices and policies that address today’s multiple sustainability challenges. Deciding how and where to deploy capital that meets today’s needs without compromising future generations, however, can be difficult.

IMPACT
Since 1998, Ceres has worked with a network of leading institutional investors to press companies on the risks and opportunities related to climate change and broader sustainability issues. Through direct engagement, these investors have spurred hundreds of companies to make significant climate- and energy-related commitments, such as disclosing and reducing GHG emissions, investing in renewable energy, and abandoning plans to build coal-fired power plants. These efforts have grown steadily, from a handful of shareholder resolutions filed in 2001, to the more than 140 filed in the 2014 proxy season.
YEAR

118
COMPANIES RECEIVED RESOLUTIONS IN THE 2014 PROXY SEASON

1998

100+
MEMBERS OF THE INVESTOR NETWORK ON CLIMATE RISK

142
RESOLUTIONS FILED ON CLIMATE- AND SUSTAINABILITY-RELATED ISSUES IN 2014 PROXY SEASON
Tackling climate change is one of America’s greatest economic opportunities.

CHALLENGE

Global temperatures are rising, causing wide-ranging ecological and economic challenges—yet the U.S. Congress remains stalemated on taking meaningful action. Some elected officials insisted that addressing climate change would be bad for business and the economy.

IMPACT

To demonstrate that businesses support action on climate change, Ceres launched the Climate Declaration in 2013. The Climate Declaration asserts that “tackling climate change is one of the greatest economic opportunities of the 21st century” and urges federal policymakers to take action.

Signed by 33 founding companies at its release, the Climate Declaration immediately tapped into a well of concern about legislative inaction. Corporate interest in the Climate Declaration began to take off. Within a month, the number of signatories had doubled, and in June 2013 President Obama mentioned the Climate Declaration in his speech on climate change as proof that the business community supports legislative action. Today, more than 750 companies, from Starbucks to Apple to General Motors, have signed. The Climate Declaration is changing the conversation in Washington.
Recently, more than 500 businesses, including giants like GM and Nike, issued a Climate Declaration calling action on climate change one of the great economic opportunities of the 21st century.

—President Barack Obama
CHALLENGE

In the late 1990s, Ceres and other organizations wanted to measure the environmental, social and governance (ESG) performance of companies, but no disclosure tools were available for gathering and analyzing such data. A standardized approach to measuring and managing ESG risks was urgently needed.

IMPACT

After consulting with many stakeholders, Ceres and the Tellus Institute launched the Global Reporting Initiative (GRI) in 1997. Today, the GRI is a stand-alone organization and its reporting tool has become the de facto standard for sustainability disclosure—with nearly 6,000 companies and entities using its framework worldwide.
The evolution of sustainability reporting is phenomenal. It’s gone from an experimental practice, one that companies followed to stand out, to a mainstream practice among larger companies. Twelve years ago the number of companies even interested in sustainability reporting was in the mere hundreds. Today, among the largest firms in the world, it’s the norm.

— ERNST LIGTERINGEN
GRI Chief Executive
CERES PRINCIPLES

Businesses should promote the well-being of humans and the planet.

CHALLENGE
One of the world’s most pristine habitats was devastated by the Exxon Valdez oil spill, and it became clear that companies weren’t doing enough to account for the environmental and social impacts of their operations.

IMPACT
In 1989, Ceres launched the Ceres Principles (originally named the Valdez Principles), one of the first codes of corporate environmental conduct to be publicly endorsed by companies as an environmental mission statement or ethic. Endorsing companies were required to report on environmental management structures and results. The Ceres Principles were the basis for the Global Reporting Initiative guidelines as well as the inspiration for the Ceres Roadmap for Sustainability.
TO ADDRESS THE TOUGH ENVIRONMENTAL AND SOCIAL ISSUES FACING GENERATIONS OF CORPORATIONS TODAY, WE NEED TO LEARN FROM A DIVERSE GROUP OF STAKEHOLDERS WHO CHALLENGE US TO INNOVATE AND OPERATE IN A SUSTAINABLE MANNER. NO ONE HAS ACCESS TO SUCH A NETWORK OF VALUABLE, INDEPENDENT INPUT AS CERES.

INDRA K. NOOYI
Chairman & CEO, PepsiCo
RONMENTAL LOCAL ED TO HEAR AKEHOLDERS ATE AND ANNER. A VAST ENDENT
WATER

Rethinking how we value water is a critical step in reducing water-supply strains and safeguarding future water resources.

Groundwater is simply not as plentiful as it used to be. We now recognize many competing uses — domestic, agricultural, for energy production and for the environment. Ceres’ research helps us confront difficult decisions about how we might allocate future waters, in particular in regions of considerable water stress.

— JAY FAMIGLIETTI
Professor and Director, Earth System Science, Civil and Environmental Engineering, University of California, Irvine

CHALLENGE

Freshwater is a finite resource, but our economic system treats it as though it were limitless and of little value. The result is wasteful, unsustainable water use across much of our economy — from industry to agriculture to homeowners.

IMPACT

Through research and its Aqua Gauge tool, Ceres is changing the way that U.S. businesses and municipalities manage and value water, and the way water risks are considered by investors. We are focused on three key sectors — public water utilities, agriculture, and the oil and gas industry — which together are responsible for more than 90 percent of the nation’s water consumption.
Reducing emissions from cars and trucks will save Americans billions of dollars at the gas pump.

**CHALLENGE**

The transportation sector, which includes passenger cars and trucks, accounted for 28 percent of GHG emissions in 2011 alone. Despite several attempts, however, fuel economy standards had not been improved in passenger cars since the 1980s.

**IMPACT**

Ceres helped dispel the myth that improving fuel economy standards would threaten the U.S. auto industry by producing multiple reports showing the economic opportunities of improved standards. Using that research, Ceres mobilized its investor and business networks to support new corporate average fuel economy (CAFE) and greenhouse gas standards equal to a fleet-wide average of 54.5 miles per gallon for cars and light trucks by model year 2025.

These new fuel standards will result in the single largest carbon-pollution-reduction measure the U.S. will have taken to date, creating jobs, reducing our reliance on fossil fuels and saving Americans money at the gas pump.
INSURANCE DISCLOSURE

As extreme weather events intensify, insurance is becoming less affordable and less available.

$76 TRILLION

OF TOTAL GLOBAL ASSETS WERE HELD BY INSTITUTIONAL INVESTORS IN 2010

25 PERCENT

OF TOTAL GLOBAL ASSETS ARE HELD BY INSURANCE COMPANIES

CHALLENGE

Insurance underpins all aspects of our economy. You can’t buy a car or start a business without it. Yet insurance companies weren’t adequately disclosing climate-related risks—such as more frequent extreme weather events and sea level rise—that have caused billions of dollars in property damage, business interruptions and other losses over the past few years.

IMPACT

Ceres succeeded in pressing the National Association of Insurance Commissioners (NAIC) to require disclosure of the financial risks associated with climate change. Five states, including California and New York, followed suit with stricter rules for insurers in their states. A better understanding of climate risks helps insurers leverage their unique role in the marketplace to speed the transition to a more sustainable, low-carbon economy.
SUPPLY CHAINS

Tackling sustainability challenges where they occur most often.

CHALLENGE
The complex nature of supply chains presents urgent sustainability challenges to companies and the suppliers they work with. In order to protect their own bottom lines, corporations must ensure that their suppliers are held to global standards of sustainability and incentivized to exceed these standards.

IMPACT
Through its Supplier Self-Assessment Questionnaire and its work with companies like Levi Strauss & Co. to advance worker well-being in such countries as Cambodia and Haiti, Ceres supports collaboration between companies and their suppliers to better manage environmental, social and governance risks, reduce costs, drive innovation and transparency, and advance performance—not just at the company level, but throughout every level of their supply chain.
Investors believe fossil fuel companies must evolve to remain successful during the transition to a low-carbon economy.

**CHALLENGE**

In order to limit global warming to an increase of 2°C, which international scientists agree is necessary to avoid the worst implications of climate change, we must transition to a low-carbon, clean energy economy. However, fossil fuel companies are still spending billions of dollars per year developing high-carbon fuel reserves that may ultimately become stranded assets due to climate change, carbon regulations and clean energy growth.

**IMPACT**

Ceres launched the Carbon Asset Risk Initiative with Carbon Tracker in 2013, challenging 45 of the world’s top fossil fuel companies to analyze and mitigate the financial risks of their business models in an emerging clean energy economy. Through this initiative, investors with more than $3 trillion in assets are pressing companies including ExxonMobil and Shell to disclose their business plans for mitigating financial risks in a carbon-constrained economy by reducing their reliance on fossil fuel reserves and expanding investment in cleaner energy sources.
Ceres is helping to drive publicly traded companies to disclose climate risks and opportunities in their financial filings.

As investors safeguarding the economic welfare of so many state citizens, we have to be informed about the risks of companies we invest in. Easy and understandable access to accurate, comparable information regarding these very real risks — and climate change is certainly one of them — is essential to protect the investments our states depend on.

— NANCY KOPP
Maryland State Treasurer

**CHALLENGE**

Companies face growing risks from climate change, including extreme weather events that disrupt operations and supply chains. Yet companies cannot manage risks without adequate information, which leaves investors vulnerable.

**IMPACT**

In 2007, Ceres authored a petition with the Environmental Defense Fund (EDF) to persuade the Securities and Exchange Commission (SEC) to require publicly traded companies to disclose climate-related risks and strategies in their 10-K filings. The petition was endorsed by major investors and state treasurers representing a collective $1.5 trillion in assets. In 2010, the SEC released interpretative guidance for how companies must disclose climate-related risks.
CERES’ STRENGTH
BRINGING INVESTORS
CORPORATIONS
STAKEHOLDERS
HIS TORS, AND OTHER TOGETHER.
THE CERES COALITION
The Ceres Coalition is a group of more than 130 institutional and socially responsible investors, environmental and social advocacy groups, and other public interest organizations. The Coalition works to promote sustainability by pushing companies, policymakers and other market players to incorporate environmental and social challenges into their decision-making and improve corporate sustainability practices. Coalition members engage directly with companies in the Ceres network on key environmental and social challenges through the stakeholder dialogues that we organize and lead.

Since joining the Ceres Coalition in 2006, Oxfam has participated in multiple stakeholder meetings to move financial, apparel and food companies toward better social and environmental disclosure and performance.

JONATHAN JACOBY
Oxfam America
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The Ceres Company Network has approximately 65 members representing a range of industries, including technology, footwear and apparel, food and beverage, oil and gas, electric utilities, and financial services. More than one-third of the company members are in the Fortune 500. Companies in the Ceres network realize that environmental and social sustainability issues pose potential risks for their businesses and are determined to manage those risks, to develop solutions and achieve competitive advantage by integrating sustainability considerations into the DNA of their companies.

Ford has reevaluated its business model to develop a bolder plan for the future. Our history and engagement with Ceres helped us recognize that sustainability needed to be at the core of our business model.

JOHN VIERA
Global Director, Sustainability & Vehicle Environmental Matters, Ford Motor Company
### BICEP MEMBERS

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Business for Innovative Climate & Energy Policy (BICEP) is an advocacy coalition of businesses committed to working with policymakers to pass meaningful energy and climate legislation enabling a rapid transition to a low-carbon, 21st century economy—an economy that will create new jobs and stimulate economic growth while stabilizing our planet’s fragile climate. BICEP members are leading consumer brand companies that have demonstrated a commitment to sustainable practices within their own operations and are willing to be advocates for systemic change.

eBay Inc. has been built on the conviction that we’re more than just a company. Through our employees, technologies and global networks, we’re committed to advancing positive change through our business. Our ongoing participation in the Ceres’ BICEP coalition remains an important way we use our voice and the power of our global brand to promote important energy and climate policies.

JOHN DONAHOE
President & CEO, eBay Inc.
## INCR MEMBERS

| A | AFL-CIO  
Amalgamated Bank  
LongView Funds  
American Federation  
of State, County and  
Municipal Employees  
Ardsley Partners  
As You Sow  
AWJ Capital Partners,  
LLC  
| B | BlackRock, Inc.  
Boston Common Asset  
Management, LLC  
Breckinridge Capital  
Advisors  
British Columbia  
Investment Management  
Corporation  
Brown University  
| C | California Public  
Employees’ Retirement  
System  
California State  
Controller’s Office  
California State Teachers’  
Retirement System  
California State  
Treasurer’s Office  
Calvert Asset  
Management Company,  
Inc.  
Capital Dynamics  
Christian Brothers  
Investment Services, Inc.  
Chrysalis Energy  
Venture Capital  
ClearBridge Investments  
Climate Change Capital  
| D | Connecticut Office of the  
State Treasurer  
CtW Investment Group  
DBL Investors  
Deutsche Bank Asset &  
Wealth Management  
Domini Social  
Investments LLC  
Doris Duke Charitable  
Foundation  
| E | F & C Investments  
First Affirmative  
Financial Network, LLC  
Florida Chief Financial  
Officer  
Florida State Board of  
Administration  
Fred Alger Management,  
Inc.  
Friends Fiduciary  
Corporation  
| F | Generation Investment  
Management  
Green Century Capital  
Management  
| G | Illinois State Board of  
Investment  
Impax Asset  
Management  
International  
Brotherhood of  
Teamsters, Pension Fund  
| H | Jonathan Rose  
Companies  
| I | KKR & Co. L.P.  
KPCB  
| J | Laborers’ International  
Union of North America  
Laird Norton Family  
Foundation  
Landon Butler & Co.  
Legg Mason Inc.  
Local Authority Pension  
Fund Forum  
| K | Macroclimate LLC  
Macquarie Infrastructure  
and Real Assets  
Maryland State  
Retirement and Pension  
System  
Maryland Treasurer’s  
Office  
| L | Massachusetts Office of  
the State Treasurer  
Mercy Investment  
Services, Inc.  
MFS Investment  
Management  
Miller/Howard  
Investments, Inc.  
MissionPoint Capital  
Partners  
| M | North Carolina  
Department of State  
Treasurer  
| N | Oregon Office of the  
State Treasurer  
Parnassus Investments  
Pax World Management  
Corp.  
Pennsylvania Treasury  
Department  
Portfolio 21 Investments  
Portico Benefits Services  
Presbyterian Church  
(USA)  
Prudential Investment  
Management  
| O | Rhode Island Office of  
the General Treasurer  
RobecoSAM USA, Inc.  
Rockefeller & Co.  
Rockefeller Brothers  
Fund  
| P | SEB Investment  
Management  
Service Employees  
International Union  
Sisters of St. Dominic  
(Caldwell, NJ)  
Smith Breeden  
Associates, Inc.  
State Street Global  
Advisors  
Sustainable Insight  
Capital Management  
Swarthmore College  
| Q |  
| R |  
| S |  
| T |  
| U |  
| V |  
| W |  
| X |  
| Y |  
| Z |  

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The Investor Network on Climate Risk (INCR) is a Ceres-led network of 100 institutional investors with more than $12 trillion in collective assets that focuses on the financial risks and opportunities of climate change.

We applaud Ceres’ practical and action-oriented approach to scaling sustainability into the investment value chain. Their innovative research and advocacy work continues to advance the dialogue in the field of Sustainable Capitalism.

DAVID BLOOD
Senior Partner, Generation Investment Management
FOUNDATION & ORGANIZATION GRANTS
11th Hour Project
Anonymous
Bank of America Foundation
Bernard F. & Alva B. Gimbel Foundation
Blue Moon Fund
California Water Foundation
David and Lucile Packard Foundation
Energy Foundation
Evangelical Lutheran Church in America
Fresh Sound Foundation
Generation Foundation
GMA Foundations
The Grantham Foundation for the Protection of the Environment
Green Mountain Coffee Roasters
Joyce Foundation
Kresge Foundation
The Libra Foundation
Margaret A. Cargill Foundation
The Marisla Foundation
The McKnight Foundation
Merck Family Fund
Mertz Gilmore Foundation
National Philanthropic Trust
New York Community Trust
Park Foundation
Presbyterian Church (USA)
Rockefeller Brothers Fund
S.D. Bechtel, Jr. Foundation
Samuel H. Kress Foundation
The San Diego Foundation
The Skoll Foundation
Surdna Foundation
Turner Foundation, Inc.
UPS Foundation
Wallace Genetic Foundation, Inc.
Wallace Global Fund
The Walton Family Foundation
WestWind Foundation

CORPORATE CONTRIBUTIONS, SPONSORSHIP AND MATCHING GIFTS
Anonymous
Addison
Appalachian Carbon Partnership
APS
Association of Chartered Certified Accountants (ACCA)
Avon
Bank of America
Baxter
Bloomberg
Breckinridge Capital Advisors
Brown-Forman
Citi
Concept Green
credit360
Disability Services Group
Electric Power Research Institute
Foley Hoag, LLP
Ford Motor Company
Gap Inc.
General Mills
General Motors
Heartland Wealth Advisors
IBM
Impact Infrastructure, LLC
Intel
Legg Mason
Miller/Howard Investments, Inc.
NASDAQ
PepsiCo, Inc.
PG&E
Prudential
Rainbow Solutions, Inc.
Shell
Sprint
State Street
Stratos
Swiss Re
The Capital Group Companies Charitable Foundation
The Walt Disney Company
Time Warner
Trillium Asset Management
Wells Fargo

INDIVIDUAL & FAMILY FOUNDATION GIVING
Anonymous
Tara Aders
Mercedes Agogino
Marselle Alexander-Ozinskas
Jean Allen & Harold Settler
Bernard Altman
Karen Anderson
Philip Angelides
Harold C. Appleton
Fred Arney
Judith A. Aronstein
Julie Asfahl
Stuart and Susan Auchincloss
Shirli Axelrod and Michael Seamans
Kimberly Ayers
Haluk Cuneyt Aykul
Dave Backen
Dan Bakal and Michelle Acker
Yitzhak and Elaine Bakal
Deborah & John Baldwin
Bob and Judy Banks
Jack Barbash
Gavin Barber
Cynthia Barger
Marcia and Doug Bateson
Martin Bauman
Brooke Beadle
John Beckman
Bob and Janet Beer
Ray Bellamy
Robert Berridge
Ceres wishes to thank the generous supporters who have made it possible for us to advance our efforts to create a more sustainable economy. As a nonprofit, 501(c)(3) organization, Ceres relies on support from foundations, individuals and other funders to achieve our mission to integrate sustainability into day-to-day business practices for the health of the planet and its people.
FY 2013 CERES DONORS

Samuel and Olga Jones
James H. Jorgensen
Christopher Juniper
Steven Kadish and Linda Snyder
JoAnn Kahn and Thomas Lyon
Anne Kelly
Rosemary Kelly
Lori Kenschaft and Randall Smith
Peter Kinder
Elizabeth King
David Kinne
Donald and Patrice Kirshbaum
Margaret Kitchell
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Cary Kroinsky
Peter Krull
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Eleanor LeCain
The Lee F. & Phoebe A. Driscoll Foundation
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The McCance Foundation Trust
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Jeffrey M. Pollock
Jonathan Pool
Carl Pope
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John Pound
Putnam Foundation
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Lourdes Mercedes Ramirez
Janet and N. Kumar Ranganathan
Rezwan Razani
Howard Rifkin
Marc Robert
Susan Roberts
Susan Roe and Joshua Glenn
Roger A. Saunders Family Charitable Fund
Susan Rogers
Linda and Len Rosen
David Rogers
Peter and Peggy Rosenblum
Mathias Rosenfeld
Clare Rosenfield
Bonnie Rosenthal
Steven Rothstein and Susan Maze Rothstein
Daniel Ruben
Richard Rudden
David and Abby Rumsey
Lisa Rutherford
Mary Ryan
Peter Safirstein and Ruth Susnick
Richard and Pamela Salmon
Edward Saltzberg
Judy Sandford
Brian Sant
Tedd and Ella Saunders
Andrew Savitz
Susan and Curtis Sayers
Jeffrey Scales
Joy Schary
Ceres is a critical organization, crucial for our economic and environmental sustainability and uniquely credible with financial institutions. By proactively tackling big environmental issues in a collaborative manner, Ceres is a powerful voice for impact and change.
# FY 2013 
## FINANCIAL HIGHLIGHTS

<table>
<thead>
<tr>
<th></th>
<th>FY 2013</th>
<th>FY 2012*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY13 OPERATING REVENUE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company and Member Fees</td>
<td>$1,992,355</td>
<td>$1,533,592</td>
</tr>
<tr>
<td>Foundation Grants</td>
<td>3,886,809</td>
<td>3,672,280</td>
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<tr>
<td>Individual &amp; Family Foundation Giving</td>
<td>448,398</td>
<td>223,989</td>
</tr>
<tr>
<td>Conference Fees, Sponsorships, Other Corporate Support</td>
<td>1,205,347</td>
<td>1,501,710</td>
</tr>
<tr>
<td>Special Award**</td>
<td>1,500,000</td>
<td>–</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>146,032</td>
<td>83,705</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$9,178,941</td>
<td>$7,015,276</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY 2013</th>
<th>FY 2012*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY13 OPERATING EXPENSES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Initiatives</td>
<td>$6,823,258</td>
<td>$5,721,236</td>
</tr>
<tr>
<td>Sustainable Business Strategies</td>
<td>1,752,370</td>
<td>1,538,161</td>
</tr>
<tr>
<td>Sustainable Capital Markets</td>
<td>1,784,010</td>
<td>1,432,655</td>
</tr>
<tr>
<td>Climate &amp; Clean Energy</td>
<td>2,520,261</td>
<td>2,017,990</td>
</tr>
<tr>
<td>Water</td>
<td>766,617</td>
<td>732,430</td>
</tr>
<tr>
<td>Management and Operations</td>
<td>703,133</td>
<td>695,341</td>
</tr>
<tr>
<td>Development</td>
<td>850,949</td>
<td>606,800</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$8,377,340</td>
<td>$7,023,377</td>
</tr>
</tbody>
</table>

**NET OPERATING MARGIN**

Net Operating Margin $801,601 ($8,101)

**NET ASSETS**

Total Net Assets at Beginning of Year $5,421,857 $6,472,627

Operating Margin $801,601 ($8,101)

Change in Temporarily Restricted Net Assets (388,386) (1,042,669)

Total Net Assets at Year-End $5,835,072 $5,421,857

The financial statements of Ceres, Inc. as of October 31, 2013, were examined by the independent certified public accounting firm Mayer Hoffman McCann P.C., Boston, MA. The above are financial highlights. The complete audited financial statements and report are available on the Ceres website.


* In 2011, the Ceres Board of Directors voted to change the fiscal year to October 31. The figures for FY 2012 refer to the 10 months from January 1 through October 31, 2012.

** In January 2013, Ceres was awarded the Zayed Future Energy Prize in the Non-Governmental Organization (NGO) category. The award, inspired by the vision of Sheikh Zayed, founder of the United Arab Emirates, was presented at the 2013 Abu Dhabi Sustainability Conference.
OPERATING REVENUE

- **22%** Company & Member Fees
- **16%** Special Award
- **42%** Foundation Grants
- **13%** Individual & Family Foundation Giving
- **5%** Conference Fees, Sponsorships, Other Corporate Support
- **2%** Other Revenues

Percentages may not add to 100 percent due to rounding.

OPERATING EXPENSES

- **21%** Sustainable Business Strategies
- **30%** Climate & Clean Energy
- **21%** Sustainable Capital Markets
- **10%** Water
- **10%** Development
- **8%** Management & Operations

**82%** Program Initiatives

**45%** THE FUTURE IS NOW
CERES SENIOR MANAGEMENT

MINDY S. LUBBER
President and Chief Executive Officer

LANCE PIERCE
Executive Director & Chief Operating Officer

GORDON MACFARLAND
Chief Financial Officer

SUSAN SAYERS
Chief Development Officer

BOARD OF DIRECTORS

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Chief Executive Officer, California Public Employees’ Retirement System

NORMAN L. DEAN, CO-CHAIR
Ceres Board of Directors

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President & Chief Executive Officer, Green America

DOUGLAS HUSID, SECRETARY
Co-Managing Director, Goulston & Storrs

MARCIA BATESON
Chief Executive Officer & Co-Founder, Davis Bateson Group, LLC

THOMAS DINAPOLI
Comptroller, Office of the New York State Comptroller

JACK EHNES
Chief Executive Officer, California State Teachers’ Retirement System

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Partner, Goodwin Procter, LLP

JOHN F. WILLIAMS
Chairman & CEO, Impact Infrastructure, LLC
As someone who has worked as senior management and a consultant in the finance sector for more than 20 years, I find Ceres’ approach of mobilizing businesses and investors a smart and effective strategy to build a sustainable economy and a healthy future for my children. This is why I am glad to grow awareness of their work.

MARCIA BATESON
Davis Bateson Group, LLC
As Ceres celebrates 25 years of progress, we are already looking ahead. The world that scientists and environmentalists predicted years ago is here: a planet experiencing water scarcity and extreme weather events that threaten our global food supply, our cities and coastal areas, and our very way of life.

Advocates have made strides in pressing for improved corporate disclosure and the adoption of environmental standards over the past three decades. Critical progress has been made, creating the foundation for the next phase in the global transition to a low-carbon economy. Now it is time to invest more aggressively in our future.

We know it will take an additional $36 trillion in global investments in clean energy in order to limit global warming. That’s an average of $1 trillion per year for the next 36 years—a Clean Trillion. Meeting this goal will be a tremendous challenge, but it is possible if businesses, investors and policymakers join forces.
THE FUTURE IS NOW.

—

JOIN CERES IN MAKING THE CLEAN TRILLION A REALITY.