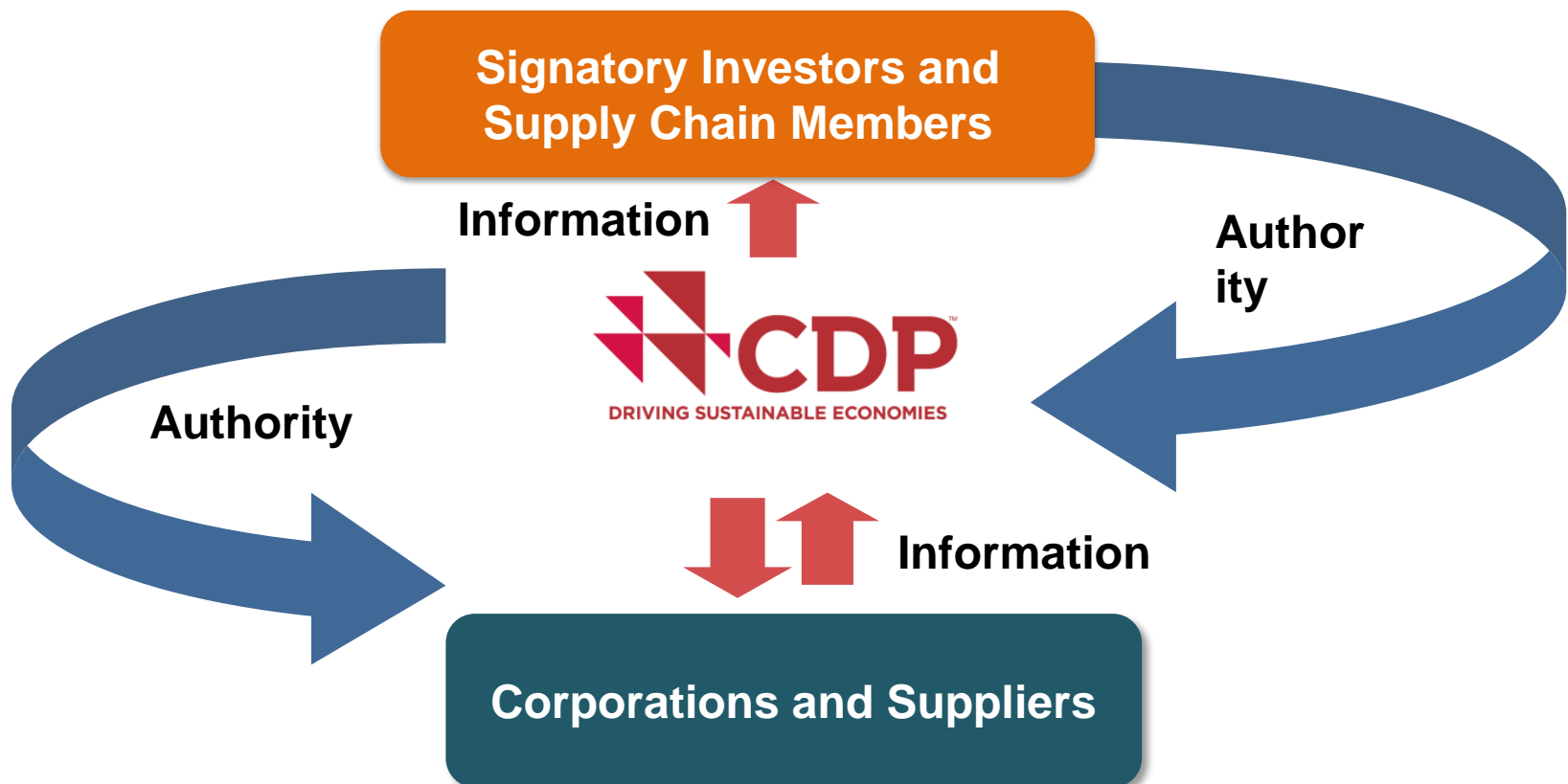


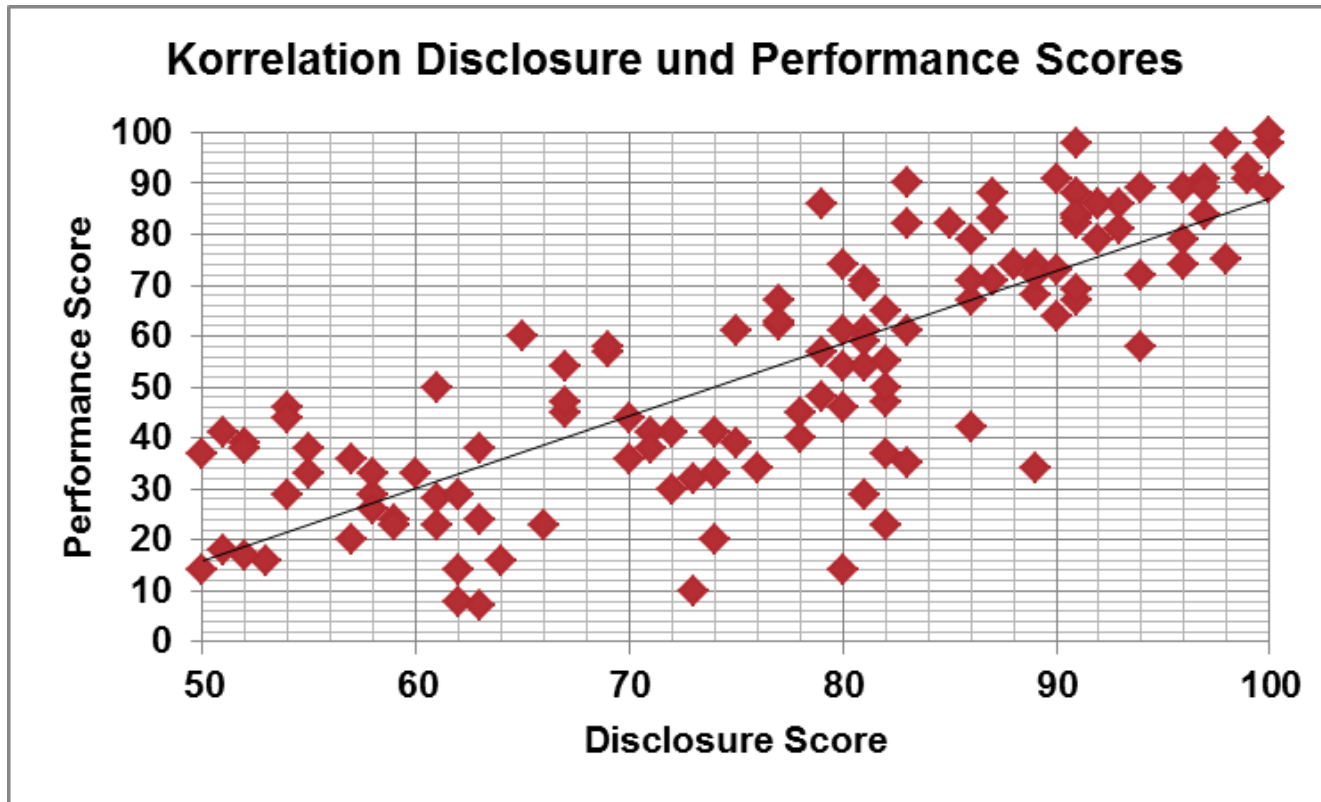
Carbon Disclosure for Sustainable Growth

Showcasing innovative carbon disclosure & reduction schemes by EMMs and identifying opportunities for joint actions

CDP wants to create long-term prosperity through the efficient allocation of capital



From disclosure of relevant data to action: positive correlation



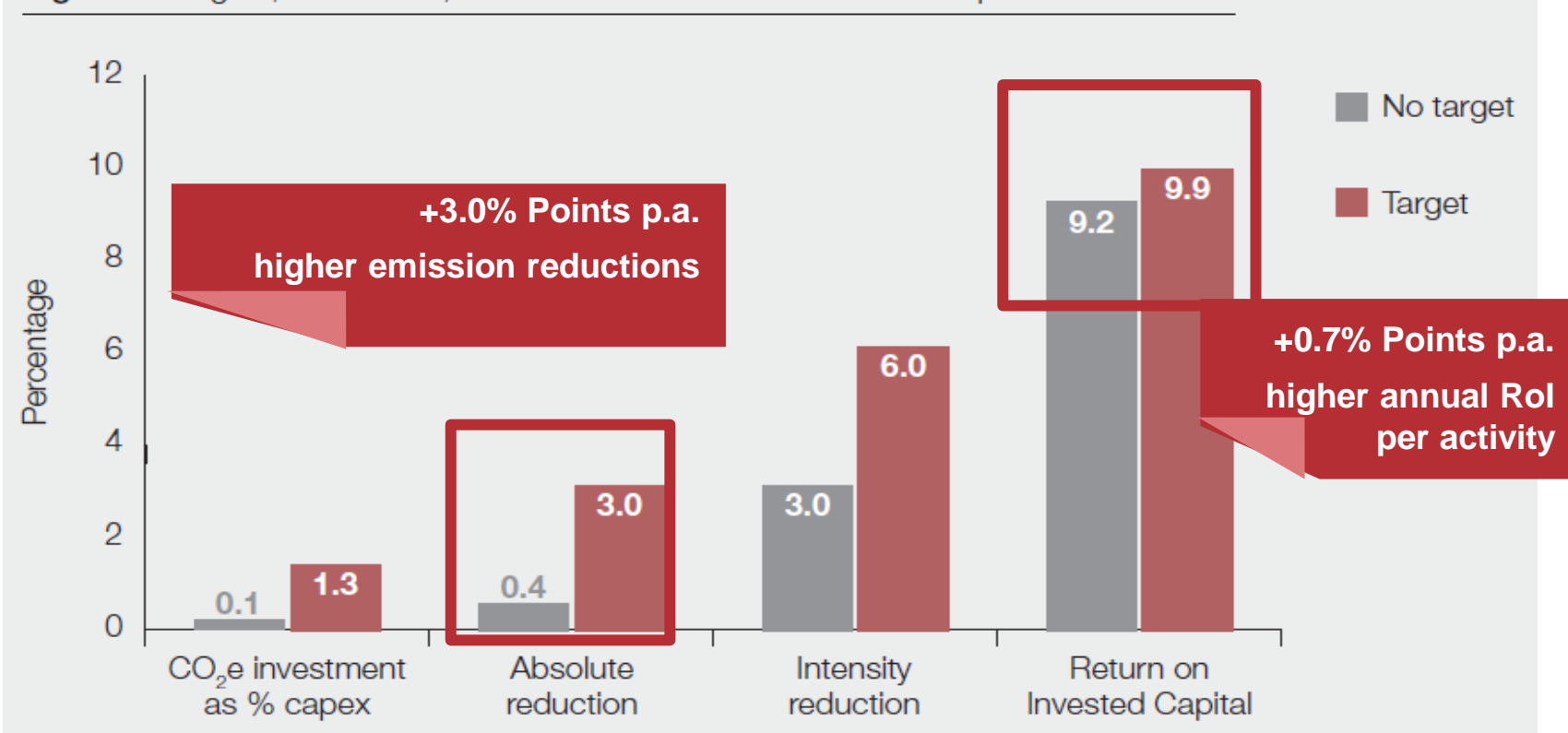
Germany,
Austria,
Switzerland
2013

Positive
correlations
between
Disclosure
Scores and
Performance
Bands

Source: CDP DACH 350 Climate Change report 2013

Companies with targets achieve higher savings in both CO₂e and €

Figure 4: Targets, investment, reductions and return on invested capital



Source: Source: CDP Carbon Action Report 2013

Carbon Disclosure for Sustainable Growth

- **Alexander Roeder**

Corporate Manager Sustainability at CEMEX, Mexico. He has more than 15 years of professional experience in energy, climate change, and sustainability.

- **Juan José Kochen**

Sustainability and Innovation Coordinator at the Fundación ICA in Mexico. His previous work at ICA has focused on the Research Studies Program of Infrastructure and Urban Planning.

- **Luisa Manzanares**

Coordinator of the Greenhouse Emissions Program of the Sustainable Development Study Commission at CESPEDS, the Mexican chapter of the World Business Council for Sustainable Development.

- **Marcia Nejaim**

Executive Manager for Competitiveness and Innovation at the Brazilian Agency for the Promotion of Exports and Investments (APEX).

Carbon Disclosure for Sustainable Growth

- Why do you think green growth matters and why does it relate to business?
- From your experience, how can disclosure of crucial corporate environmental information (shared internally and/or externally) help to drive sustainable economies?
- Do you see differences between emerging markets and industrialised economies regarding sustainability disclosure and innovative approaches for a low carbon economy and green growth? Where are EMMs especially innovative in this context?
- What are the main challenges to develop sustainable business models? What could help to overcome them?
- How can EMMs and Think Tanks work together to find new pathways, policies and specific actions to turn information into action? What is your message to other stakeholder groups?

CEMEX and Carbon Disclosure

Alexander Röder

Sep 2014



CEMEX – a Global Building Material Company



Operations in 50 countries across four continents – with roots and headquarters in Mexico

#1
CONCRETE



1,900

ready-mix concrete facilities

#3
AGGREGATES



476

aggregates quarries [sand and gravel]

#4
CEMENT

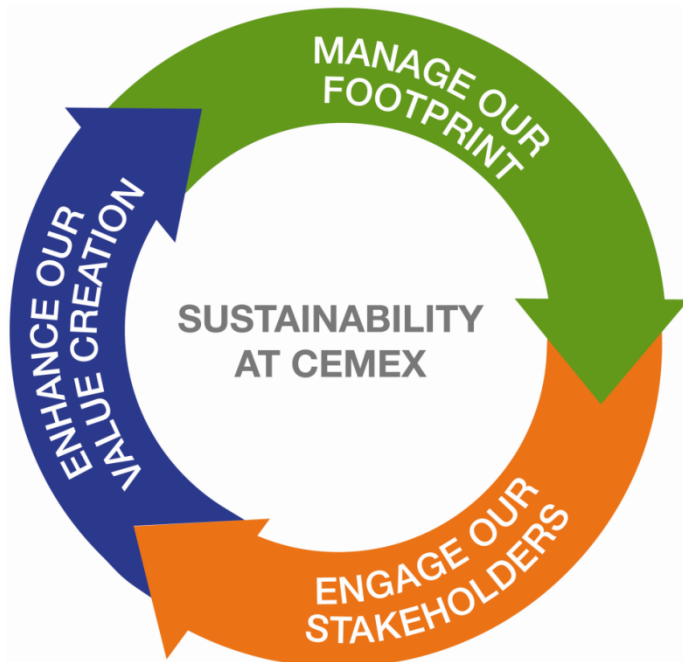


57

cement plants

CEMEX Sustainability Strategy

3 Main Objectives



7 Priorities

ENHANCE OUR VALUE CREATION

- Lead in Sustainable Construction
- Low Income Housing & Infrastructure

“Competitive capabilities”

MANAGE OUR FOOTPRINT

- Enhance our Carbon Strategy
- Excellence in Environmental & Biodiversity Management

“License to Operate”

ENGAGE OUR STAKEHOLDERS

- High Priority to Health & Safety
- Strengthen local communities
- Partnership with Key Stakeholders

“Social License to Operate”

CEMEX main Disclosure Documents

- Corporate Sustainability Report
 - All sustainability issues
 - Reporting for 10+ years
 - GRI: A+
- CDP
 - Climate Change
 - Reporting since 2006
 - Score: 96B (2013)



Why Disclose?

- Public statement
 - We take sustainability serious because it is good for us
- Transparency
 - Build trust among all stakeholders
 - Strengthens organization's commitment
- Benchmarking against other companies
 - Particularly if standardized methodologies
- Important guidance
 - E.g. climate risk & opportunity management in CDP

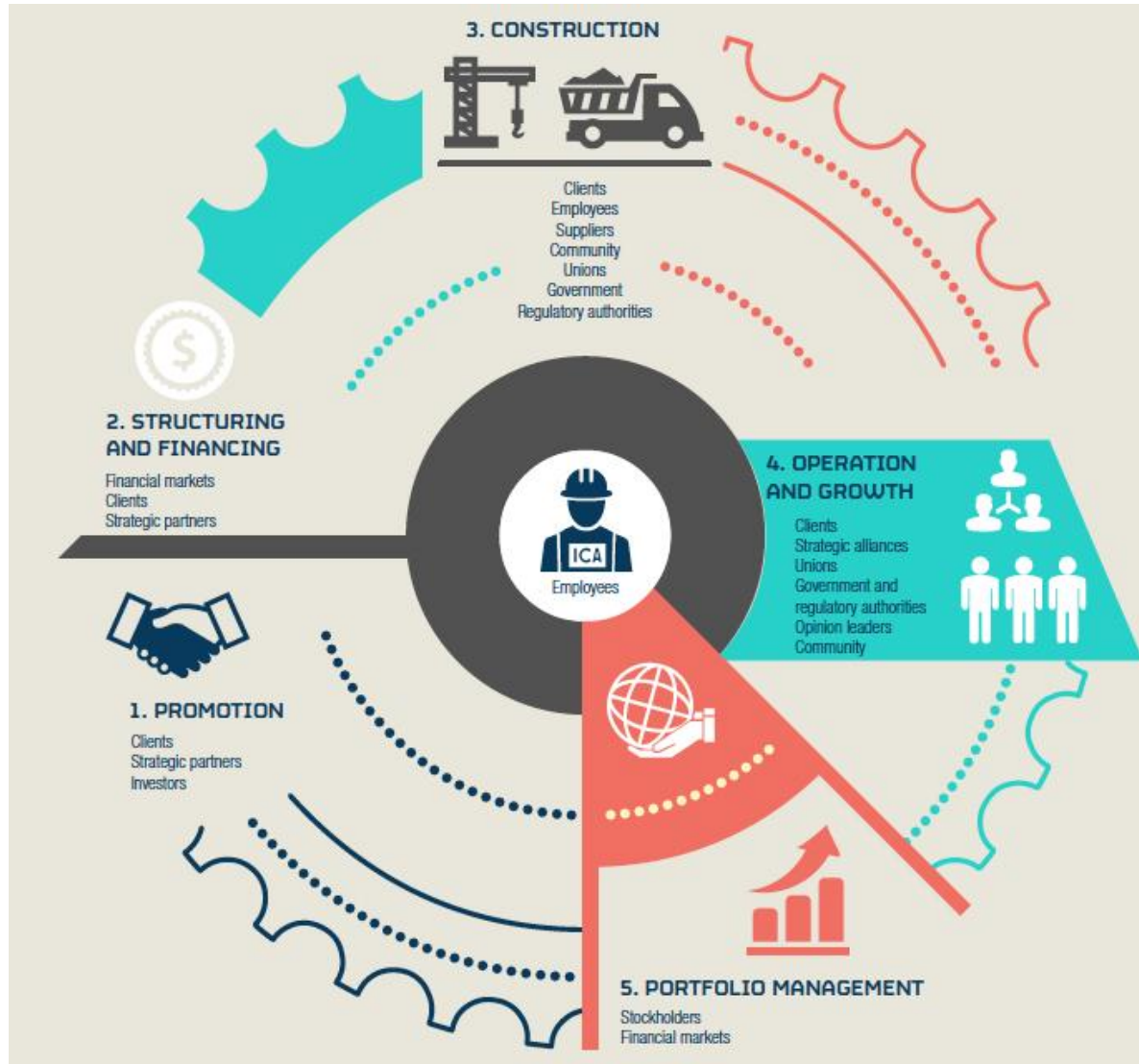
➔ Disclosure is a crucial tool in our sustainability strategy

Sustainability Performance

Empresas ICA S.A de C.V

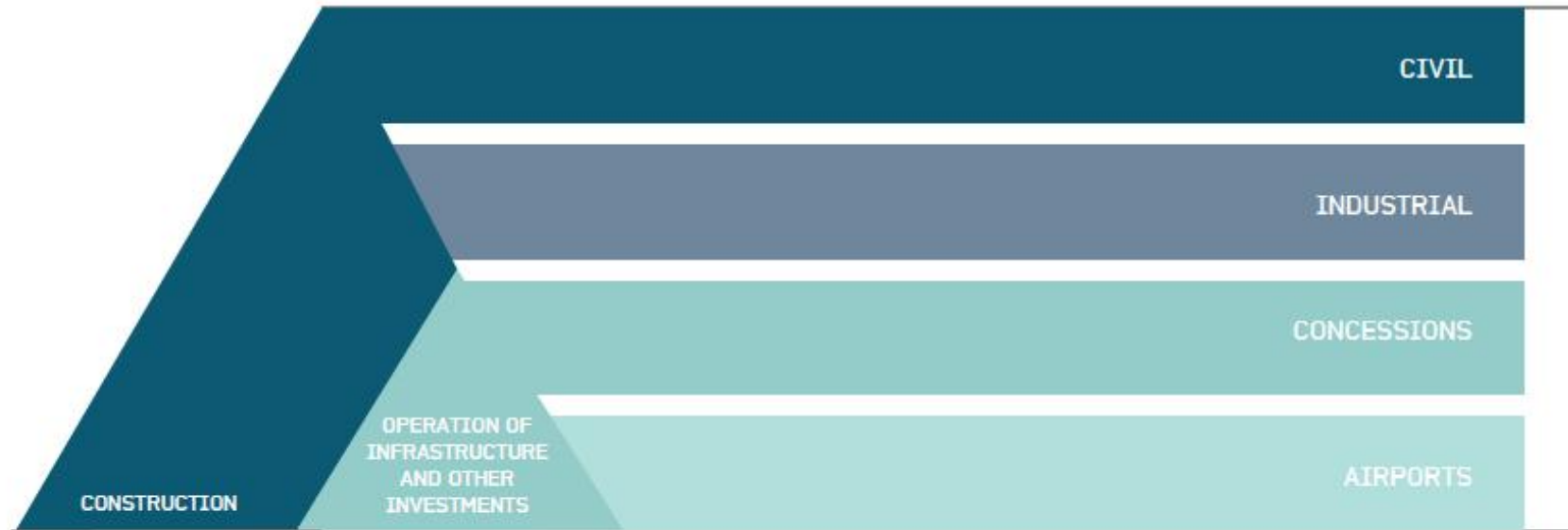
Juan José Kochen

Sustainability and Innovation Coordinator,
Fundación ICA, Mexico



Infrastructure Management

Our business model



ICA has two core, complementary businesses:
construction and operation of a portfolio of long-term
infrastructure and other investments.*

PRESENCE

Approximately 32,000
employees.

Operations in Mexico,
Panama, Costa Rica,
Colombia, Peru, Portugal,
United States and Spain.

ENVIRONMENTAL PERFORMANCE

We reforested more than 200
hectares with 202,250 trees
and rescued more than 21,000
flora and fauna examples.



SOCIAL PERFORMANCE

1.8 million people benefited from community engagement programs.

508,756 man-hours of employee technical training.

More than 1.5 million man-hours of occupational health and safety training.

CORPORATE GOVERNANCE

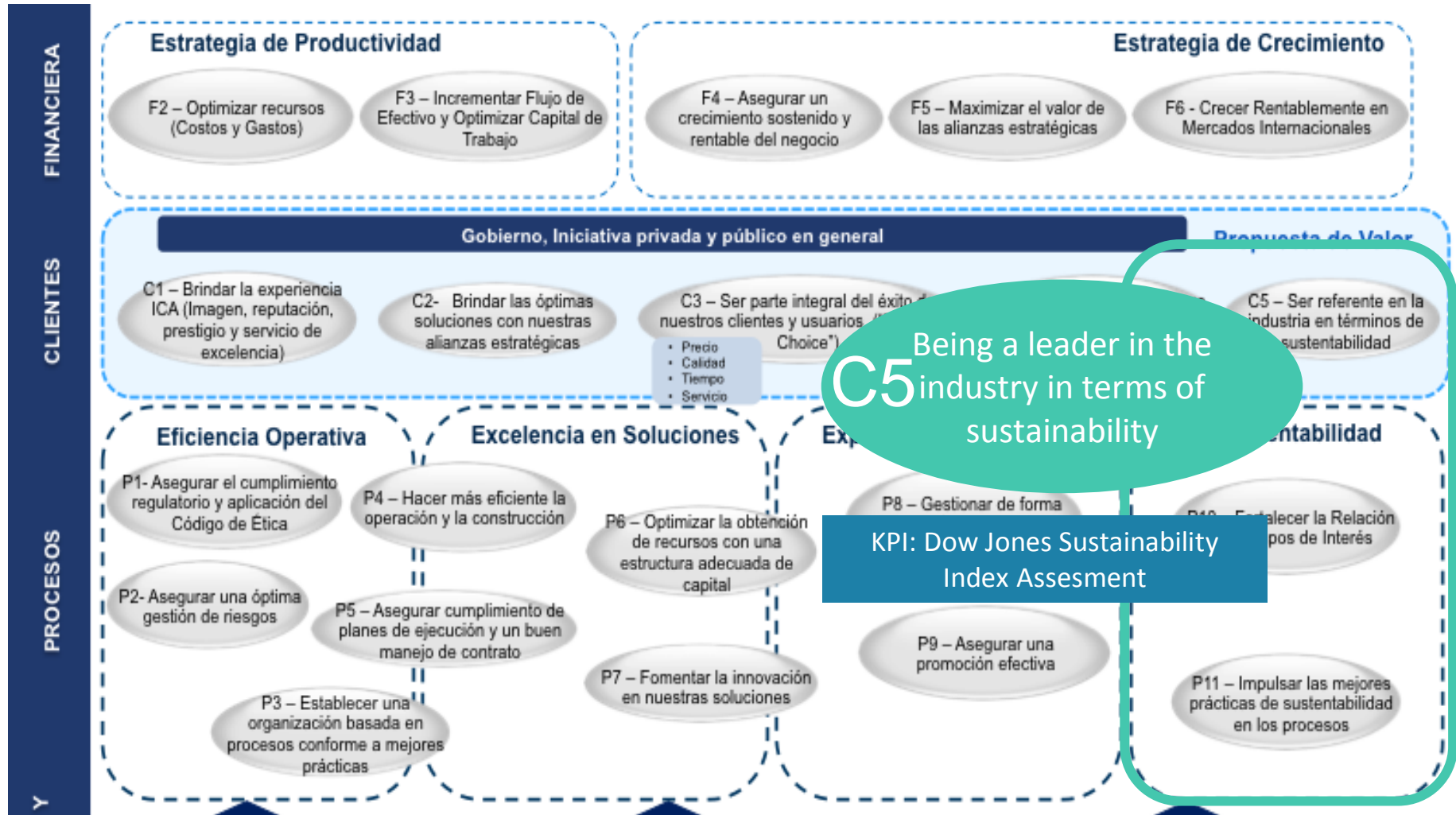
11 members on the Board of Directors
55% independent
18% women
95% average attendance at Board meetings.

Whistleblowers' hotline (001 877-495-3215), available 24/7.

STOCK STRUCTURE

ICA has a total of 610 million shares outstanding, 50% of which are public.

	DESIGN & ENGINEERING	FINANCIAL STRUCTURING	STRATEGIC ALLIANCES	CONSTRUCTION	OPERATION	MATURE ASSETS
1. ROADS	•	•	•	•	•	•
2. PORTS	•	•	•	•	•	•
3. AIRPORTS	•	•	•	•	•	•
4. WATER	•	•	•	•	•	•
5. ENERGY	•	•	•	•		
6. UNDERGROUND WORK	•		•	•		
7. MASS TRANSIT	•	•	•	•		
8. PUBLIC BUILDINGS	•	•	•	•	•	•
9. OIL AND GAS	•		•	•		
10. MINING	•		•	•	•	
11. INDUSTRY	•	•	•	•		
12. REAL ESTATE DEVELOPMENT	•	•	•	•	•	•
13. PREFABRICATION	•			•		
14. INDUSTRIAL AUTOMATION	•		•	•	•	



Strategic Sustainability Planning process



Our current performance in terms of innovation and the efficient administration of our resources defines our future vision and the way we will attain our strategic goals.

Furthermore, taking into account sustainability trends in Mexico and around the world, we defined the climate where ICA operates in terms of sustainability. Plus, when updating our strategic plan, we identify the strategic sustainability issues to operate, survive and continue growing as a sustainable company:

Leadership and Collaboration

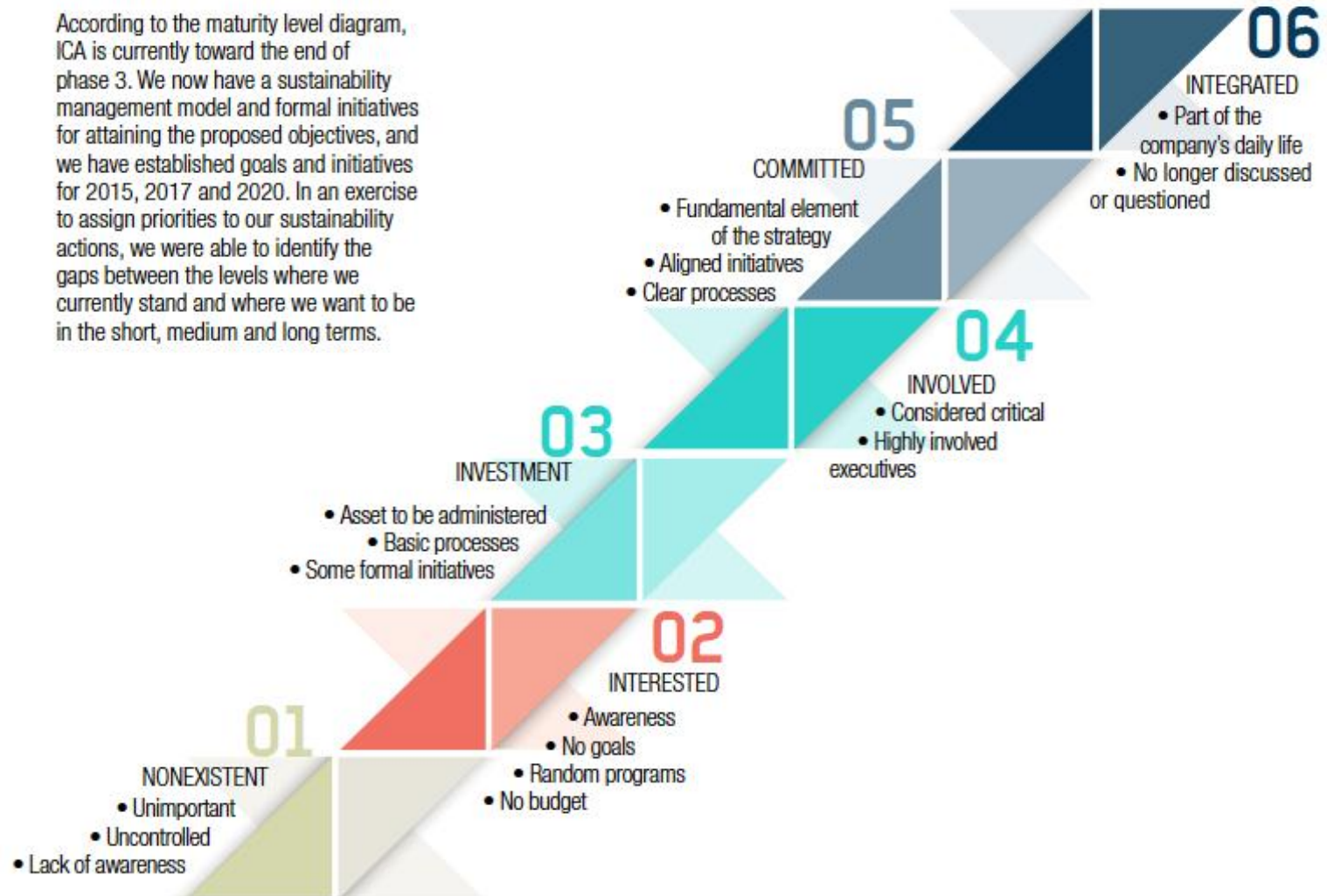


Since 1947

ICA has been offering added value in infrastructure development, providing innovative, comprehensive solutions to our clients to meet their infrastructure design, financial structuring, construction, operation and administration needs. The projects we build are critical to the economy and to improving people's quality of life.

SUSTAINABILITY MATURITY MODEL

According to the maturity level diagram, ICA is currently toward the end of phase 3. We now have a sustainability management model and formal initiatives for attaining the proposed objectives, and we have established goals and initiatives for 2015, 2017 and 2020. In an exercise to assign priorities to our sustainability actions, we were able to identify the gaps between the levels where we currently stand and where we want to be in the short, medium and long terms.



risks, social expectations and issues stressed by our stakeholders.

Materiality Impact on business



Markets: Competition in our industry and in the markets where we participate, opportunities for innovation and economic growth.

Risks and opportunities: Environmental, economic and social impacts, risks and opportunities.

Business strategy: Constant adaptation to changes in a complex environment in order to ensure the viability and long-term sustainability of the company, innovation, and the social value of our services.













Global environment: International trends demanding the integration of social and environmental criteria into infrastructure projects.

Best practices: Abiding by GRI indicators, the Dow Jones and BMV Sustainability Indices, and the Global Compact, has enabled us to focus our information on the most relevant aspects of our activities in the pursuit of sustainability, and disclose information consistently with internationally supported standards.

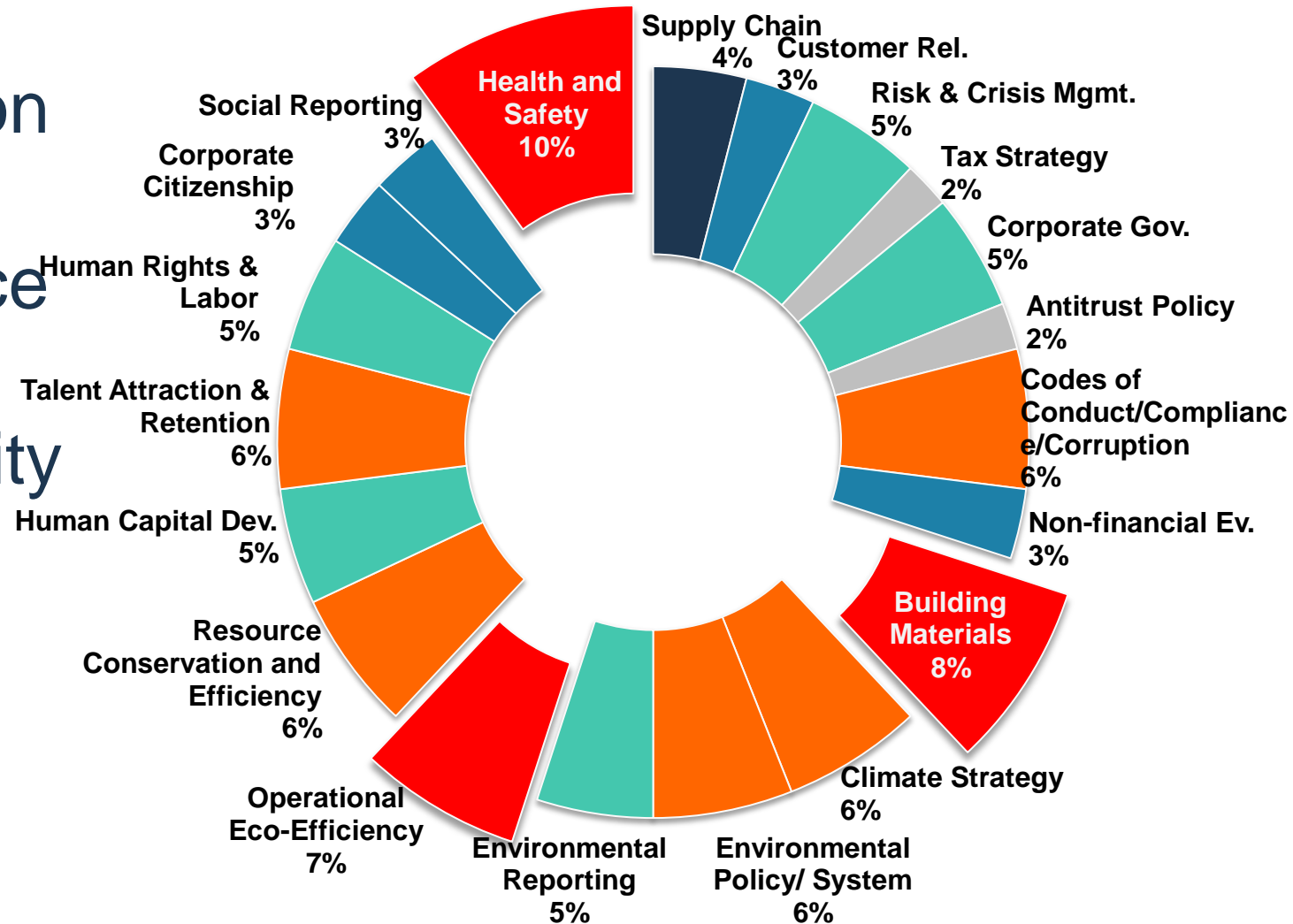
Stakeholders: Social expectations and issues stressed by our stakeholders.

Based on our materiality analysis, we identified those issues that have the greatest impact on our stakeholders and on our operations, which are presented in the chart below.



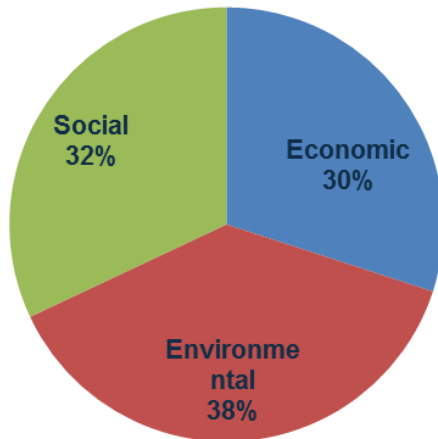
	1. Economic Impact and market presence	Seeking healthy financial performance for our business, taking into account factors such as the need for infrastructure in the nation and around the world, growth, construction system efficiency and quality.
	2. Strategy and analysis	Having appropriate strategic planning, risk management and management systems.
	3. Transparency and legal compliance	Guaranteeing ethical business practices through good corporate governance, with accountability that includes issues such as transparency, money laundering and corruption.
	4. Occupational health & safety	Developing a security system that promotes each employee's commitment to leadership in the area of safety, and programs that continually improve our safety performance.
	5. Unions / Collective bargaining	Unionism in Mexico has been transformed to involve social, economic and governability aspects in the country as a whole, obliging our company to modify past paradigmatic practices in labor and transport.
	6. Job generation	Linked with project generation; since new projects generate jobs and support the goal of employability, a virtuous and mutually beneficial circle is created.
	7. Local communities	Monitoring the positive and negative impacts, whether real or potential, of our operations; creating economic opportunities for communities by hiring local personnel and suppliers, therefore improving their quality of life.
	8. Training/education/development	Developing human capital programs for our employees, and social responsibility programs for the communities surrounding our projects and society at large, through alliances with local communities schools, government organizations and higher educational institutions.
	9. Environmental remediation and biodiversity	Identifying and respecting areas of high biodiversity and integrating biodiversity considerations into our activities; protecting and restoring habitats that support endangered species in the zones where we operate.
	10. Supply chain management	Relations with suppliers; environmental sustainability of the supply chain; sustainable materials; human rights in the supply chain.
	11. Dialogue with stakeholders	Building strong relations with stakeholders based on mutual trust and respect.
	12. Innovation	Innovation management.

Dimension and Criterion Level Performance on Sustainability

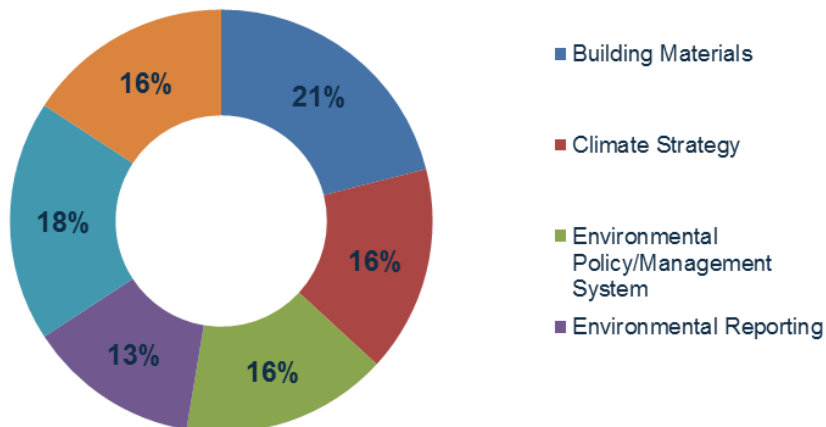


Construction and Engineering

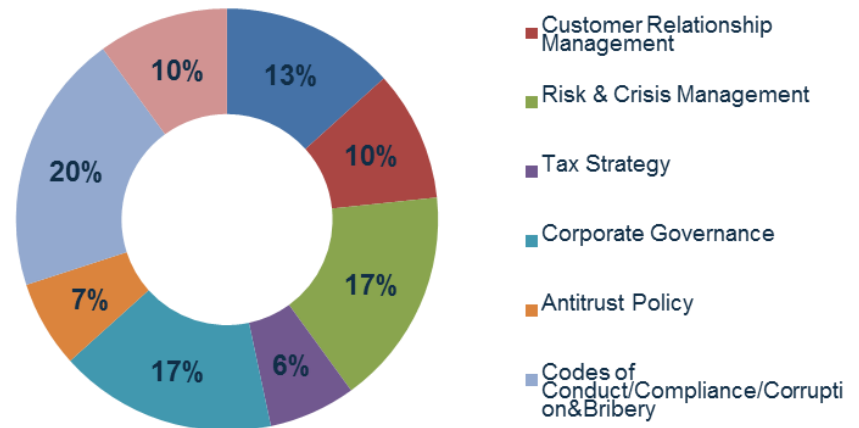
Dimension weightings Construction & Engineering



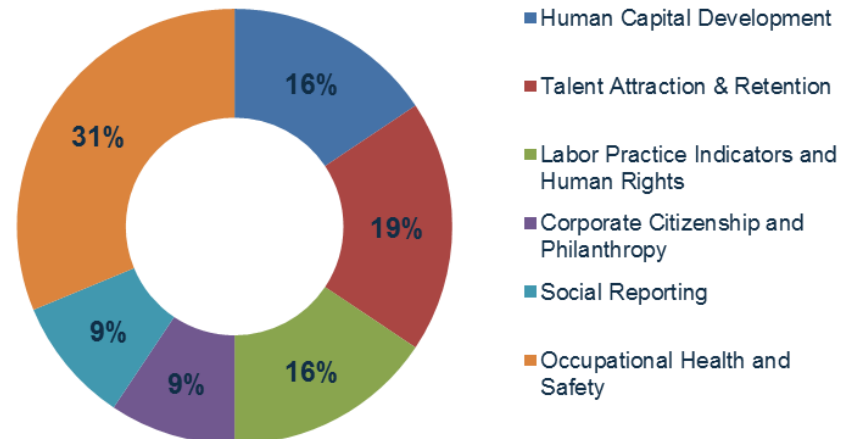
Environmental dimension



Economic and Governance Dimension



Social Dimension



COMPANY BENCHMARKING SCORECARD | 2014

Empresas ICA SAB de CV

CON Construction & Engineering

Member of DJSI Emerging Markets

ROBECOSAM
Sustainability Investing

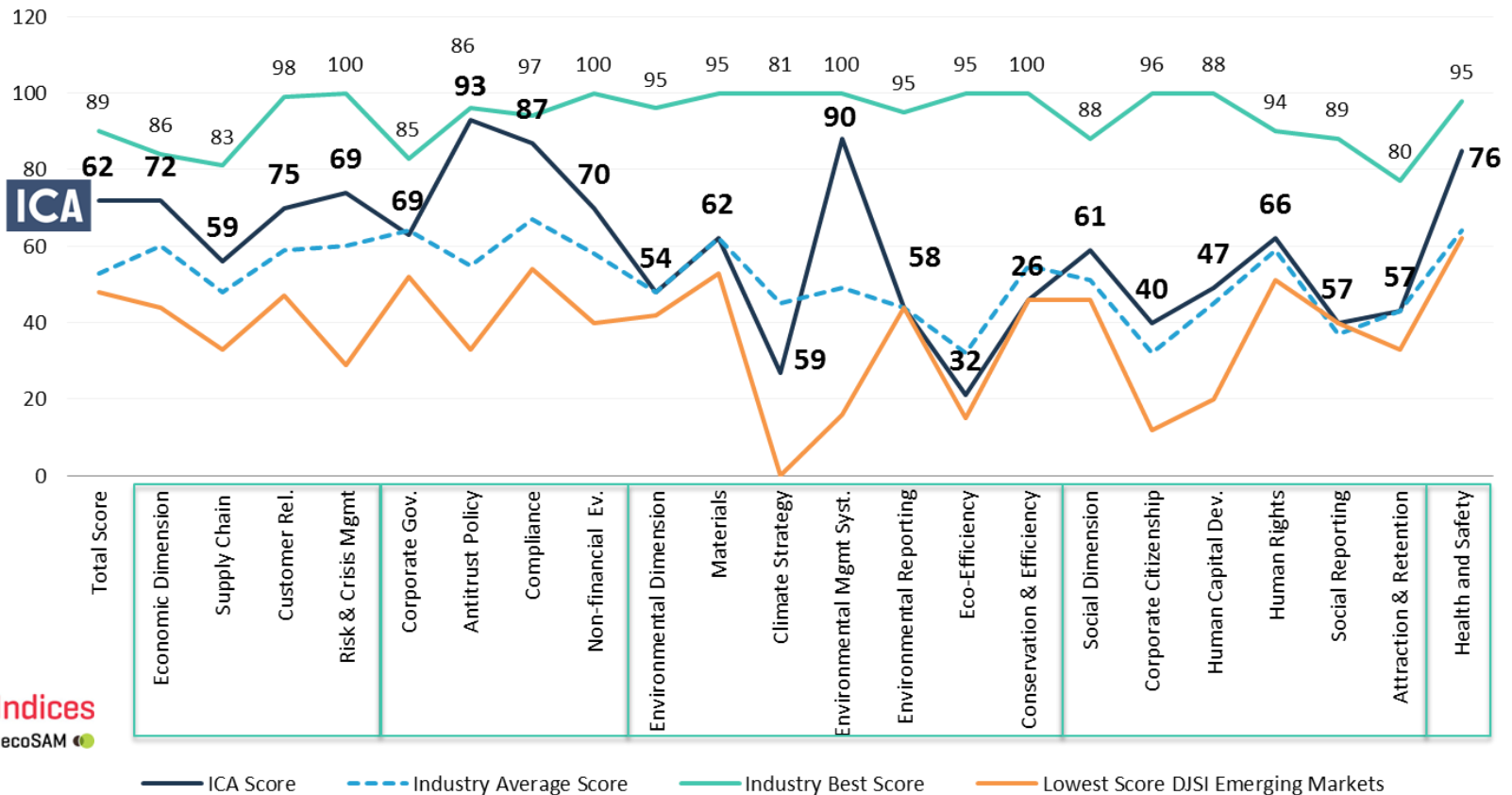
Corporate Sustainability Assessment Results

	Company Score	Percentile Ranking	Industry Average	Industry Best	Lowest Score for DJSI Inclusion				Emerging Markets	Weight (%)
					World	Europe	North America	Asia Pacific		
Total Sustainability Score:	62	54	56	89	83	78	44	78	47	100
Economic Dimension	72	65	61	86	75	80	54	75	42	30
Antitrust Policy	93	92	57	96	52	62	49	52	33	2
Codes of Conduct/Compliance/Corruption & Bribery	87	92	70	97	75	78	72	75	60	6
Corporate Governance	69	59	63	85	57	68	81	48	47	5
Customer Relationship Management	75	65	63	98	80	75	41	80	47	3
Non-financial Project Evaluation	70	57	61	100	76	76	40	100	40	3
Risk & Crisis Management	69	54	63	100	69	83	47	69	29	5
Supply Chain Management	59	57	52	83	79	80	36	75	34	4
Tax Strategy	36	41	43	81	66	48	30	30	30	2
Environmental Dimension	54	51	54	95	83	82	34	83	37	38
Building Materials	62	41	64	95	85	73	44	83	49	8
Climate Strategy	59	46	56	100	95	93	40	94	0	6
Environmental Policy/Management System	90	62	55	100	99	72	14	100	29	6
Environmental Reporting	58	59	46	95	75	59	34	71	29	5
Operational Eco-Efficiency	32	46	39	95	51	32	11	48	15	7
Resource Conservation and Resource Efficiency	26	27	58	100	94	81	64	80	26	6
Social Dimension	61	57	53	88	77	71	45	72	38	32
Corporate Citizenship and Philanthropy	40	59	36	96	60	34	18	50	12	3
Human Capital Development	47	62	36	88	62	50	28	51	29	5
Labor Practice Indicators and Human Rights	66	59	64	94	90	82	59	72	46	5
Occupational Health and Safety	76	51	66	95	83	81	60	83	33	10
Social Reporting	57	68	42	89	71	48	28	68	32	3
Talent Attraction & Retention	57	57	51	80	73	63	46	67	27	6

Explanations: Total, dimension and criterion level performance is indicated by company score. Percentile ranking, average and best scores are presented for comparison, together with the lowest member score of each index, all within the same industry. For each row, weightings are shown in the last column as a percentage of the total. All values are on a scale from 0 to 100. Further information on the assessment methodology can be found on www.sustainability-indices.com

Corporate Sustainability Assessment Results 2014 (Construction and Engineering)

2013: **59** / 2014: **62**



ESG Bloomberg 2014

Bloomberg

Financial Statement Analysis

Ticker: ICA* MM Equity Periodicity: Annuals Currency: MXN Note: Years shown on the report are Fiscal Years Company: Empresas ICA SAB de CV

Filing: Most Recent

Overview

	Original:2008 A 2008-12-31	Original:2009 A 2009-12-31	Restated:2010 A 2010-12-31	Original:2011 A 2011-12-31	Restated:2012 A 2012-12-31	Original:2013 A 2013-12-31
For the period ending						
ESG Disclosure Score	8.68	13.22	37.60	35.95	41.74	50.41
Environmental						
Environmental Disclosure Score			28.68	24.81	35.66	50.39
Total GHG Emissions						662.83
Total Energy Consumption			710.44	761.63	1,015.85	1,110.60
Water Consumption				2,438.56	2,390.71	6,296.47
Hazardous Waste			365.22		1.05	1.17
Total Waste			400.76		502.10	357.04
Environmental Fines #						0.00
Environmental Fines \$						0.00
Social						
Social Disclosure Score	3.51	22.81	47.37	49.12	49.12	43.86
Number of Employees	19,340.00	30,259.00	35,385.00	40,003.00	34,363.00	31,982.00
% Employees Unionized		75.00	69.00	56.50	65.00	60.00
Workforce Accidents			1,532.00	1,258.00	858.00	437.00
Lost Time from Accidents			110,928.00	120,096.00	14,601.00	9,947.00
Fatalities - Contractors			4.00	1.00	6.00	5.00
Fatalities - Employees			18.00	14.00	8.00	11.00
Fatalities - Total			22.00	15.00	14.00	16.00
Community Spending			8.00	13.00	15.00	
Governance						
Governance Disclosure Score	33.93	33.93	48.21	48.21	48.21	57.14
Size of the Board	19.00	18.00	17.00	17.00	17.00	11.00
Indep Directors	12.00	11.00	10.00	10.00	10.00	6.00
% Indep Directors	63.16	61.11	58.82	58.82	58.82	54.55
Board Duration (Years)	3.00	3.00	3.00	3.00	3.00	3.00
# Board Meetings						6.00
Board Mtg Attendance						92.50

The greatest improvements were in the dimensions of:

- Report emissions (CDP analysis)
- Information on the effectiveness of the Board

EMPRESAS ICA, S.A.B. DE C.V.

Blvd. Manuel Ávila Camacho 36,
Col. Lomas de Chapultepec, C.P. 11000
México D.F.
Tel: (5255) 5272 9991

www.ica.com.mx



Programa **GEI** México

Private Sector Commission for Sustainable Development Studies

Dr. Luisa Manzanares P.
Imanzanaresp@cce.org.mx



Index

- **About CESPEDES**
 - **Member companies**
- **Programa GEI México:**
 - **Background**
 - **Goals**
 - **Statistics**
 - **Evolution**
 - **Success Stories: Automotive and lime production**
 - **New Perspective**

About CESPEDES

■ *Is the Private Sector Commission for Sustainable Development Studies of the Business Coordination Council, A. C. (CCE) and holds the representation of the World Business Council for Sustainable Development (WBCSD) in Mexico.*

■ *Created in 1994, the main purpose of CESPEDES is to promote the principles of sustainable development in the private sector and becoming a reference to the public and society in this matter.*

■ *It is composed by 30 firms representing the most important sectors of the economy such as: oil, cement, beverages, dairy products, trade and banking, among others.*

Member Companies



ALTOS HORNOS DE MEXICO



Grupo Cementos de Chihuahua



OHL México



“Programa GEI México”: Background

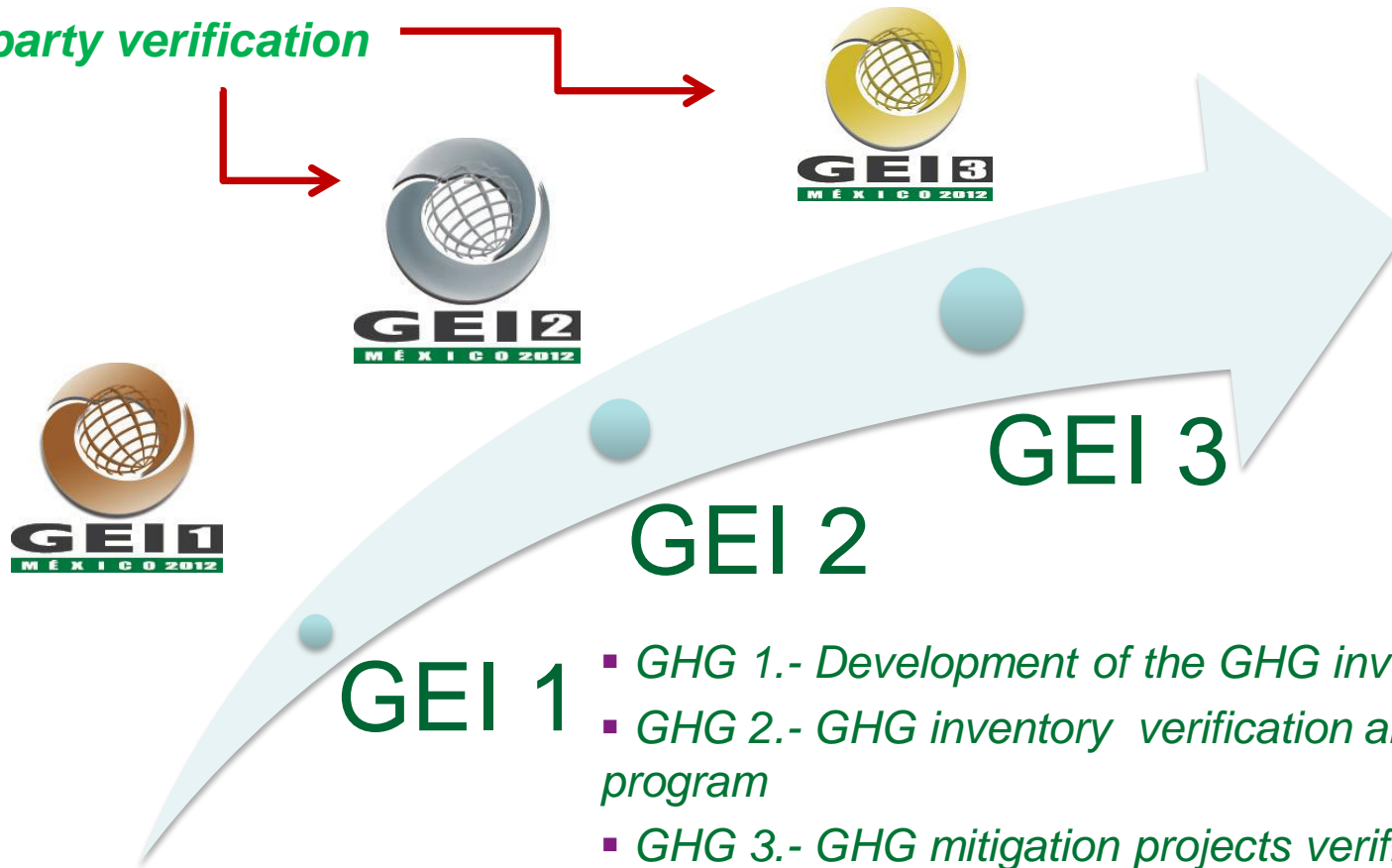
MoU SEMARNAT-WRI-WBCSD- CESPEDES

- ***Voluntary Public-Private initiative that started in 2004 (pilot)***
- ***Partnership Agreement SEMARNAT-CESPEDES***
- ***Technical support from WRI and WBCSD***
- ***Mexico first non Annex I to adopt the standards and protocols of WRI and WBCSD***
- ***In 2006 it was established as a permanent program***

Purpose: To prepare the Mexican industrial sector in a world with higher carbon constraints through capacity development to measure and manage their GHG emissions, and promote their participation in carbon markets.

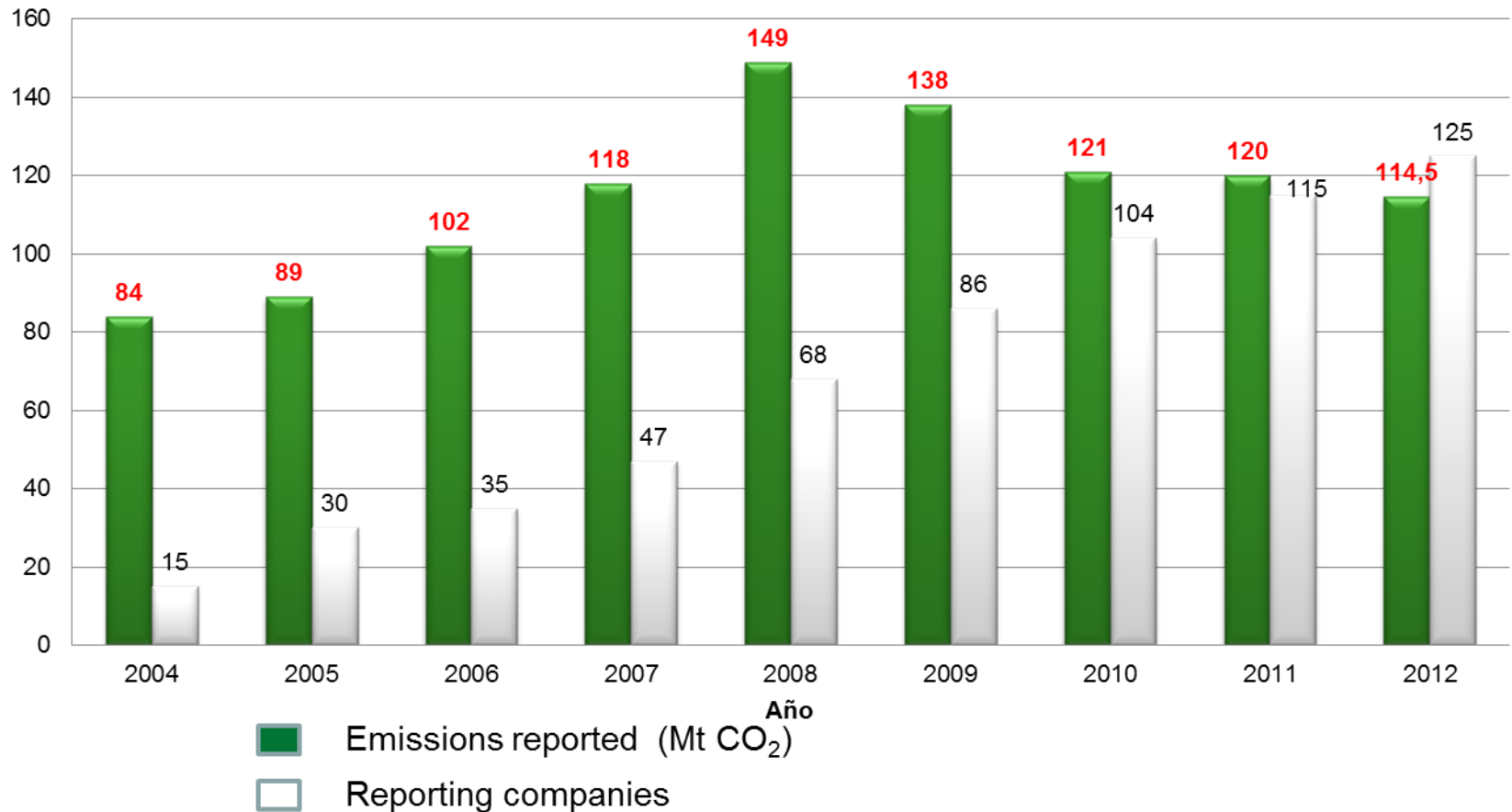
“Programa GEI México”: Award Scheme

Third party verification

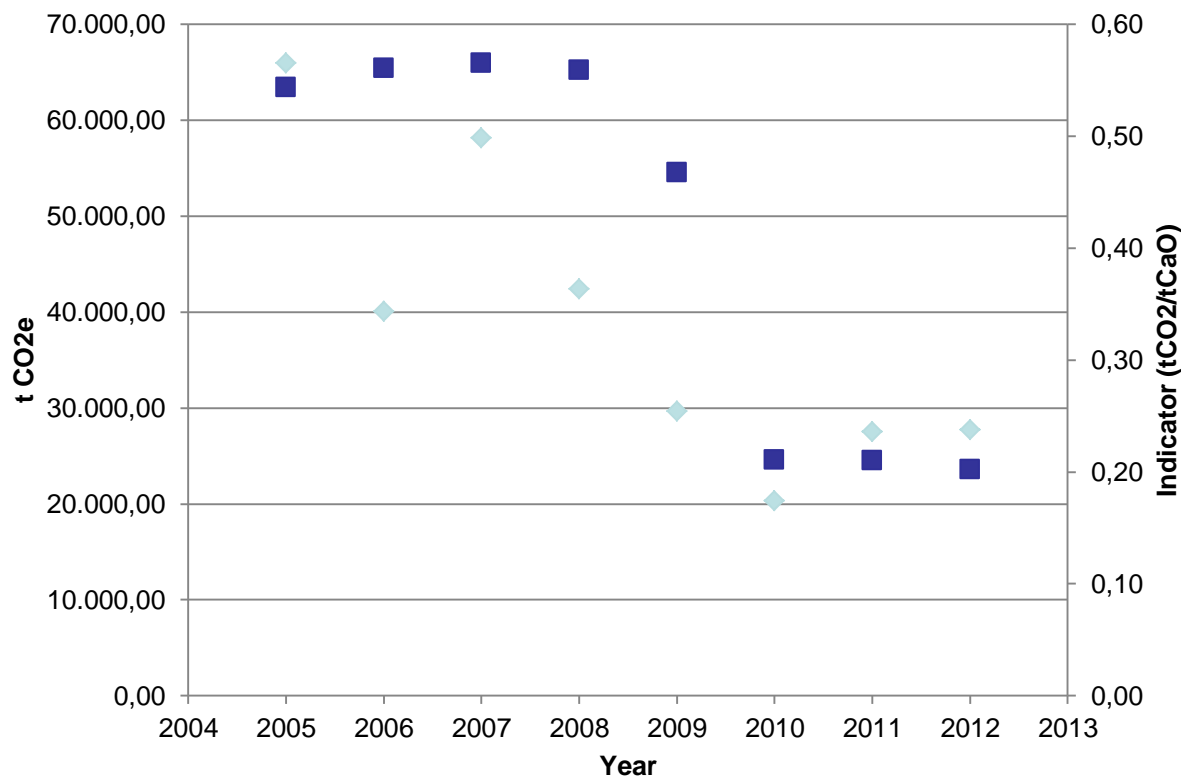


Statistics

Programa GEI México Evolution



Lime Production Plant



Success Stories

Lime Production Plant

Action taken:

Sustitution of a 40-year calcination horizontal kiln by a vertical kiln

Benefits:

Reduction on the natural gas consumption

Calcination of fine material (between 10 and 25 mm)

Year	Consumption of Natural Gas (ft ³)
2005	1,246,482,700
2006	757,467,700
2007	1,098,244,200
2008	802,912,800
2009	551,187,200
2010	352,780,810
2011	471,667,900
2012	474,586,200

Reduction of 38,247.45 tCO₂e achieved

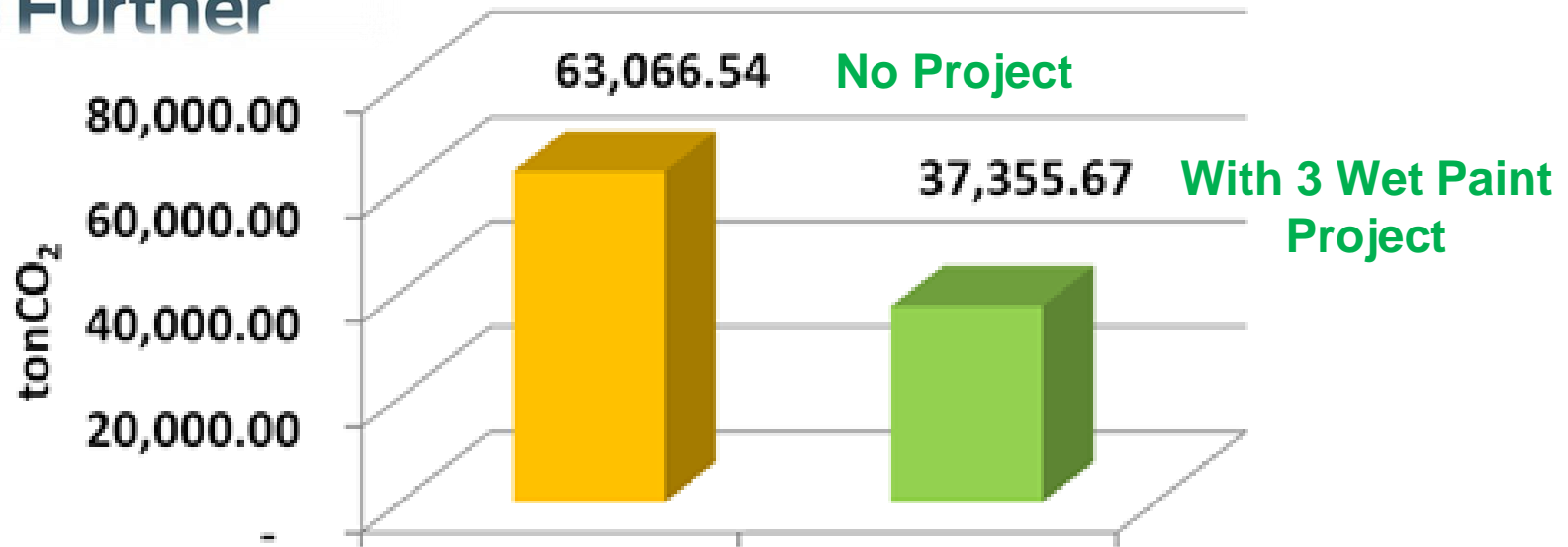


Success Stories



Replacing the conventional painting system for the "three wet paint" method in the Assembly Plant in Cuautitlan.

Go Further



Reduction of 25,710.78 tons of CO₂e achieved in the period 2010 to 2012 for project implementation

“Programa GEI México”: New Perspectives

- ***Promote the accounting and reporting of Scope 3 emissions***

The Scope 3 emissions are indirect emissions from the activities of the company, but occur from sources not owned by the company, nor controlled by it.

- ***Integrating the value chain of the leading companies Program***
- ***Inducing Record reduction projects (GHG 3)***
- ***Linkage with other programs and international markets***

Programa **GEI** México

¡Thank you!

www.geimexico.org

*Private Sector Commission for
Sustainable Development
Studies*



PROACTIVELY PROMOTING FDI IN WIND ENERGY: STATE OF PERNAMBUCO'S CASE

September, 2014
Márcia Nejaim
ApexBrasil



- Export promotion of **Brazilian** products and services.
- Support to internationalization of **Brazilian** enterprises.
- Promotion of the **Brasil Brand** abroad.
- Strategic **Foreign Direct Investment (FDI)** attraction.

- FDI promotion strategies.
 - Generate strategic FDI and jobs to pilot states.
- Disconnection between national and state level efforts.
- Assess Pernambuco's potential to attract investment in solar/wind and provide inputs to a FDI promotion strategy.
- Wind energy was the priority for the State and FDI was increasing around the world.

BRAZIL'S ADVANTAGES

- PROINFA.
- Funding and 20-year-contracts.
- Technology along with the quality of the wind in Brazil.
- World crises in 2008.
- 6 auctions happened contracting 6,8 GW in new projects (2009 to 2011).
- An ongoing increase of number of players in the local supply chain – local content policy.



IMPSA: Foto Daniela Nader

NOT THE BEST LOCATION FOR GENERATION BUT A STRATEGIC LOCATION FOR THE SUPPLY CHAIN



Foto Porto de Suape

TARGETING STRATEGY

Selling points of Pernambuco against competitors

More than 200 companies profiled and contacted

45 meetings scheduled – Denmark and Germany

Outreach mission with 2 groups of local and federal promotional specialists

Follow up on investors

RESULTS

BEFORE MISSION

- IMPSA WIND
- RM EÓLICA (GESTAMP WIND)

IN SITE

- LM WIND POWER
- DUOMO
- IRAETA (under construction)
- RESOLUX (office)

OUTREACH MISSION: ~US\$80 mi/2000 jobs

FOLLOW UPS

- 4 NEW COMPANIES ~US\$130 mi

Carbon Disclosure for Sustainable Growth

- Why do you think green growth matters and why does it relate to business?
- From your experience, how can disclosure of crucial corporate environmental information (shared internally and/or externally) help to drive sustainable economies?
- Do you see differences between emerging markets and industrialised economies regarding sustainability disclosure and innovative approaches for a low carbon economy and green growth? Where are EMMs especially innovative in this context?
- What are the main challenges to develop sustainable business models? What could help to overcome them?
- How can EMMs and Think Tanks work together to find new pathways, policies and specific actions to turn information into action? What is your message to other stakeholder groups?