



World Forum Lille 2013

Anticorruption campaign – the Brazilian change

Libra Infraestrutura

Libra Terminais

Libra Terminais
Santos

Libra Terminais
Rio

Libra Terminais
Imbituba

Libra Logística

Libra Logística
Campinas

Libra Logística
Cubatão

Libra Logística
Valongo

Libra Logística
Uberlândia

Libra Logística
Intermodal

Libra Logística
Rio de Janeiro

Libra Aeroportos

Aeroporto
Internacional
De Cabo Frio

Aeroporto de
Angra dos Reis

Libra Participações

Olivares de
Quepu

Cia de Navegação
da Amazônia

Cia Providência

Libra Imobiliária



INTEGRATED LOGISTIC NETWORK

Dry Ports
Port Terminals
Multimodais
Interconnections
Librahub - Information
Redex
Airports



- 1 Libra Logística
Campinas Porto Seco
- 2 Libra Logística
Valongo (Santos) Redex
- 3 Libra Logística
Cubatão Redex
Libra Logística
Intermodal
- 4 Libra Logística
Rio de Janeiro
- 5 Libra Logística
Uberlândia Porto Seco

**Total
Employees:
3.270**

VISION

The Good Growth

We are passionate about the idea of **growing while promoting the growth** of all those with whom we have a relationship.

We believe in growth in harmony with the environment, as this adds value to life and people, while improving society.

Therefore, we want to **create, innovate and make a difference** in the sectors where we operate.

OUR VALUES

Ethics **Passion**

Diversity **Excellence**

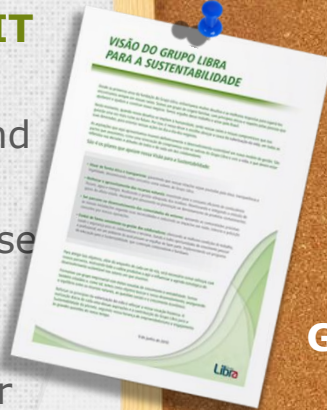
Entrepreneurship **Innovation**



LIBRA'S VISION FOR SUSTAINABILITY

SUSTAINABILITY PILLARS

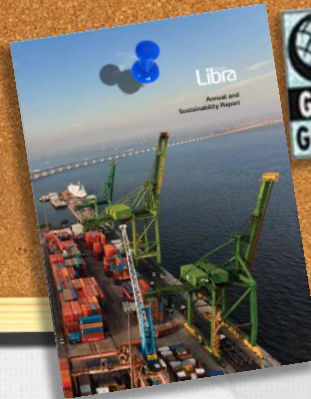
- ✓ Act ethically and transparently.
- ✓ Improve the use of natural resources.
- ✓ Partnering for the development of neighboring communities.
- ✓ Consistently improve the management of people.



GLOBAL COMPACT

Signatory member of the Global Pact, an initiative sponsored by the United Nations (UN).

GLOBAL REPORT INITIATIVE



SOCIAL INVESTMENT POLICY

To determine guidelines for actions carried out by all operational units, triggering **relevant and transforming social results** that can be measured and monitored by the Group.

Some of the projects sponsored:

- Rio Como Vamos**
- Arte no Dique**
- Santos Nossa Casa**

SUSTAINABLE DEVELOPMENT COMMITMENTS

4 Commitments with the Sustainable Development:

Natural Resources (Environment)

Social

To reduce greenhouse gas emissions (especially diesel oil consumption).

To reduce, treat and dispose waste adequately.

To train young people for their first job (surrounding communities).

To improve occupational safety and provide Capacity building in sustainability for employees.



Now a Public Commitment published on Global Union.

TAKING INTEGRITY AND ETHICAL VALUES TO THE COMMUNITY SURROUNDING YOUR OPERATIONS

“Libra Citizenship” is a social programme focusing on preparing young people from the less privileged communities surrounding our operations for their FIRST JOBS. Started in 2012 with a partnership with UniSantos (Catholic University of Santos) with a class of 50 young people.

Libra
Cidadania

Participants profile

- Young people from 18 to 21 y.o.
- Have finished/finishing highschool.
- Communities around our operations.

Programme content

- Courses from 3 to 5 months – 4 hours per day.
- **Port Logistics, Safety, Sustainability and Ethics.**
- Forming better citizens.

In 2013 we have expanded the programme from Santos to Rio, Cabo Frio and Campinas, involving 180 young people.

ETHICS, CODE OF CONDUCT, OMBUSMAN

Acting Ethically

Putting our values into practice in all actions and decisions; it means being honest in our relationships and accountable for our choices.

Libra's Relationship Principles (Code of Conduct to our employees)

Expanding to suppliers, customers, communities and everybody with whom we have a relationship.



Libra's Relationship Principles has the objective to clearly direct actions and Group's decision making (guidelines to all levels of the company – no exceptions).

Ombudsman

The Ombudsman Committee's work is to ensure the applicability of and compliance with **Libra's Relationship Principles**, analyses manifestations, criticisms and monitor action plans.

Libra Group has a commitment with Ethics and will not tolerate Corruption at any level.

Governance – Tone at the Top (Compliance hallmark)

2012 IBGC Award – Brazilian Corporate Governance Institute
Grupo Libra: highest evolution under the Non-listed companies category.





São Paulo, June 2013.

CHANGES IN ETHICS Brazilian market

Need for CHANGE.

Started in São Paulo as a protest against the increase of R\$ 0,20 in public transportation.

Public mobilization via social networks.

Students, workers, house-wives, elderly people...

CHANGES IN ETHICS Brazilian market

Quickly increased from thousands to more than a million on more than 80 cities in the country.

Seemed not to have a proper leadership.

Raised issues and protest against government, cost of living increases, human rights...

NO MORE acceptance on CORRUPTION.



Rio de Janeiro, june 2013.



The Government responded...

Approved 2 of the 3 Pending Laws on Corruption.



Brazilian market trends on Compliance

Organisations with different levels of compliance maturity – from high, medium, low to non-existent – requiring different and adaptable actions, according to their own business and industry realities.

Current Scenario

- Vulnerabilities and inconsistencies in the Tone at the top (Compliance culture).
- Sensation of exemption from prosecution.
- Compliance seeing as an inhibitor to business.
- Absence or lack of internal controls.
- Compliance policies and procedures which do not have a proper solid platform on the daily business of the companies.



Changing scenario

- Changes at the Organisational Culture.
- More severe punishments/fines.
- Individuals can go to jail or being fined.
- Organisations can be fined up to 20% of Group's proceeds and have other administrative and legal sanctions.
- Continuous monitoring.
- Compliance acting as a business driver and not an inhibitor.
- Internal controls improving (mitigating risks).
- Compliance area has increased its importance.
- Corporate Governance good practices more valued.

Source: IBGC - Instituto Brasileiro de Governança Corporativa.

Brazilian market trends on Compliance

New Anticorruption Law is allowing Brazil to finally being able to adhere to International Agreements

Comply Internationally

The Brazilian anticorruption law has created a more favourable environment for Ethics on business, allowing it to advance on the agenda against corruption, adjusting to the OCDE Convention (*Organisation de Coopération et de Développement Économiques*) against public servers bribery on international transactions; to the UN Convention and to the Anticorruption Interamerican Convencion (Organization of American States – OAS), particularly on the issue of having clear responsibility for business organisations regarding their acts on corruption against national and international administration.



New Challenges

- All business organisation (regardless the size) should have to establish a Compliance and Risk management process;
- Difficulties on implementing integrity policies and practices;
- Lack of knowledge of Compliance Processes
- Lack of systems to identify, correct and monitore frauds.

NEW COMPLIANCE
ERA FOR BRAZIL
HAS JUST BEGAN!

We are not sure if
it will be good or
bad, but certainly
it will be
DIFFERENT!





Grupo Libra

Thank you!

www.grupolibra.com.br