

Stimulate sustainable economic growth through climate change management

Iberia 125 Climate Change Report 2012
On behalf of 655 investors
with assets of US\$ 78 trillion

Report writer:



Scoring partner:



CDP Investor Members 2012

CDP works with investors globally to advance the investment opportunities and reduce the risks posed by climate change by asking almost 6,000 of the world's largest companies to report on their climate strategies, GHG emissions and energy use in the standardized Investor CDP format. To learn more about CDP's member offering and becoming a member, please contact us or visit the CDP Investor Member section at <https://www.cdproject.net/investormembers>

Aegon

AKBANK T.A.S.

Allianz Global Investors

Aviva Investors

AXA Group

Bank of America Merrill Lynch

Bendigo and Adelaide Bank

Blackrock

BP Investment Management

California Public Employees Retirement System - CalPERS

California State Teachers Retirement Fund - CalSTRS

Calvert Asset Management Company

Catholic Super

CCLA

Daiwa Asset Management Co. Ltd.

Generation Investment Management

HSBC Holdings

KLP

Legg Mason

London Pension Fund Authority

Mongeral Aegon Seguros e Previdência S/A

Morgan Stanley

National Australia Bank

NEI Investments

Neuberger Berman

Newton Investment Management Ltd

Nordea Investment Management

Norges Bank Investment Management

PFA Pension

Robeco

Rockefeller & Co.

SAM Group

Sampension KP

Livsforsikring A/S

Schroders

Scottish Widows Investment Partnership

SEB

Sompo Japan Insurance Inc

Standard Chartered

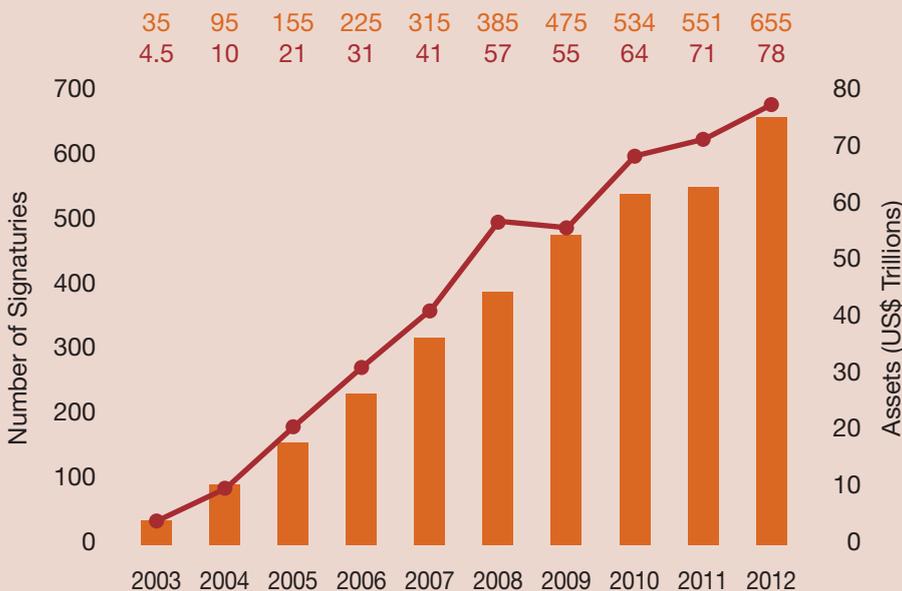
TD Asset Management Inc. and TDAM USA Inc.

The RBS Group

The Wellcome Trust

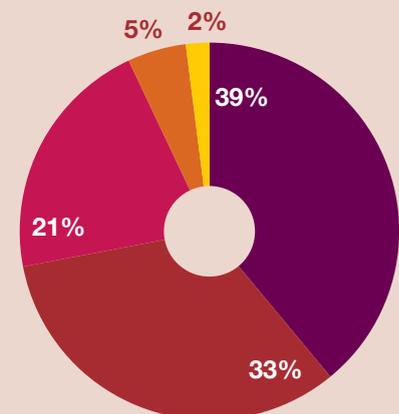
1 CDP INVESTOR SIGNATORIES & ASSETS (US\$ TRILLION) AGAINST TIME

- Investor CDP Signatories
- Investor CDP Signatory Assets



2 2012 SIGNATORY INVESTOR BREAKDOWN

- 259 Asset Managers
- 220 Asset Owners
- 143 Banks
- 33 Insurance
- 13 Other



CDP Signatory Investors 2012

655 financial institutions with assets of US\$78 trillion were signatories to the CDP 2012 information request dated February 1st, 2012

Aberdeen Asset Managers
 Aberden Immobilien KAG mbH
 ABRAPP - Associação Brasileira das Entidades Fechadas de Previdência Complementar
 Achmea NV
 Active Earth Investment Management
 Acuity Investment Management
 Addenda Capital Inc.
 Advanced Investment Partners
 AEGON N.V.
 AEGON-INDUSTRIAL Fund Management Co., Ltd
 AFP Integra
 AIG Asset Management
 AK Asset Management Inc.
 AKBANK T.A. .
 Alberta Investment Management Corporation (AIMCo)
 Alberta Teachers Retirement Fund
 Alcyone Finance
 AllenbridgeEpic Investment Advisers Limited
 Allianz Elementar Versicherungs-AG
 Allianz Global Investors Kapitalanlagegesellschaft mbH
 Allianz Group
 Altira Group
 Amalgamated Bank
 AMP Capital Investors
 AmpegaGerling Investment GmbH
 Amundi AM
 ANBIMA – Associação Brasileira das Entidades dos Mercados Financeiro e de Capitais
 Antera Gestão de Recursos S.A.
 APG
 AQEX LLC
 Aquila Capital
 Arisaig Partners Asia Pte Ltd
 Arma Portföy Yönetimi A. .
 ASM Administradora de Recursos S.A.
 ASN Bank
 Assicurazioni Generali Spa
 ATI Asset Management
 ATP Group
 Australia and New Zealand Banking Group Limited
 Australian Ethical Investment
 AustralianSuper
 Avaron Asset Management AS
 Aviva Investors
 Aviva plc
 AXA Group
 Baillie Gifford & Co.
 BaltCap
 BANCA CÍVICA S.A.
 Banca Monte dei Paschi di Siena Group
 Banco Bradesco S/A
 Banco Comercial Português S.A.
 Banco de Credito del Peru BCP
 Banco de Galicia y Buenos Aires S.A.
 Banco do Brasil S/A
 Banco Espírito Santo, SA
 Banco Nacional de Desenvolvimento Econômico e Social - BNDES
 Banco Popular Español
 Banco Sabadell, S.A.
 Banco Santander
 Banesprev – Fundo Banespa de Seguridade Social
 Banesto
 Bank Handlowy w Warszawie S.A.
 Bank of America Merrill Lynch
 Bank of Montreal
 Bank Vontobel
 Bankhaus Schelhammer & Schattera
 Kapitalanlagegesellschaft m.b.H.
 BANKIA S.A.
 BANKINTER
 BankInvest
 Banque Degroof
 Banque Libano-Francaise
 Barclays
 Basellandschaftliche Kantonalbank
 BASF Sociedade de Previdência Complementar
 Basler Kantonalbank
 Bâtirente

Baumann and Partners S.A.
 Bayern LB
 BayernInvest Kapitalanlagegesellschaft mbH
 BBC Pension Trust Ltd
 BBVA
 Bedfordshire Pension Fund
 Beetle Capital
 BEFIMMO SCA
 Bendigo & Adelaide Bank Limited
 Bentall Kennedy
 Berenberg Bank
 Berti Investments
 BioFinance Administração de Recursos de Terceiros Ltda
 BlackRock
 Blom Bank SAL
 Blumenthal Foundation
 BNP Paribas Investment Partners
 BNY Mellon
 BNY Mellon Service Kapitalanlage Gesellschaft
 Boston Common Asset Management, LLC
 BP Investment Management Limited
 Brasilprev Seguros e Previdência S/A.
 British Airways Pension Investment Management Limited
 British Columbia Investment Management Corporation (bcIMC)
 BT Investment Management
 Busan Bank
 CAAT Pension Plan
 Cadiz Holdings Limited
 Caisse de dépôt et placement du Québec
 Caisse des Dépôts
 Caixa Beneficente dos Empregados da Companhia Siderurgica Nacional - CBS
 Caixa de Previdência dos Funcionários do Banco do Nordeste do Brasil (CAPEF)
 Caixa Econômica Federal
 Caixa Geral de Depositos
 CaixaBank, S.A
 California Public Employees' Retirement System
 California State Teachers' Retirement System
 California State Treasurer
 Calvert Investment Management, Inc
 Canada Pension Plan Investment Board
 Canadian Friends Service Committee (Quakers)
 Canadian Imperial Bank of Commerce (CIBC)
 Canadian Labour Congress Staff Pension Fund
 CAPESESP
 Capital Innovations, LLC
 CARE Super
 Carmignac Gestion
 Catherine Donnelly Foundation
 Catholic Super
 CBF Church of England Funds
 CBRE
 Cbus Superannuation Fund
 CCLA Investment Management Ltd
 Celeste Funds Management Limited
 Central Finance Board of the Methodist Church
 Ceres
 CERES-Fundação de Seguridade Social
 Change Investment Management
 Christian Brothers Investment Services
 Christian Super
 Christopher Reynolds Foundation
 Church Commissioners for England
 Church of England Pensions Board
 CI Mutual Funds' Signature Global Advisors
 City Developments Limited
 Clean Yield Asset Management
 ClearBridge Advisors
 Climate Change Capital Group Ltd
 CM-CIC Asset Management
 Colonial First State Global Asset Management
 Comerica Incorporated
 COMGEST
 Commerzbank AG
 Commlnsure
 Commonwealth Bank Australia
 Commonwealth Superannuation Corporation
 Compton Foundation
 Concordia Versicherungsgruppe
 Connecticut Retirement Plans and Trust Funds
 Co-operative Financial Services (CFS)
 Credit Suisse
 Daegu Bank
 Daesung Capital Management
 Daiwa Asset Management Co. Ltd.
 Daiwa Securities Group Inc.
 Dalton Nicol Reid

de Pury Pictet Turrettini & Cie S.A.
 DekaBank Deutsche Girozentrale
 Delta Lloyd Asset Management
 Deutsche Asset Management Investmentgesellschaft mbH
 Deutsche Bank AG
 Development Bank of Japan Inc.
 Development Bank of the Philippines (DBP)
 Dexia Asset Management
 Dexus Property Group
 DnB ASA
 Domini Social Investments LLC
 Dongbu Insurance
 DWS Investment GmbH
 Earth Capital Partners LLP
 East Sussex Pension Fund
 Ecclesiastical Investment Management
 Ecofi Investissements - Groupe Credit Cooperatif
 Edward W. Hazen Foundation
 EEA Group Ltd
 Elan Capital Partners
 Element Investment Managers
 ELETRA - Fundação Celg de Seguros e Previdência
 Environment Agency Active Pension fund
 Epworth Investment Management
 Equilibrium Capital Group
 equinet Bank AG
 Erik Penser Fondkommission
 Erste Asset Management
 Erste Group Bank
 Essex Investment Management Company, LLC
 ESSSuper
 Ethos Foundation
 Etica Sgr
 Eureka Funds Management
 Eurizon Capital SGR
 Evangelical Lutheran Church in Canada Pension Plan for Clergy and Lay Workers
 Evangelical Lutheran Foundation of Eastern Canada
 Evli Bank Plc
 F&C Investments
 FACEB – FUNDAÇÃO DE PREVIDÊNCIA DOS EMPREGADOS DA CEB
 FAELCE – Fundacao Coelce de Seguridade Social
 FAPERS - Fundação Assistencial e Previdenciária da Extensão Rural do Rio Grande do Sul
 FASERN - Fundação COSERN de Previdência Complementar
 Fédérés Gestion d'Actifs
 FIDURA Capital Consult GmbH
 FIM Asset Management Ltd
 FIM Services
 FIPECq - Fundação de Previdência Complementar dos Empregados e Servidores da FINEP, do IPEA, do CNPq
 FIRA. - Banco de Mexico
 First Affirmative Financial Network, LLC
 First Swedish National Pension Fund (AP1)
 Firstrand Group Limited
 Five Oceans Asset Management
 Florida State Board of Administration (SBA)
 Folketrygdfondet
 Folksam
 Fondation CSN
 Fondation de Luxembourg
 Forma Futura Invest AG
 Fourth Swedish National Pension Fund, (AP4)
 FRANKFURT-TRUST Investment-Gesellschaft mbH
 Fukoku Capital Management Inc
 FUNCEF - Fundação dos Economistas Federais
 Fundação AMPLA de Seguridade Social - Brasileiros
 Fundação Atlântico de Seguridade Social
 Fundação Atílio Francisco Xavier Fontana
 Fundação Banrisul de Seguridade Social
 Fundação BRDE de Previdência Complementar - ISBRE
 Fundação Chef de Assistência e Seguridade Social - Fachesf
 Fundação Corsan - dos Funcionários da Companhia Riograndense de Saneamento
 Fundação de Assistência e Previdência Social do BNDES - FAPES
 FUNDAÇÃO ELETROBRÁS DE SEGURIDADE SOCIAL - ELETROS
 Fundação Forluminas de Seguridade Social - FORLUZ
 Fundação Itaipu BR - de Previdência e Assistência Social
 FUNDAÇÃO ITAUBANCO
 Fundação Itaúsa Industrial
 Fundação Promon de Previdência Social
 Fundação Rede Ferroviária de Seguridade Social - Refer
 FUNDAÇÃO SANEPAR DE PREVIDÊNCIA E ASSISTÊNCIA SOCIAL - FUSAN

Fundação Sistel de Seguridade Social (Sistel)
Fundação Vale do Rio Doce de Seguridade Social - VALIA
FUNDIAGUA - FUNDAÇÃO DE PREVIDENCIA
COMPLEMENTAR DA CAESB
Futuregrowth Asset Management
Garanti Bank
GEAP Fundação de Seguridade Social
Generali Deutschland Holding AG
Generation Investment Management
Genus Capital Management
Gjensidige Forsikring ASA
Global Forestry Capital SARL
GLS Gemeinschaftsbank eG
Goldman Sachs Group Inc.
GOOD GROWTH INSTITUT für globale
Vermögensentwicklung mbH
Governance for Owners
Government Employees Pension Fund ("GEPF"), Republic of
South Africa
GPT Group
Graubündner Kantonalbank
Greater Manchester Pension Fund
Green Cay Asset Management
Green Century Capital Management
GROUPAMA EMEKLILIK A. .
GROUPAMA SIGORTA A. .
Groupe Crédit Coopératif
Groupe Investissement Responsable Inc.
GROUPE OFI AM
Grupo Financiero Banorte SAB de CV
Grupo Santander Brasil
Gruppo Bancario Credito Valtellinese
Guardians of New Zealand Superannuation
Hanwha Asset Management Company
Harbour Asset Management
Harrington Investments, Inc
Hauck & Aufhäuser Asset Management GmbH
Hazel Capital LLP
HDFC Bank Ltd
Healthcare of Ontario Pension Plan (HOOPP)
Helaba Invest Kapitalanlagegesellschaft mbH
Henderson Global Investors
Hermes Fund Managers
HESTA Super
HIP Investor
Holden & Partners
HSBC Global Asset Management (Deutschland) GmbH
HSBC Holdings plc
HSBC INKA Internationale Kapitalanlagegesellschaft mbH
HUMANIS
Hyundai Marine & Fire Insurance. Co., Ltd.
Hyundai Securities Co., Ltd.
IBK Securities
IDBI Bank Ltd
Illinois State Board of Investment
Imarinen Mutual Pension Insurance Company
Impax Asset Management
IndusInd Bank Limited
Industrial Alliance Insurance and Financial Services Inc.
Industrial Bank (A)
Industrial Bank of Korea
Industrial Development Corporation
Industry Funds Management
Infrastructure Development Finance Company
ING Group N.V.
Insight Investment Management (Global) Ltd
Instituto de Seguridade Social dos Correios e Telégrafos-
Postalis
Instituto Infraero de Seguridade Social - INFRAPREV
Instituto Sebrae De Seguridade Social - SEBRAEPREV
Insurance Australia Group
IntReal KAG
Investec Asset Management
Investing for Good CIC Ltd
Irish Life Investment Managers
Itau Asset Management
Itaú Unibanco Holding S A
Janus Capital Group Inc.
Jarislowsky Fraser Limited
JOHNSON & JOHNSON SOCIEDADE PREVIDENCIARIA
JPMorgan Chase & Co.
Jubitz Family Foundation
Jupiter Asset Management
Kaiser Ritter Partner (Schweiz) AG
KB Kookmin Bank
KBC Asset Management NV
KBC Group
KCPS Private Wealth Management
KDB Asset Management Co., Ltd.

KDB Daewoo Securities
KEPLER-FONDS Kapitalanlagegesellschaft m. b. H.
Keva
KfW Bankengruppe
Killik & Co LLP
Kiwi Income Property Trust
Kleinwort Benson Investors
KlimaINVEST
KLP
Korea Investment Management Co., Ltd.
Korea Technology Finance Corporation (KOTEC)
KPA Pension
Kyrkans pensionskassa
La Banque Postale Asset Management
La Financiere Responsable
Lampe Asset Management GmbH
Landsorganisationen i Sverige
LBBW - Landesbank Baden-Württemberg
LBBW Asset Management Investmentgesellschaft mbH
LD Lönmodtagernes Dyrtidsfond
Legal & General Investment Management
Legg Mason Global Asset Management
LGT Capital Management Ltd.
LIG Insurance Co., Ltd
Light Green Advisors, LLC
Living Planet Fund Management Company S.A.
Lloyds Banking Group
Local Authority Pension Fund Forum
Local Government Super
Local Super
Logos portföy Yönetimi A. .
London Pensions Fund Authority
Lothian Pension Fund
LUCRF Super
Lupus alpha Asset Management GmbH
Macquarie Group Limited
MagNet Magyar Közösségi Bank Zrt.
MainFirst Bank AG
MAMA Sustainable Incubation AG
Man
MAPFRE
Maple-Brown Abbott
Marc J. Lane Investment Management, Inc.
Maryland State Treasurer
Matrix Asset Management
MATRIX GROUP LTD
McLean Budden
MEAG MUNICH ERGO AssetManagement GmbH
Meeschaert Gestion Privée
Meiji Yasuda Life Insurance Company
Mendesprev Sociedade Previdenciária
Merck Family Fund
Mercy Investment Services, Inc.
Mergence Investment Managers
Meritas Mutual Funds
MetallRente GmbH
Metrus – Instituto de Seguridade Social
Metzler Asset Management GmbH
MFS Investment Management
Midas International Asset Management
Miller/Howard Investments
Mirae Asset Global Investments Co. Ltd.
Mirae Asset Securities
Mirvac Group Ltd
Missionary Oblates of Mary Immaculate
Mistra, Foundation for Strategic Environmental Research
Mitsubishi UFJ Financial Group
Mitsui Sumitomo Insurance Co.,Ltd
Mizuho Financial Group, Inc.
Mn Services
Momentum Manager of Managers (Pty) Limited
Monega Kapitalanlagegesellschaft mbH
Mongeral Aegon Seguros e Previdência S/A
Morgan Stanley
Mountain Cleantech AG
MTAA Superannuation Fund
Mutual Insurance Company Pension-Fennia
Nanuk Asset Management
Natcan Investment Management
Nathan Cummings Foundation, The
National Australia Bank
National Bank of Canada
NATIONAL BANK OF GREECE S.A.
National Grid Electricity Group of the Electricity Supply
Pension Scheme
National Grid UK Pension Scheme
National Pensions Reserve Fund of Ireland
National Union of Public and General Employees (NUPGE)
NATIXIS

“Banco Santander and the FC2E (Carbon Fund for Spanish Companies) are analyzing the business potential and participation in the emission reduction sector in the post-Kyoto period as well as the development of regulations and national and international legislation that will govern this market.”

Banco Santander

Nedbank Limited	Resolution	The Bullitt Foundation
Needmor Fund	Resona Bank, Limited	The Central Church Fund of Finland
NEI Investments	Reynders McVeigh Capital Management	The Children's Investment Fund Management (UK) LLP
Nelson Capital Management, LLC	RLAM	The Collins Foundation
Neuberger Berman	Robeco	The Co-operative Asset Management
New Alternatives Fund Inc.	Robert & Patricia Switzer Foundation	The Co-operators Group Ltd
New Amsterdam Partners LLC	Rockefeller Financial (trade name used by Rockefeller & Co., Inc.)	The Daly Foundation
New Mexico State Treasurer	Rose Foundation for Communities and the Environment	The Environmental Investment Partnership LLP
New York City Employees Retirement System	Rothschild	The Hartford Financial Services Group, Inc.
New York City Teachers Retirement System	Royal Bank of Canada	The Joseph Rowntree Charitable Trust
New York State Common Retirement Fund (NYSCRF)	Royal Bank of Scotland Group	The Korea Teachers Pension (KTP)
Newton Investment Management Limited	RPMI Railpen Investments	The Pension Plan For Employees of the Public Service Alliance of Canada
NGS Super	RREEF Investment GmbH	The Pinch Group
NH-CA Asset Management	Russell Investments	The Presbyterian Church in Canada
Nikko Asset Management Co., Ltd.	SAM Group	The Russell Family Foundation
Nipponkoa Insurance Company, Ltd	SAMPENSION KP LIVSFORSIKRING A/S	The Sandy River Charitable Foundation
Nissay Asset Management Corporation	SAMSUNG FIRE & MARINE INSURANCE	The Shiga Bank, Ltd.
NORD/LB Kapitalanlagegesellschaft AG	Samsung Securities	The Sisters of St. Ann
Nordea Investment Management	Sanlam Life Insurance Ltd	The United Church of Canada - General Council
Norfolk Pension Fund	Santa Fé Portfolios Ltda	The University of Edinburgh Endowment Fund
Norges Bank Investment Management	Santam	The Wellcome Trust
North Carolina Retirement System	Sarasin & Cie AG	Third Swedish National Pension Fund (AP3)
Northern Ireland Local Government Officers' Superannuation Committee (NILGOSC)	SAS Trustee Corporation	Threadneedle Asset Management
NORTHERN STAR GROUP	Sauren Finanzdienstleistungen GmbH & Co. KG	TOBAM
Northern Trust	Schroders	Tokio Marine Holdings, Inc
Northward Capital Pty Ltd	Scotiabank	Toronto Atmospheric Fund
Nykredit	Scottish Widows Investment Partnership	Trillium Asset Management Corporation
Oddo & Cie	SEB	Triodos Investment Management
OECO Capital Lebensversicherung AG	SEB Asset Management AG	Tri-State Coalition for Responsible Investment
ÖKOWORLD	Second Swedish National Pension Fund (AP2)	Tryg
Old Mutual plc	Seligson & Co Fund Management Plc	UBS
OMERS Administration Corporation	Sentinel Investments	Unibail-Rodamco
Ontario Teachers' Pension Plan	SERPROS - Fundo Multipatrocinado	UniCredit SpA
OP Fund Management Company Ltd	Service Employees International Union Pension Fund	Union Asset Management Holding AG
Oppenheim & Co. Limited	Seventh Swedish National Pension Fund (AP7)	Union Investment Privatfonds GmbH
Oppenheim Fonds Trust GmbH	Shinhan Bank	Unione di Banche Italiane S.c.p.a.
Opplysningsvesenets fond (The Norwegian Church Endowment)	Shinhan BNP Paribas Investment Trust Management Co., Ltd	Unionen
OPTrust	Shinkin Asset Management Co., Ltd	Unipension
Oregon State Treasurer	Siemens Kapitalanlagegesellschaft mbH	UNISON staff pension scheme
Orion Energy Systems	Signet Capital Management Ltd	UniSuper
Osmosis Investment Management	Smith Pierce, LLC	Unitarian Universalist Association
Parnassus Investments	SNS Asset Management	United Methodist Church General Board of Pension and Health Benefits
Pax World Funds	Social(k)	United Nations Foundation
Pensioenfonds Vervoer	Sociedade de Previdencia Complementar da Dataprev - Prevdata	Unity Trust Bank
Pension Denmark	Socrates Fund Management	Universities Superannuation Scheme (USS)
Pension Fund for Danish Lawyers and Economists	Solaris Investment Management Limited	Vancity Group of Companies
Pension Protection Fund	Sompo Japan Insurance Inc.	VCH Vermögensverwaltung AG
Pensionsmyndigheten	Sopher Investment Management	Ventas, Inc.
Perpetual Investments	SouthPeak Investment Management	Veris Wealth Partners
PETROS - The Fundação Petrobras de Seguridade Social	SPF Beheer bv	Veritas Investment Trust GmbH
PFA Pension	Sprucegrove Investment Management Ltd	Vermont State Treasurer
PGGM Vermogensbeheer	Standard Bank Group	Vexiom Capital, L.P.
Phillips, Hager & North Investment Management Ltd.	Standard Chartered	VicSuper
PhiTrust Active Investors	Standard Chartered Korea Limited	Victorian Funds Management Corporation
Pictet Asset Management SA	Standard Life Investments	VietNam Holding Ltd.
Pioneer Investments	State Bank of India	Voigt & Coll. GmbH
PIRAEUS BANK	State Street Corporation	VOLKSBANK INVESTMENTS
PKA	StatewideSuper	Waikato Community Trust Inc
Pluris Sustainable Investments SA	StoreBrand ASA	Walden Asset Management, a division of Boston Trust & Investment Management Company
PNC Financial Services Group, Inc.	Strathclyde Pension Fund	WARBURG - HENDERSON Kapitalanlagegesellschaft für Immobilien mbH
Pohjola Asset Management Ltd	Stratus Group	WARBURG INVEST KAPITALANLAGEGESELLSCHAFT MBH
Polden-Puckham Charitable Foundation	Sumitomo Mitsui Financial Group	Water Asset Management, LLC
Portfolio 21 Investments	Sumitomo Mitsui Trust Holdings, Inc.	Wells Fargo & Company
Porto Seguro S.A.	Sun Life Financial Inc.	West Yorkshire Pension Fund
Power Finance Corporation Limited	Superfund Asset Management GmbH	WestLB Mellon Asset Management (WMAM)
PREVHAB PREVIDÊNCIA COMPLEMENTAR	SUSI Partners AG	Westpac Banking Corporation
PREVI Caixa de Previdência dos Funcionários do Banco do Brasil	Sustainable Capital	WHEB Asset Management
PREVIG Sociedade de Previdência Complementar	Sustainable Development Capital	White Owl Capital AG
ProLogis	Svenska Kyrkan, Church of Sweden	Winslow Management, A Brown Advisory Investment Group
Provincial Rheinland Holding	Swedbank AB	Woori Bank
Prudential Investment Management	Swift Foundation	Woori Investment & Securities Co., Ltd.
Prudential Plc	Swiss Re	YES BANK Limited
Psagot Investment House Ltd	Swisscanto Asset Management AG	York University Pension Fund
PSP Investments	Syntrus Achmea Asset Management	Youville Provident Fund Inc.
Q Capital Partners	T. Rowe Price	Zegora Investment Management
QBE Insurance Group	T. SINAI KALKINMA BANKASI A. .	Zevin Asset Management
Rabobank	Tata Capital Limited	Zurich Cantonal Bank
Raiffeisen Fund Management Hungary Ltd.	TD Asset Management Inc. and TDAM USA Inc.	
Raiffeisen Kapitalanlage-Gesellschaft m.b.H.	Teachers Insurance and Annuity Association - College Retirement Equities Fund	
Raiffeisen Schweiz Genossenschaft	Telluride Association	
Rathbones / Rathbone Greenbank Investments	Tempis Asset Management Co. Ltd	
RCM (Allianz Global Investors)	Terra Forvaltning AS	
Real Grandeza Fundação de Previdência e Assistência Social	TerraVerde Capital Management LLC	
Rei Super	TfL Pension Fund	
Reliance Capital Ltd	The ASB Community Trust	
	The Brainerd Foundation	

Contents

“Development of low carbon financial products and services aligned with the banks climate change strategy represents new business opportunities and with them the possibility of expanding the banks market share.”

Caixa Geral de Depositos

Guest Foreword – Dr Janez Potočnik. European Commissioner for the Environment	6
CEO Foreword	7
Letter from Spain	8
Letter from Portugal	9
Prologue from ECODES	10
PwC Commentary	11
Executive summary	12
Key Themes and Highlights	14
Progress towards a low carbon economy	14
The drivers and barriers to carbon action	17
Improving climate change governance?	20
Commentary from Euronatura: Carbon Management Landscape in Portugal	22
2012 Leaders	23
CDLI	24
CPLI	25
Telefónica perspective	26
Sector analysis	27
Financials	28
Industrials	30
Utilities	32
Investor perspective	34
Key statistics	35
Appendix	38

Important Notice

The contents of this report may be used by anyone providing acknowledgement is given to Carbon Disclosure Project (CDP). This does not represent a license to repackage or resell any of the data reported to CDP or the contributing authors and presented in this report. If you intend to repackage or resell any of the contents of this report, you need to obtain express permission from CDP before doing so.

Ecodes and CDP have prepared the data and analysis in this report based on responses to the CDP 2012 information request. No representation or warranty (express or implied) is given by Ecodes or CDP as to the accuracy or completeness of the information and opinions contained in this report. You should not act upon the information contained in this publication without obtaining specific professional advice. To the extent permitted by law, Ecodes and CDP do not accept or assume any liability, responsibility or duty of care for any consequences of you or anyone else acting, or refraining to act, in reliance on the information contained in this report or for any decision based on it. All information and views expressed herein by Ecodes and CDP are based on their

judgment at the time of this report and are subject to change without notice due to economic, political, industry and firm-specific factors. Guest commentaries where included in this report reflect the views of their respective authors; their inclusion is not an endorsement of them.

Ecodes and CDP, their affiliated member firms or companies, or their respective shareholders, members, partners, principals, directors, officers and/or employees, may have a position in the securities of the companies discussed herein. The securities of the companies mentioned in this document may not be eligible for sale in some states or countries, nor suitable for all types of investors; their value and the income they produce may fluctuate and/or be adversely affected by exchange rates.

Carbon Disclosure Project' and 'CDP' refer to Carbon Disclosure Project, a United Kingdom company limited by guarantee, registered as a United Kingdom charity number 1122330.

© 2012 Carbon Disclosure Project and Ecodes. All rights reserved.

Guest Foreword



“We need to promote competitiveness, prosperity and quality of life within the limits of our planet.”

Copyright: EU

As the world struggles to exit from the financial and economic turmoil, we must look ahead and focus not only on jobs and growth, but also on the type of growth we want. We can no longer continue to ignore the severity of debt in our natural capital. Environmental degradation is becoming more and more evident everywhere. The state of our oceans, soils, forests and biodiversity, and the impacts of climate change are just some of the signs that we are beginning to see. This will have severe consequences not only on health and the environment but also on the economy.

If we do not want resource scarcities and pressures to be a major constraint on growth in the near future, we need to promote competitiveness, prosperity and quality of life within the limits of our planet. This is why the European Commission places resource efficiency at the centre of its agenda for economic transformation. The objective is to achieve environmentally compatible growth, decoupling resource use from economic growth and reducing greenhouse gas emissions.

The important impact of better resource efficiency on climate change is too often underestimated. This is why I welcome CDP's vision to widen its scope to include

natural capital and resources. It reflects an important change in the approach of corporations. Companies need stronger, more long-term price signals to produce returns on investment, and it is for public authorities to provide the right signals, incentives, direction and most importantly leadership. We need to move from a short-term to a more long-term vision that will help us see that there is a clear link between resource efficiency and increased profitability, and improve on both.

Our most important resource is our natural capital and the benefits that we draw from nature year after year. If we erode that capital for short-term gains, we are simply gambling with our future. There will be no growth in the future if it is not sustainable, if it is not resource efficient. This is already necessary for our generation, but indispensable for the next.

A handwritten signature in black ink, which appears to read "Janez Potočnik". The signature is written in a cursive style and is positioned above the printed name and title.

Dr. Janez Potočnik
European Commissioner for the Environment

CEO Foreword



“CDP has pioneered the only global system that collects information about corporate behaviour on climate change and water scarcity, on behalf of market forces, including shareholders and purchasing corporations.”

The pressure is growing for companies to build long-term resilience in their business. The unprecedented debt crisis that has hit many parts of the world has sparked a growing understanding that short-termism can bring an established economic system to breaking point. As some national economies have been brought to their knees in recent months, we are reminded that nature’s system is under threat through the depletion of the world’s finite natural resources and the rise of greenhouse gas emissions.

Business and economies globally have already been impacted by the increased frequency and severity of extreme weather events, which scientists are increasingly linking to climate change¹. Bad harvests due to unusual weather have this year rocked the agricultural industry, with the price of grain, corn and soybeans reaching an all time high. Last year, Intel lost \$1 billion in revenue and the Japanese automotive industry were expected to lose around \$450 million of profits as a result of the business interruption floods caused to their Thailand-based suppliers.

It is vital that we internalize the costs of future environmental damage into today’s decisions by putting an effective price on carbon. Whilst regulation is slow, a growing number of jurisdictions have introduced carbon pricing with carbon taxes or cap-and-trade schemes. The most established remains the EU Emissions Trading Scheme but moves have also been made in Australia, California, China and South Korea among others.

Enabling better decisions by providing investors, companies and governments with high quality information on how companies are managing their response to climate change and mitigating the risks from natural resource constraints has never been more important.

CDP has pioneered the only global system that collects information about corporate behaviour on climate change and water scarcity, on behalf of market forces, including shareholders and purchasing corporations. CDP works to accelerate action on climate change through disclosure and more recently through its Carbon Action program. In 2012, on behalf of its Carbon Action signatory investors CDP engaged 205 companies in the Global 500 to request they set an emissions reduction target; 61 of these companies have now done so.

CDP continues to evolve and respond to market needs. This year we announced that the Global Canopy Programme’s Forest Footprint Disclosure Project will merge with CDP over the next two years. Bringing forests, which are critically linked to both climate and water security, into the CDP system will enable companies and investors to rely on one source of primary data for this set of interrelated issues.

Accounting for and valuing the world’s natural capital is fundamental to building economic stability and prosperity. Companies that work to decouple greenhouse gas emissions from financial returns have the potential for both short and long-term cost savings, sustainable revenue generation and a more resilient future.

A handwritten signature in black ink that reads "Paul Simpson". The signature is written in a cursive, flowing style.

Paul Simpson
CEO Carbon Disclosure Project

1: The State of the Climate in 2011 report, led by the National Oceanographic and Atmospheric Administration (NOAA) in the US and published as part of the Bulletin of the American Meteorological Society (BAMS)

Letter from Spain



"The Spanish environmental industry is a key factor of the competitiveness of our economy, a key exporter and a generator of employment."

Since assuming the portfolio of Minister of Agriculture, Food and the Environment, I have witnessed the importance of climate change for the Spanish business sector as well as the leadership role that our enterprises are playing in the necessary transition to a green, sustainable and low-carbon economy.

The transition to a green and low-carbon economy, imposed by the reality of climate change and the current economic crisis, requires leadership and important mutual and cooperative efforts by all involved stakeholders. The leadership of the Spanish business sector will help us to bring about this change.

The Spanish environmental industry is a key factor of the competitiveness of our economy, a key exporter and a generator of employment. Despite the effects of the economic crisis, the Spanish clean technology companies have demonstrated maturity, strength and an ability to adapt to new challenges.

Moreover, the major Spanish companies confirm, for the fifth consecutive year as reflected in this CDP Iberia 125 Climate Change Report 2012, their unwavering commitment and show strong leadership to confront the important challenges posed by climate change.

The public sector is also firmly committed to this common enterprise. The government of Spain has launched important initiatives to promote the transition to a low carbon economy in our country. The Carbon Fund for a Sustainable Economy (FES-CO2) is proving to be an essential tool for supporting the transformation of Spain's system of production. With nearly 200 project applications submitted under the first call for Climate Projects for the

reduction of carbon emissions in the diffuse sectors, the FES-CO2 is a clear indicator of the high activity of Spanish companies and their desire for and commitment to a low carbon economy. Furthermore, the implementation of initiatives such as the promotion of carbon footprints awareness and the development of a strategy for the reduction of emissions from the diffuse sectors by 10% by 2020, establish key components that help us move towards more sustainable production and consumption patterns.

In the transition to a green economy, the role of the private sector and public-private partnerships are key to success. All business and productive sectors should help trigger and drive this change. The private sector should take the initiative, take risks and seize opportunities in strategic sectors. From the public sector, we must continue working to create a stable regulatory framework to minimize the risks, facilitate investment and encourage private participation.

The CDP Iberia 125 Climate Change Report 2012 confirms that Spanish and Portuguese companies are engaged in this common effort, have taken firm steps towards more sustainable, low-carbon models, have integrated climate change in their business strategies and consider climate change a source of opportunity.

I express my gratitude to CDP, ECODES and PwC, as well as to all those involved in this year's edition of the report for their efforts and good results, and encourage you to continue working in this endeavor to turn the opportunities associated with climate change into reality.

Miguel Arias Cañete
Minister of Agriculture, Food and the Environment

Letter from Portugal



“With investors making climate risks and opportunities a part of the investment equation, sustainable projects and companies will surely gain leverage to attract capital.”

Climate change presents itself as one of the biggest challenges of our time. The environmental transformations caused by climate change can result in an acute competition for scarce natural resources, affecting social and political stability in many regions and placing global security and development under threat.

In order to find solutions for such a complex problem, governments should count on the cooperation of the business sector. Challenging as it may be, lowering the carbon intensity of the world economy is now as pressing as economically advantageous. There is economic value attached to energy efficiency beyond direct money savings, are the positive gains as to investors' assessments.

The Carbon Disclosure Project, as an investor-driven initiative, shows how the capital markets and investors, by using this data to appraise investment decisions, are able to set in motion best practices concerning corporations' climate related performance, strategy and transparency.

With investors making climate risks and opportunities a part of the investment equation, sustainable projects and companies will surely gain leverage to attract capital; this is a unique asset that the Carbon Disclosure Project is bringing to the Portuguese corporate and investment landscape. The Portuguese Government understands the competitive advantage the country can obtain by achieving leadership on low-carbon technology and industries, thereby enabling the economy to promote job creation in a carbon-constrained world.

It is encouraging to see how companies in Portugal are able and willing to disclose their emissions data, carbon strategies and opportunities/risks associated with climate change. The efforts companies are currently undertaking to assess and manage their emissions, as portrayed in this report, preempts future national policies that should include companies that are presently not covered by the EU ETS. These policies will add to the recently launched “National Low-Carbon Road Map 2050” as tools for guiding business into an emissions reduction path, which we predict will spur innovation within companies. These two aspects combined – innovation and low emissions – are key to re-launch national economic growth, as they generate “green” jobs and decrease foreign energy dependence and lessen the trade deficit.

In the future I hope to see more Portuguese companies ready to respond to the Carbon Disclosure Project, as it continues its important mission of accelerating solutions to climate change by putting relevant information at the heart of business, policy and investment decisions.

Assunção Cristas
Minister of Agriculture, Sea,
Environment and Regional Planning

Prologue from ECODES



“If a company does not take sufficient account of the risks that climate change poses for its business, investors will rightfully be more reluctant to invest in it.”

The crisis has not slowed the climate commitment

Hurricane Sandy, and its undeniable link to global climate change, marked the last phase of the U.S. presidential election campaign, demonstrating the impossibility of ignoring or minimizing the real and destructive threat posed by such a complex problem. Unfortunately we are seeing, close to home and far away, growing evidence of climate change.

However, the current structure of nation states is proving to be wholly inadequate to properly safeguard and manage the global public commons. The Rio+20 summit earlier this year demonstrated once again the difficulties of the current model of global governance. The short-termism that results from the ongoing electoral processes of different countries, among other problems, is delaying global agreements that go beyond the Kyoto Protocol.

But there are signs of hope. The Carbon Disclosure Project is one of these signs. In recent years, this initiative has become the gold standard for access to information about the carbon management of large companies across the globe. And it has established itself as the leading source of data and information for the major financial institutions around the world performing due diligence prior to investing in or financing to these companies. If a company does not take sufficient account of the risks that climate change poses for its business, investors will rightfully be more reluctant to invest in it. If a large company does not take advantage of the opportunities that the fight against climate change also provides, it is not a smart company. The financial sector demonstrates its wisdom using CDP data to make more informed economic decisions in relation to listed companies.

The CDP Iberia 125 Climate Change Report 2012 shows that the relevance of climate change on the decision making processes of the major Spanish and Portuguese companies has not diminished. On the contrary, those that performed well in 2011 have now improved their performance. The number of companies that exceed 70 points in the Disclosure Score has risen from 25 to 34 this year. And companies with more modest performance in terms of climate change management have also improved.

Overall, the average disclosure score obtained has improved 6 points from the previous year. More companies are reporting information on their emissions, offering incentives for meeting objectives, setting goals, and verifying their emissions.

Furthermore not only are the overall results better compared to last year's results, they also compare very favorably with the results of other surrounding countries. Both improvements are very relevant because both Spain and Portugal are nations mired in a severe economic crisis in which the issue of climate change could very well be relegated to a second plane. In our opinion it has not been relegated because the leading companies of Spain and Portugal, many with a growing international reach, know that their efforts to achieve leadership positions in the international sphere are intrinsically tied to their performance in the fight against climate change.

An additional important finding of this report is that many companies have seen the results of their particular efforts to reduce their emissions diminished by two external factors. One has been a severe drought in both countries, which has significantly reduced the contribution of hydropower to the energy mix. This leads us to the paradoxical conclusion that climate change is to a certain extent undermining the fight against climate change. The other factor in Spain has been the continued government policy of supporting the coal industry. In other words, the progress of companies is strongly conditioned by government policy.

Many companies perceive as a risk the current uncertainty regarding the legislative and regulatory frameworks post-Kyoto. Governments should live up to their responsibilities and not shun scientific evidence, and act together to build an ambitious regulatory framework to provide a context of certainty for business investment. Governments must encourage change.

A handwritten signature in black ink that reads "Victor Viñuales".

Víctor Viñuales
CEO ECODES



“Value chain analysis allows companies to take into consideration broader emissions-related risk and opportunity in the definition of their climate change strategy.”

Opportunity in the value chain

Knowledge for strategy

As climate change becomes a greater issue for stakeholders, governments are expected to set new policies and provide market-based incentives to drive emissions reduction activity, which will in turn set the path towards a low carbon economy. Organizations need to start thinking and developing their strategy for this future, in order to position themselves well relative to the competition and make informed decisions for their investments.

An effective corporate climate change strategy requires a detailed understanding of a company’s GHG impact and influence. This understanding is not complete without substantial knowledge not only of its own operational emissions, but of its wider value chain. For most sectors GHG impact under direct company control is a small part relative to that under their indirect influence. Value chain analysis allows companies to take into consideration broader emissions-related risk and opportunity in the definition of their climate change strategy, focusing their efforts on the greatest source of GHG impact. CDP provides us with valuable insight on current business practices on value chain emissions through both its Investor and Supply Chain initiatives. For example, from our analysis of the Iberia 125 2012 CDP responses we can see that currently only 16% are disclosing emissions from purchased goods and services.

Even organizations that have taken steps towards the calculation of the wider value chain impact are in most cases still far from a comprehensive management strategy. Key reasons that keep companies from an understanding of the impacts include lack of transparency on data quality, large numbers of suppliers, lack of supplier knowledge or experience with GHG reporting, lack of supplier resources, and supplier confidentiality.

Cost efficient insight

Where companies are able to measure GHG impacts in the value chain benefits for the business will follow. Reduction of supply risk, positive collaboration with suppliers, efficiency and cost reduction, innovation and informed product strategy are just some of the positive outcomes to be gained. Companies should not miss this opportunity to improve their business functions, and consequently, reduce their GHG impact.

Several methods have now been developed which allow organizations to measure supply chain emissions in a time, cost and resource efficient way. For example, one of PwC’s recommended approaches is primarily based on an input – output model that identifies emission hot spots in the supply chain. This approach can give companies not only an efficient way to calculate their whole supply chain emissions, including all tiers, but also the ability to focus on key suppliers in order to take further steps towards data requests and emission reduction activities.

Beyond GHG

Impacts and influence relating to the value chain go beyond GHG emissions and include water, biodiversity, land use and other environmental pollution. Collectively the health of environmental assets, in particular as an input and service provider for economic production, can be referred to as natural capital. Its measurement, both for corporates and government is a key element in the future of sustainability and natural capital accounting was a major theme at this year’s Rio +20 summit. PwC recently worked with Puma in developing the world’s first corporate environmental profit & loss account, valuing the impact of their operations and four tiers of their supply chain. Over time, we will see companies make radical changes to their environmental accounting for emissions and resource use along their entire value chain.

María Luz Castilla

Director of Sustainability and Climate Change, PwC Spain

Executive summary

The Iberia 125 Climate Change Report 2012, Stimulate sustainable economic growth through climate change management, aims to promote corporate transparency on climate change management in Spain and Portugal and offers investors and other stakeholders an analysis of the current trends and strategies put forward to manage climate change risks and identify the opportunities that can create long-term value for companies in times of economic difficulties. For the second time in a row, Carbon Disclosure Project (CDP) has requested carbon disclosure from the largest 125 companies in Spain and Portugal by market capitalisation. The analysis in this report is based on the information provided by the 51 companies that responded to the 2012 CDP information request, 2 of which referred to their parent company's response. This year's response rate is 41% just above last year's response rate (40%).¹

Both Iberian countries, Spain and Portugal, are suffering from economic crisis and face an uncertain future. Many of the assumptions that have been shaping the policies and actions for preventing climate change over the past two decades are now under quarantine. During the 90s and most of the first decade of this century the challenge for Spain and Portugal was to converge with the other European regions while limiting the growth of carbon emissions. The biggest problems in controlling carbon emissions in the region were related to growing consumption and transport. It was also a time of momentum for legislation promoting the development of renewable energy that saw spectacular growth during this period.

Nowadays priorities have completely changed. The economic crisis has halted the rising trend in carbon emissions in Spain and Portugal. From 2008 to 2010

emissions in Iberia stabilised and slightly decreased. But crisis also slowed investments in areas such as clean technologies. This will undoubtedly delay the transition to a low carbon economy and make it thus more difficult to achieve. The challenge for many companies today is to reduce their greenhouse gas emissions (GHG) despite the difficulty to finance their business operations. Those companies delaying their climate change policies, waiting for economic recovery, will face competitive disadvantages once the economy will grow again. On the other hand, those companies that are already having comparatively low GHG emissions and are integrating climate change into their business strategy will be more likely to grow and expand their activities while meeting emission limits on carbon, which are expected to become increasingly stringent.

Even in times of deep economic recession, companies are still finding more opportunities than risks in climate change, especially in the short-term. The efficient use of resources has become for many companies a strategic decision for survival. Resource-efficient companies have not only better financial results², but energy efficiency has also become a necessity to reduce consumption and costs while abating carbon emissions. Never before had companies used so much information and communication technology to reduce business travels.

Some of the Iberian companies state they are currently experiencing difficulties and growing competition in attracting financing; as a result, sustainability issues have gained interest for companies that are looking for competitive advantages. Companies like Acciona, BBVA, CaixaBank, Ferrovial, Inditex, OHL, Repsol and Telefónica see in carbon management an opportunity to attract

3 IBERIAN DISCLOSING COMPANIES (2008-2012)

- Spain (Response rate)
- Portugal (Response rate)

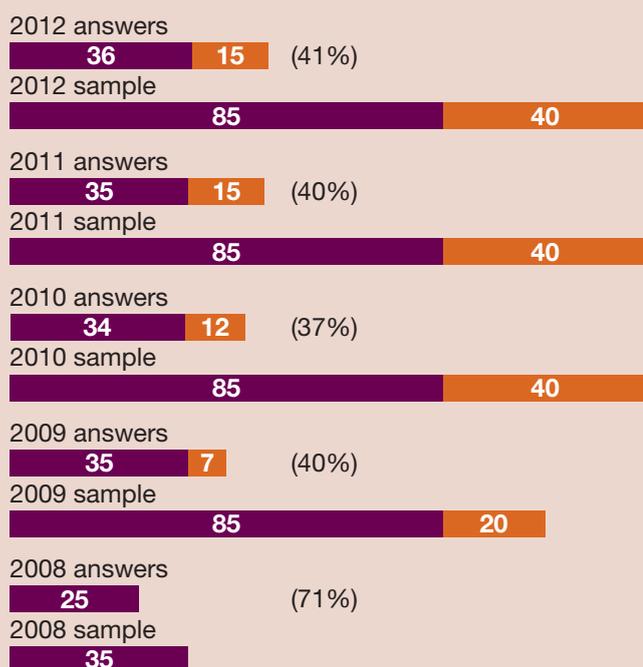


Table 1. IBERIAN COMPANIES INCLUDED IN THE CDLI AND/OR CPLI (2012)

Company Name	Sector	Disclosure Score	Performance Score	CDLI	CPLI
Gas Natural	Utilities	99	A	Yes	Yes
Repsol YPF	Energy	98	A-	Yes	
Abengoa	Industrials	96	A	Yes	Yes
Acciona	Industrials	96	A	Yes	Yes
EDP	Utilities	96	B	Yes	
Iberdrola	Utilities	95	A	Yes	Yes
Banco Espírito Santo	Financials	94	A-	Yes	
OHL	Industrials	94	B	Yes	
Sonae	Consumer Staples	93	B	Yes	
Galp Energia	Energy	93	B	Yes	
Telefónica	Telecommunication Services	92	B	Yes	
Endesa	Utilities	92	C	Yes	
Ferrovial	Industrials	90	A		Yes
Caixa Geral de Depósitos ⁵	Financials	87	A		Yes

1. This percentage and the ones provided in figure 3 incorporate all the 51 Iberian companies that responded to CDP. When referring to response rates, we have included all the 51 responses. However the remaining report analysis, including CDLI and CPLI, is based on the lower total of 49 which excludes the 2 companies which referred to their parent company's response.

2. HBR. Companies that Invest in Sustainability Do Better Financially.

http://blogs.hbr.org/cs/2012/09/sustainable_investing_time_to.html

3. SustainAbility. Rate the Raters, Phase Five: Polling the Experts 2012. <http://www.sustainability.com/library/rate-the-raters-phase-five-polling-the-experts-2012#.UlrJzm8xqN8>

4. Please note that these emissions are due to companies' worldwide operations and are not exclusively generated in the Iberian Peninsula.

5. As in 2011, we have included Caixa Geral de Depositos in the analysis. This company is not a public listed company, but it has answered CDP questionnaire for four consecutive years.

investors. Again, the efficient use of resources translates into greater profitability, and a growing number of investors are taking into account environmental criteria in their decision-making processes. CDP scores are one of these criteria. They help investors to identify the most advanced practices in climate change management and business strategies for a low carbon economy. CDP scores were recently recognised as the most credible sustainability rating in a survey among international sustainability professionals³.

Another main reason behind companies' decision to engage in carbon management lies in the need to comply with current regulation. In the past, government measures such as the European Union Emission Trading Scheme (EU ETS) carbon market have created a stable framework to facilitate investment in emissions reduction. In addition, some Iberian disclosing companies have found significant business opportunities in fighting against climate change and they have targeted their long-term strategy in this way. For these companies it is essential to limit regulatory uncertainty to a minimum. We need both a post-Kyoto agreement to ensure continuity in emission reductions and commitments, as well as European and national legislative security to provide a stable framework for the execution of investment and long-term infrastructures.

Uncertainty is precisely one of the investment barriers disclosing companies mention the most in their response to the CDP questionnaire: uncertainty on regulation, but also on the future price of energy, on the social and economic landscape and on consumer demands and behaviour.

However, as the effects of climate change are already tangible, waiting for legislative security while resources are becoming increasingly scarce is not the way forward. Action is needed now to future proof our business, re-launch the economy and secure a leader business position in a future low carbon world.

Companies in water-intensive sectors in Iberia witnessed how last year's droughts affected their business operations. The hydroelectric power production fell, which made difficult that carbon emissions slowed at the same

pace as the economy. Moreover, since we are living in an interconnected, globalised world, the increase in the electricity carbon footprint led to a rise in companies' Scope 2 emissions from electricity consumption, which in some cases cancelled out the positive effect of their emission reduction measures. Thus, despite the fall in economic activity, responding companies as a whole have reported a 7 % increase in Scope 1 emissions and only a 6 % reduction in Scope 2 for 2011⁴.

On the other hand, 55 % of the Iberian responders have reported to have been able to reduce emissions (combined Scope 1 and 2 emissions) during the year of disclosure. Up to 72 % of these reductions have been generated through the implementation of emission reduction measures, unrelated to cyclical reasons and not linked either to the shrinking in activity or divestitures. The number of emission reduction initiatives reported by companies has remained at the previous year's levels, while all indicators of climate change governance have improved once again and place the Iberian responding companies at comparable levels, or even better, than the main regional samples. However, as a deeper analysis shows later in this report, there is still a need for improvement in the quality of carbon management of the Iberia disclosers.

Table 1 shows the Iberian disclosing companies that this year have been included in the Carbon Disclosure Leadership Index (CDLI) and Carbon Disclosure Performance Index (CPLI). For more information about CDP scores, the CDLI and the CPLI please see chapter *Leaders 2012*.

The average score of companies included in the CDLI is 95, showing that there has again been a great improvement from the previous year's average score of 88. The average score of CDLI companies is still significantly higher than the average score of all reporting companies in Iberia, which results in 76 points and has increased from 68 in 2011. Looking at the performance index, six companies (double than in the previous year) have made it into the CPLI, having achieved the performance band A despite a stricter methodology this year.

Key Themes and Highlights

Progress towards a low carbon economy

Total GHG emissions⁶ in Iberia decreased each year from 2008 to 2010. Since 2010, emissions have stabilised at around 426 million metric tons CO₂e (425.5 million metric tons CO₂e in 2010 and 426.1 million metric tons in 2011). According to the respective ministries, total emissions in 2011 were 356.1 million metric tons CO₂e in Spain and 70.0 million metric tons CO₂e in Portugal.

Nevertheless, with a 27.9% of emissions increase, Spain has exceeded his 15% increase Kyoto target and is in a difficult position to meet its Kyoto commitment by 2012. Portugal will meet their 27% increase Kyoto limit, as average 2008–2011 emissions in Portugal were 21.7 % higher than 1990.

With an uncertain future regarding mandatory GHG limitations for developed countries under a possible second commitment period of the Kyoto Protocol, it is necessary to have a benchmark against which to assess the reduction targets of Iberian companies and in particular their progress towards compliance with these targets. In the specific case of the European Union, the Europe 2020 strategy has been adopted establishing an emissions reduction target of 20 % from 1990 by 2020. This strategy seeks to ensure that it meets the “target 20-20-20” while also promoting green growth and jobs.

Nevertheless, most of the Iberian disclosers have operations outside Spain, Portugal and the EU itself and therefore, we need to evaluate their actions against climate change from a global perspective. As indicated by the CDP Global 500 Climate Change report this year, the PwC Low Carbon Economy Index specifies that in order to avoid surpassing the limit of 2°C of temperature rise, G20 countries must reduce their emissions intensity by approximately 5.1% per year from 2020 to 2050. Are the Spanish and Portuguese companies on course to meet this huge challenge?

From the analysis of the data disclosed by Iberian companies this year, we can identify that companies have progressed in setting emissions reduction targets. The percentage of companies without targets in place has been reduced to 24 % (35% in 2011)⁷, while the percentage of companies that rely exclusively on intensity targets rather than absolute targets, decreased from 33% to 31%. However, most companies have not set targets beyond 2020 and only 30% (9) have reduction targets with a term of more than five years from now.

Table 2 shows the main absolute targets Iberian disclosers have in place. Given the wide range of targets, to develop this table we have considered only absolute targets for Scope 1 (direct emissions) and Scope 2 (indirect from energy consumption). In those cases where targets refer to only a portion of the emissions in the scope, in the third column we have indicated the percentage of emissions covered. When the target was referring to total emissions, including Scope 3 (indirect along the supply chain), we have indicated that the target covers 100% of Scope 1 and Scope 2 emissions. Please notice that no company has a multi-year reduction target bigger than 5.1% annual for Scope 1 and Scope 2 emissions (column 7). The last column shows the conversion of these objectives into annual absolute reductions.

In short, although the number of disclosers having emission reduction targets has increased from 65% to 76%, both the level of ambition as well as the timeframe

6. All Spanish and Portuguese GHG national emissions according to the definition in the IPCC methodology for national inventories.

7. Disclosure of emission reduction targets is stricter in 2012 than it was in 2011. The number of companies without targets in 2011 would be bigger using the 2012 methodology.

8. Companies disclosing absolute or intensity targets have only been included in this section where they have been fully described, providing base year, target year, percentage reduction and for intensity targets, target metric.

4 EMISSION REDUCTION TARGETS⁸

- No target
- Absolute and intensity targets
- Intensity target
- Absolute target

2012



2011



5 EMISSION REDUCTION ABSOLUTE TARGETS TIMEFRAME⁹

- 1-5 years
- 6-10 years
- 11-15 years
- More than 15 years

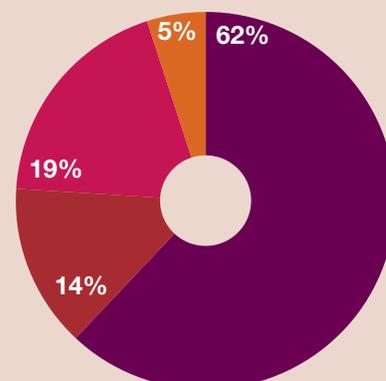


Table 2. EMISSION REDUCTION ABSOLUTE TARGETS (Scope 1 and 2)

Company Name	Scope	% of emissions in scope	% of reduction	Base year	Target year	% annual reduction ¹⁰	Equivalent annual emission reductions (tCO ₂ e)
Abengoa	Scope 2	98%	10.00%	2010	2013	3.17%	18,303
Acciona	Scope 1+2	100%	3.20%	2010	2011	3.20%	34,018
Acerinox	Scope 1+2	100%	20.00%	2005	2020	1.22%	7,036
Banco Sabadell	Scope 1+2	100%	3.00%	2009	2014	0.59%	130
Bankinter	Scope 2	100%	5.00%	2010	2011	5.00%	332
Brisa	Scope 1+2	100%	6.00%	2009	2012	1.96%	476
CaixaBank	Scope 2	100%	5.00%	2010	2011	5.00%	2,253
EDP	Scope 1	100%	20.00%	2008	2015	2.64%	566,104
Enagás	Scope 1	81%	20.00%	2009	2020	1.37%	2,992
Ferrovial	Scope 1+2	100%	0.00%	2009	2020	0.00%	0
Gas Natural	Scope 1+2+3	100%	12.47%	2009	2014	2.38%	3,279,135
Grifols	Scope 1	18%	18.20%	2010	2013	1.08%	430
International Consolidated Airlines Group	Scope 1+2	100%	50.00%	2005	2050	0.91%	251,876
Mapfre	Scope 1+2	67%	2.00%	2009	2013	0.33%	126
NH Hoteles	Scope 2	11%	100.00%	2010	2011	11.10%	14,599
Portugal Telecom	Scope 1+2+3	100%	20.00%	2008	2020	1.53%	3,578
R.E.E.	Scope 1+2	9%	20.00%	2010	2020	0.18%	1,337
REN	Scope 1	5%	0.50%	2010	2011	0.02%	4
Repsol YPF	Scope 1+2	100%	9.26%	2005	2013	1.11%	312,358

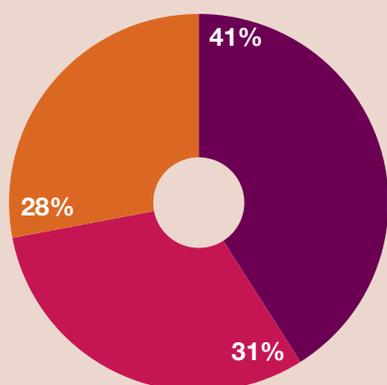
9. Companies may report multiple emission reductions due to implementation of activities, targets and reward incentives. In all of these cases, companies are only counted once in the statistics presented in this report, with the exception of the statistics on absolute and intensity targets where companies that have both types of target will be counted once in each type.

10. Annual reduction equivalent rate calculated assuming an equal reduction from base year to target year. Please notice that according to the second column, some targets cover Scope 1 or Scope 2 emissions, and other cover Scope 1 and 2 or even Scope 3. So they are not fully comparable.

11. This figure shows the percentage of companies for which absolute emissions within the reporting year have decreased, increased or remained unchanged. It does not include the magnitude of emissions increase or decrease.

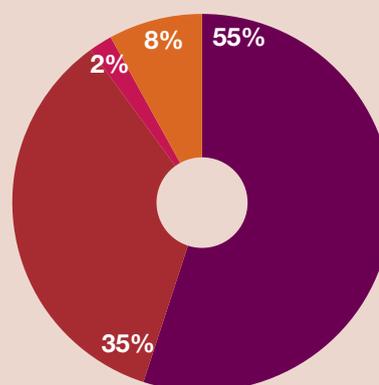
6 PROGRESS TOWARDS REDUCTION TARGETS ACHIEVEMENT

- Absolute targets achieved or in progress
- Intensity targets achieved or in progress
- Non achieved targets



7 DIRECTION OF CHANGE IN ABSOLUTE EMISSIONS FROM THE PREVIOUS YEAR IN IBERIAN COMPANIES¹¹

- Decreased
- Increased
- No change
- First year of estimation



over which targets are set seem insufficient to provide a shift in emissions trends when the economy eventually recovers. On the other hand, we can see that 72 % of responding companies have achieved their targets or are on track to meet them with only 28 % of responders falling behind them.

A review of the overall emissions reported by the responding companies shows an increasing trend, although 55% (27) of respondents indicate a reduction of emissions compared to the previous year. This means that the reduction declared by these 27 companies is lower than the increase in total emissions reported this year by Iberian disclosers, thus resulting in a net emissions increase for the overall sample compared to the previous year.

Although four new Iberian companies reported their emissions for the first time this year, the 5.6% growth in reported Scope 1 and 2 GHG emissions, which reached 393 million metric tons CO₂e in 2012 (from 372 million metric tons CO₂e in 2011) cannot only be explained by these new additions.

For those respondent companies that reported an increase in their emissions, Table 3 indicates the percentage increase and the main reasons for it. In this table we find some of the largest Iberian net emitters such as Endesa (with a 29.9% increase), Gas Natural (17.9% increase), EDP (15% increase), Galp (4.9% increase) and Abengoa (14.4% increase), all of them among the top 10 emitters (please see Appendix). Four of these companies are operating in the electricity market. The main cause of the increase in emissions for those companies in the Utilities sector has to do with the increased use of coal for electricity generation in Spain as a result of the entry into force of Decree RD 134/2010 which sets quotas for domestic coal use¹³. This change in law, in addition to

extreme weather conditions and droughts in the Iberian Peninsula, has caused the hydroelectric production index to fall in 2011 to 0.82 in Spain and 0.92 in Portugal, which resulted in a decrease in renewable energy production. Endesa, Gas Natural and EDP reduced hydropower production while significantly increasing electricity generation from coal.

As a result, the emissions factor for electricity in Spain grew by 20.8% in 2011 compared to 2010. This is also reflected in the increased Scope 2 emissions from many other companies, such as Portugal Telecom, which states it has consumed 40% less renewable electricity in 2011 compared to the previous year.

In addition to the above, we should also take into account that emissions reported by companies come from their global operations and are not exclusively generated in the Iberian Peninsula (even if the majority is). Other reasons that contribute to increased emissions are improvements in the emissions inventory by updating the methodology or the inventory scope (reason cited in 27% of the cases), the acquisition of other companies (23%) or increased production (8%).

Although the extreme weather conditions together with the integration of a regulation that incentivises the consumption of coal as electricity generation are not the only reasons for the overall increase in emissions, it is important to highlight that their effects have indeed overcome the efforts of Iberian companies to decrease their level of emissions through the implementation of emission reduction initiatives.

This fact should be taken into discussion with regards to future trends and progress of Iberian companies into a low carbon economy.

8 IBERIAN DISCLOSERS TOTAL EMISSIONS (Scope 1 and 2) (Mt CO₂e)¹²

- Scope 1
- Scope 2

2012 (49 disclosers)



2011 (45 disclosers)



9 IDENTIFIED RISKS AND OPPORTUNITIES BY TYPE (2012)

- Risks
- Opportunities

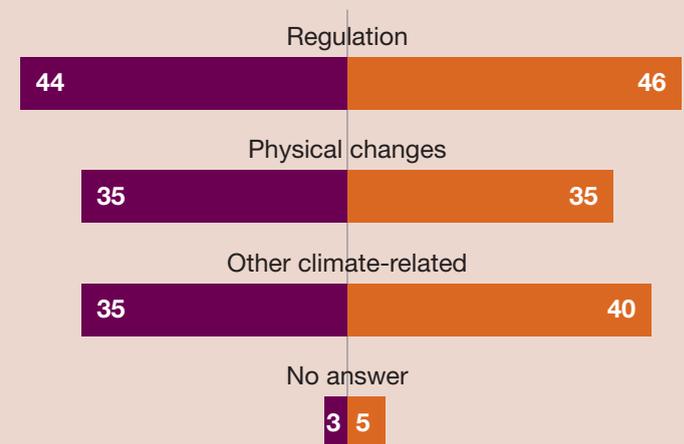


Table 3. EMISSION INCREASES AND REASONS (Scope 1 and 2)

Company Name	Emissions increase (%)	Increase reason
Abengoa	14.43	Acquisitions, mergers, change in methodology.
Banco Popular Español	50.00	Change in methodology
BBVA	5.00	Weather conditions
EDP	15.00	Increased stationary combustion in thermal power plants owned by the company in the Iberian Peninsula
Endesa	29.90	Resources availability
Ercros	13.50	Increase of electricity emission factor
Galp Energia	4.90	Change in boundary
Gamesa	N/A	Acquisitions, Change in output
Gas Natural	17.90	Legal requirements
Grifols	261.70	Acquisitions
Indra	N/A	Acquisitions, Organic growth
Jerónimo Martins	30.00	Increase in the number of sites.
Mediaset España Comunicación	6.10	Acquisitions
OHL	18.00	Change in output
Portugal Telecom	21.00	Reduction of renewable energies integrated at the composition of the energy supplied
R.E.E.	10.46	Acquisitions, Change in methodology, New facilities built
Sonae	10.00	Acquisitions, Extension of opening hours
Sonaecom	12.00	Reduction of renewable energies integrated at the composition of the energy supplied

The drivers and barriers to carbon action

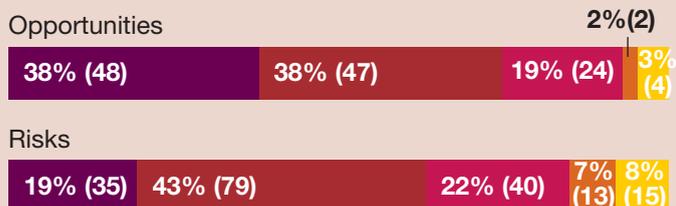
There are different reasons driving Iberian responding companies to engage in carbon management, but it seems that now, in a context of economic crisis, companies are placing greater emphasis on the opportunities that climate change management can provide, thus trying to avoid the risks of inaction, especially in the short-term. The percentage of companies that have identified regulatory opportunities

12. There has been a change in the way in which Scope 1 and 2 emissions reported under the Climate Change Reporting Framework (CCRF) are calculated although this is not expected to cause a major change in reported emissions. In 2011 the Scope 1 and 2 figure was taken as parent and subsidiaries under control of the parent whereas in 2012 joint ventures are also included.

13. Spanish Government passed this decree in February 2010. <http://www.boe.es/boe/dias/2010/02/27/pdfs/BOE-A-2010-3158.pdf>

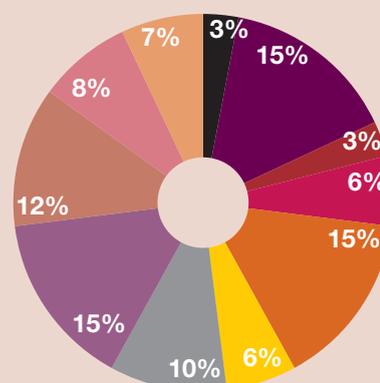
10 RISKS AND OPPORTUNITIES TIMEFRAME

- Current
- 1-5 years
- 6-10 years
- >10 years
- Unknown



11 REGULATORY OPPORTUNITIES

- Air pollution limits
- Cap and trade schemes
- Carbon taxes
- Emission reporting obligations
- Fuel/energy taxes and regulations
- General environmental regulations, including planning
- International agreements
- Other regulatory drivers
- Product efficiency regulations and standards
- Product labelling regulations and standards
- Voluntary agreements



(94%) and other opportunities such as corporate reputation or changing consumer behaviour (82%) is only slightly greater than the number of companies that have identified the same kind of risks (90% and 71% respectively).

The difference in the perception of risks and opportunities lies in the timeframe in which they are expected to impact the company operations. Almost all companies have identified opportunities that could materialise within a year's time (38% of all opportunities identified) or from 1 to 5 years from now (38% again). However, only 19% of the identified risks are considered as current (please see figure 10).

Regulation, especially that related to fuel/energy taxes and consumption and carbon emissions, has been identified as one of the main sources for both risks (costs associated with compliance) and opportunities (involving incentives for cost savings and enabling the growth of services to third parties). (See figure 11 and 12).

In addition to the above, if there is a regulatory element that concerns companies, it is the uncertainty in future legislation, which represents 10% of total regulatory risks identified. Although the expected scenario for responding companies is that in the medium-term there will be a gradual shift from fossil fuels to low-carbon renewable energy, legal uncertainty is already a barrier to long-term investments, for example the construction of infrastructure such as building renewable energy production plants. As other examples of regulation uncertainty, disclosing companies refer to the policies on use of biofuels, or waste and waste water management policies, that can prevent investing in these areas.

Furthermore, it is difficult for the power generation sector to combine and integrate EU policies like the climate and energy package with national regulations such as quotas for

domestic coal in Spain or the moratorium on incentives for renewable energy. According to companies' responses, uncertainty about post-Kyoto commitments particularly affects investments in renewable energy, modernisation of thermal power generation plants and projects in the Clean Development Mechanism and Joint Implementation (CDM/JI). Investments in the renewable energy sector in Spain decreased by 53% in 2010, and some respondents are delaying their decisions on CDM/JI project development.

As is the case with regulation, physical changes associated with climate change (extreme weather events, rising average temperatures and changes in rainfall patterns) are identified both as risk for businesses' value chain and also as a business opportunity for the necessary actions for prevention and mitigation.

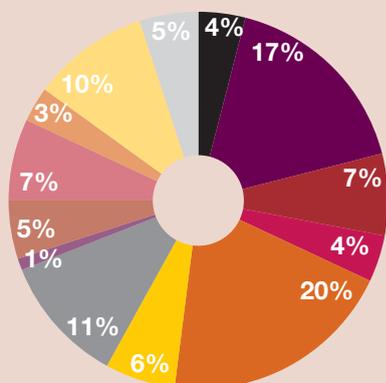
Other important drivers for company action and investment in carbon management are reputational issues and changes in consumption patterns, which together represent 60% and 65% respectively among the other climate-related risks and opportunities identified.

Figures 13 and 14 illustrate the factors that can generate risks and opportunities with a high potential impact for company operations, either now or within a period of 1 to 5 years. These figures are based on the number of times that companies point out these drivers in their response as with high potential impact.

Regulatory issues such as the EU ETS market and energy taxes present, according to responding companies, the most immediate risks and opportunities and, at the same time, those with a greater potential impact. Indeed the bulk of emissions reduction activities of companies are oriented towards reducing energy consumption. Energy efficiency in buildings and processes are by far the types of activities that most companies are implementing to reduce their

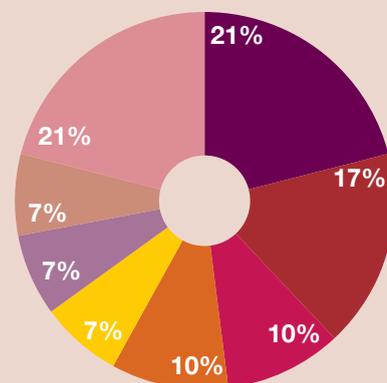
12 REGULATORY RISKS

- Air pollution limits
- Cap and trade schemes
- Carbon taxes
- Emission reporting obligations
- Fuel/energy taxes and regulations
- General environmental regulations, including planning
- International agreements
- Lack of regulation
- Other regulatory drivers
- Product efficiency regulations and standards
- Product labelling regulations and standards
- Uncertainty surrounding new regulation
- Voluntary agreements



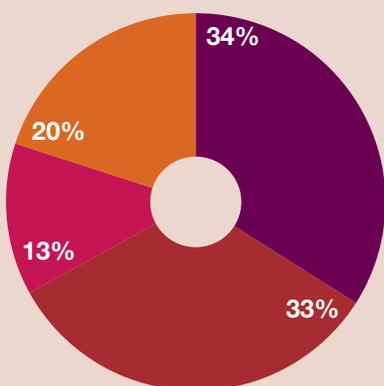
13 SHORT-TERM RISK DRIVERS WITH A HIGH POTENTIAL IMPACT

- Cap and trade schemes
- Fuel/energy taxes and regulations
- International agreements
- Change in precipitation extremes and droughts
- Uncertainty surrounding new regulation
- Fluctuating socio-economic conditions
- Reputation
- Other



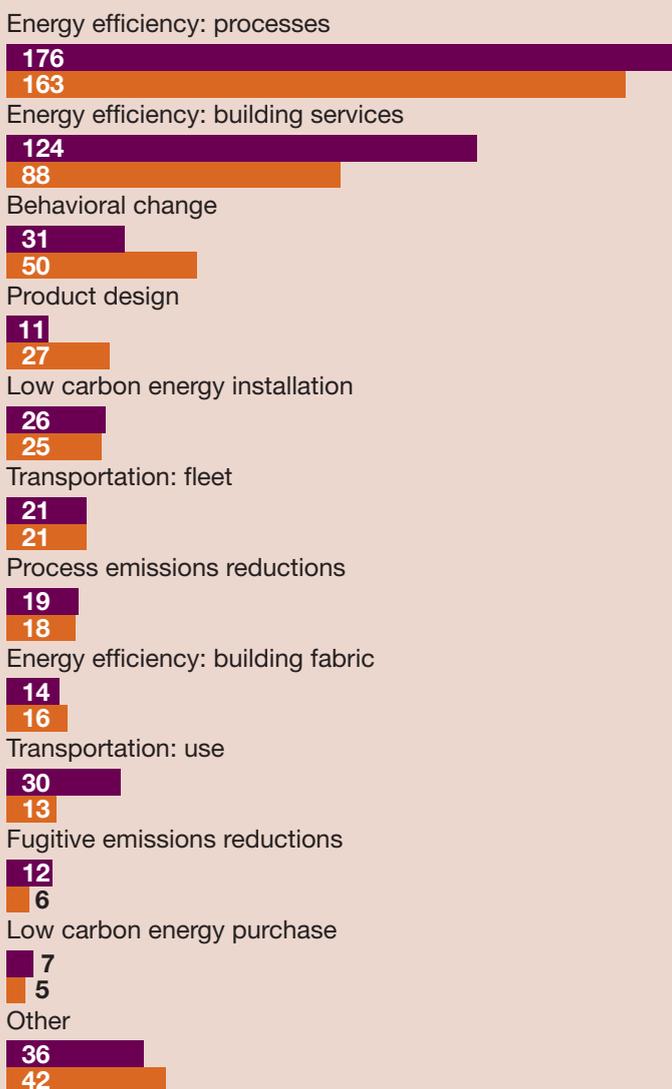
14 SHORT-TERM OPPORTUNITY DRIVERS WITH HIGH POTENTIAL IMPACT

- Cap and trade schemes
- Fuel/energy taxes and regulations
- Air pollution limits
- Other



15 EMISSION REDUCTION ACTIVITY TYPES

- 2012
- 2011

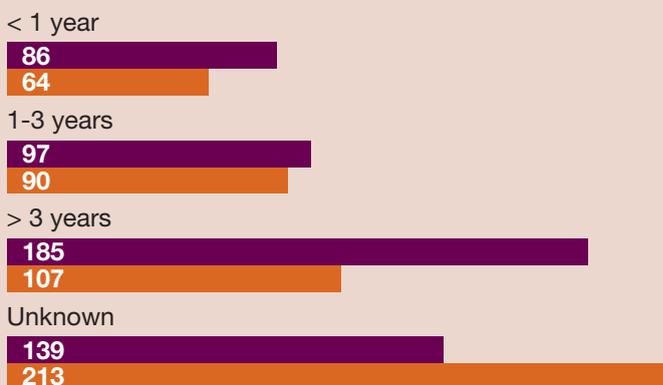


“BES has taken upon itself the responsibility of exerting a positive influence on its clients, encouraging them to adopt equipment that permit to reduce their energy bill and consequently the emission of GHG. The offer of innovative low-carbon products helps to engage employees and improve the Bank reputation, gaining new clients, being a competitive advantage”.

Banco Espirito Santo

16 EMISSION REDUCTION ACTIVITIES BY PAYBACK PERIOD

- 2012
- 2011



emissions. Both types of activities have grown in the last year despite the economic crisis, suggesting that they are bringing value to businesses during times of financial difficulties. 86% of the energy efficiency activities and processes and 40% of efficiency in buildings have payback periods of more than three years. If we take into account all emission reduction activities for which we have information on the financial analysis behind them, 50% of them have a payback period longer than three years, showing that fast returns are not one of the main criteria for company decisions on investment in reduction activities.

The existence of a dedicated budget for energy efficiency (23%) and the need to comply with regulatory requirements (16%) are the most frequently-used methods to drive investments in emissions reduction activities (see Figure 18). In addition, as much as 71% of emission reductions are reported to be due to emission reduction activities, compared to 29% that arise from a variety of reasons related to changes in the activity of the company or its environment. Its important to mention that companies without an emission reduction target are also implementing reduction activities. While these activities make sense to reduce GHG emissions and costs, companies without a reduction are missing out a wider financial analysis. Companies that set targets can measure their achievements against those targets and understand the extent to which their efforts are translating into actions, as well as benchmark themselves against their peers.

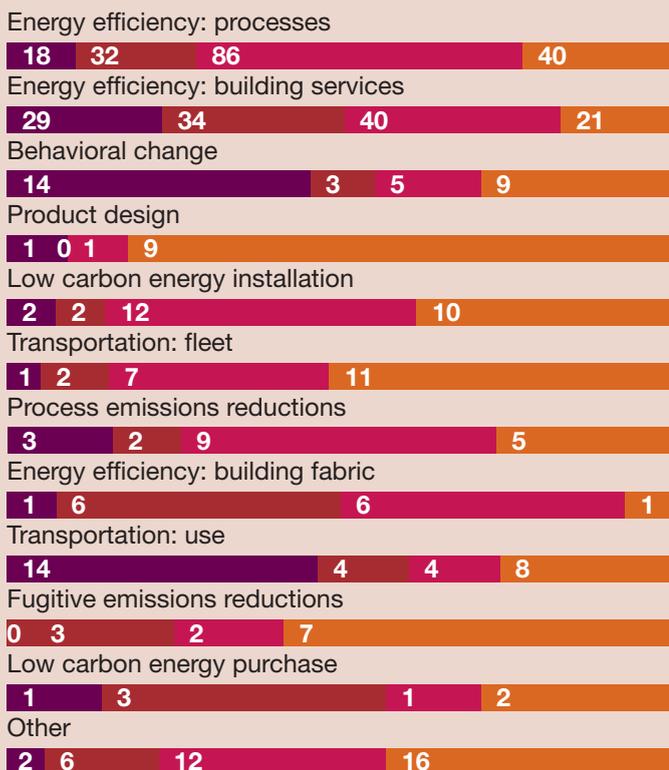
Improving climate change governance?

In 2012 Iberian responding companies have again excelled, in particular in comparison to those of other CDP samples, in areas such as increased responsibility for climate change (86% of them indicate that the responsibility for climate change is anchored at the board or senior executive level) or the integration of climate change into the business strategy (94% of companies). In these areas, Iberian responding companies position themselves at the same level as Global 500 companies and above other samples such as Britain, France or Italy. The high level of corporate climate change responsibility that we find in responding companies in the Iberia sample is consistent with high values in other indicators such as the quality of climate change management, both in terms of transparency (86% of companies have externally verified Scope 1 emissions and 80% Scope 2 emissions) and performance (94% of companies have implemented initiatives to reduce emissions and 84% have products and services that help third parties to reduce emissions).

This fact however contrasts with the lack of emissions reduction targets in the long-term. These targets are necessary to put Iberia on a path towards a low carbon economy. The lack of a long-term commitment suggests that, for the responding companies, there are still areas for improvement in the governance and management of climate change.

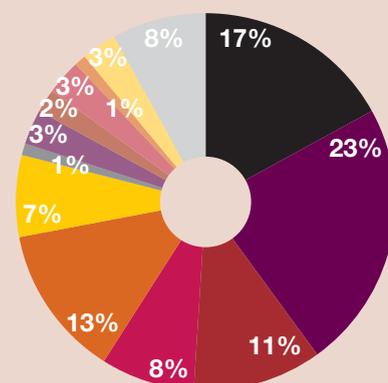
17 EMISSION REDUCTION ACTIVITIES SUMMARY

- < 1 year
- 1-3 years
- > 3 years
- Unknown



18 METHODS USED TO DRIVE INVESTMENT IN EMISSIONS REDUCTION ACTIVITIES

- Compliance with regulatory requirements/standards
- Dedicated budget for energy efficiency
- Dedicated budget for low carbon product R&D
- Dedicated budget for other emission reduction activities
- Employee engagement
- Financial optimization calculations
- Internal price of carbon
- Internal incentives/recognition programs
- Internal finance mechanisms
- Lower return of investment (ROI) specification
- Marginal abatement cost curve
- Partnering with governments on technology development
- Other



In order to identify the main areas for improvement in climate change management, we have compared the number of disclosers that have stated they comply with each of the requirements of the different areas of good corporate governance in climate change issues¹⁴, against the number of companies who have obtained the highest score in the performance score for each of these areas¹⁵. The Performance Score awards actions that contribute to climate change mitigation, adaptation and transparency, so it can be interpreted as an indicator of the margin for improvement. For more information about CDP scores please refer to chapter *2012 Leaders*.

Figure 19 shows there is a big gap especially with regards to the integration of climate change into the business strategy and the creation of incentives for staff performance to achieve emissions targets.

Regarding business strategy, 94% of responding companies (46) claim to have integrated climate change into the latter. However, only 33% of disclosing companies (16) have obtained the highest performance score in the corresponding question of the CDP questionnaire. The remaining 61% of responding companies (30) have begun integrating climate change in their business strategy but we cannot state that this is reflected directly in their business and operations. To do this, companies must demonstrate that changes in their strategy, both short and long-term, have been influenced by the risks and opportunities identified in climate change. These changes should be then reflected in the establishment of long-term emission reduction targets and activities.

Progress since 2011 is remarkable with regards to the number of companies using incentives to improve the performance of their climate change management. In 2012, 67% of responding companies (33) report having incentives in place, compared to 56% in 2011. However, only 31% of companies (15) have obtained the highest performance score for this question. There are thus 36% of companies (18) who have some kind of incentive for

climate change management but there is no assurance that these incentives are directly contributing to a significant reduction in emissions.

Although 86% of responding companies (42) have integrated climate risk management into their comprehensive risk management system, a majority of them cannot yet ensure that these risks have been effectively integrated into their business strategy (51% (25) do not get the maximum performance score for this question). To prove that, these companies will need to ensure that the risk evaluation is done at least once every year and that the results of the analysis are reported directly to the board.

The gap between simply complying and scoring the maximum performance points shows the way to excellence in carbon management. Following this path will help Iberian disclosing companies to be ready for a low carbon future. Since most of the companies that answered the questionnaire (98%) assigned the responsibility for climate change to the board of directors or a senior executive, improvements in the above-mentioned areas should be possible.

14. By complying with the requirements of good governance we mean the following:

- Companies in which climate change risks and opportunities management procedures are integrated into a multi-disciplinary company wide risk management process
- Companies in which climate change is integrated into their business strategy
- Companies providing incentives for the management of climate change issues, including the attainment of targets
- Companies engaging with policy makers to encourage further action on mitigation and/or adaptation

15. The CDP scoring methodology include a detailed description on which characteristics the previous governance areas should include to obtain the maximum score. Please see CDP scoring methodology: <https://www.cdproject.net/en-US/Pages/guidance.aspx>

19 GOVERNANCE QUESTIONS: NUMBER OF COMPANIES COMPLYING AND ATTAINING MAXIMUM PERFORMANCE SCORE

- Companies complying
- Companies attaining maximum performance score

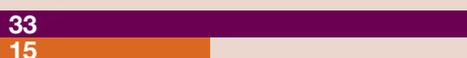
Risk Management Integration



Strategy Integration



Incentives



Engagement with policymakers



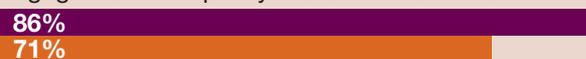
20 TRENDS IN KEY GOVERNANCE INDICATORS

- 2012
- 2011

Monetary incentives



Engagement with policy makers for further action



Integrated climate change risk management



Board level responsibility



Integrated strategy



Commentary from Euronatura

“Putting in place efficiency and emission reduction targets drives innovation and sends an important message to stakeholders.”

Carbon Management Landscape in Portugal

Portuguese companies currently view carbon management as a tool for tackling increasing energy costs and pressure from competitors. Related advantages such as being relevant criteria on the consumer, investor or procurement side is looked-at by companies with growing significance. The Carbon Disclosure Project - with its Investor and Supply Chain Programmes pushing carbon management higher on the corporate agenda - is now playing a key-role in shifting to this mind-frame.

There is a significant number of Portuguese companies with a rigorous carbon inventory, since establishing this carbon baseline is mandatory for sketching a strategy. Many companies have also started to enlarge their Scope 3 inventories, acknowledging its relevance in the company's carbon footprint. It is also worth noting a wide-spread willingness to put in place efficiency and emission-reduction targets. This decision drives innovation and sends an important message to stakeholders. In fact, the first movers in Portugal go beyond inventory and target-setting; they also forecast emissions scenarios and study the future effects of climate change in the company's activity.

Roadmap to an Effective Strategy

Companies are setting multiple targets based on the relationship between reducing carbon emissions and saving money. However, most of those targets are limited in scope and do not translate into absolute emissions reductions. Also, there is a lack of connection between sustainability goals and employees incentives: 31% (4) of Portuguese companies in the sample do not provide them. Furthermore, letting other departments within the company know about the financial benefits of “carbon savings” can help achieve those targets. Several Portuguese companies have expressed that this practice has had positive impacts on the way in which their carbon and sustainability strategy is perceived and engaged internally.

Being aware of low-hanging fruits embodied in behavioural changes can make for good results and big savings with minimum capital investment: convey information on good workplace practices and processes to all employees. Track and benchmark the company's carbon performance, and pass on this information for better engaging within and outside the company. If capital is available, companies can start by investing in energy efficiency in activities' with high carbon intensity levels or

where state or European incentives and rebates are available, to minimise return periods. Companies can also consider doing energy audits or third-party evaluations to identify where to act and how to obtain good results.

A company's influence is not limited to their employees; suppliers' engagement is a key part of a carbon strategy. Suppliers participation can have tremendous impacts in the companies' products and services and on how companies are perceived in the market both by other suppliers and consumers. Portuguese companies started their suppliers programs focusing on product-quality indicators. Nevertheless, as these programmes take a more complex format, there is a delay in adding weight to the energy and carbon aspect.

Shifting Scenario

The debate on European and national strategies on climate change are not centre stage when it comes to the media and political Portuguese agenda. The European drive in promoting the fight on climate change as a vector of economic development was muffled by the European crisis: both companies and Government have their path questioned by budget constraints.

In Portugal, some business sectors have already been pointed out as experiencing climate change impacts. Notwithstanding, both public and private programs to promote renewables and energy efficiency have decreased. Surely, there is a link between these programmes' decrease – or postponement – and the financial sector credit crunch. In fact, as a result of the economic crisis, Portuguese companies are experiencing changes in fiscal and labour policies, all the while reacting to the economic downturn. Therefore, unless Portuguese companies had already integrated “carbon management” as key vector of their business strategy - which few had - this economic context can cause a shift of focus away from that issue.

There are a few governmental carbon policy frameworks expected to be released soon. They target companies that so far have not been requested by law to deal with carbon management. At present, this can be a huge challenge for some companies. However, it is a necessary challenge if it helps companies to adjust and cut costs while also decreasing their carbon intensity per revenue.

André Baltazar
Researcher, Euronatura

2012 Leaders



Introduction to the Carbon Disclosure Leadership Index (CDLI) and the Carbon Performance Leadership Index (CPLI)

Each year, company responses are reviewed, analyzed and scored for the quality of disclosure and performance on actions taken to mitigate climate change. The highest scoring companies for disclosure and/or performance enter the CDLI and the CPLI.

What are the CDLI and CPLI criteria?

To enter the CDLI, a company must:

- Make their responses public and submit them via CDP's Online Response System
- Achieve a score within the top 10% of the total population

To enter the CPLI (Performance Band A), a company must:

- Make their responses public and submit them via CDP's Online Response System
- Attain a performance score greater than 85
- Score maximum performance points on question 13.1a (absolute emissions performance) for GHG reductions due to emission reduction actions over the past year
- Disclose gross global Scope 1 and Scope 2 figures
- Score maximum performance points for verification of Scope 1 and Scope 2 emissions

Notes: Companies that achieve a performance score high enough to warrant inclusion in the CPLI, but do not meet all of the other CPLI requirements are classed as Performance Band A- but are not included in the CPLI.

Why are the CDLI and CPLI important to investors?

Analyses of the CDLI and CPLI provide insights into the characteristics and common trends among the leading companies on carbon disclosure and performance. They highlight good practices in reporting, governance, risk management, verification and emissions reductions activities toward climate change adaptation and mitigation.

Additionally, good carbon management and disclosure may be used as a proxy for superior, forward-looking management with a better understanding of the companies' risk profile.

The inter-relations between CDLI and CPLI companies show how companies with better data can use this advantage within the business to drive value-adding activities.

Companies in the CDLI and CPLI typically show a deeper understanding of, and address more pro-actively, the risks and opportunities presented by climate change. Their transparency and willingness to disclose information is attractive to investors. For further information on the CDLI and the CPLI and how scores are determined, please visit www.cdproject.net/guidance.

CDLI

Carbon disclosure scores attained by Iberian disclosers have significantly improved from the previous year although the scoring methodology became stricter in 2012. 78% (38) of the disclosers improved their score from previous year. The greatest improvements are achieved by Arcelor Mittal with a jump of 51 points and CaixaBank with 31 points¹⁶.

Companies with a disclosure score above 70 points are considered high scorers, though they are not necessarily Carbon Disclosure Leaders. Being a high scorer may indicate that senior management has an understanding of the business issues related to climate change and that they are incorporating climate related risks and opportunities into their core business. High scores represent 69% of the Iberian disclosers (34), growing from 52% (25) in 2011. The overall improvement proves that the quality of carbon disclosure has increased dramatically in Iberia. Companies' responses to CDP's information request ensure them high visibility and the opportunity to benchmark themselves against their peers. Therefore, reaching a good CDP score can contribute and support companies in their sustainability positioning.

The companies included in this year's CDLI have a disclosure score ranging from 92 to 99. The average disclosure score for CDLI companies is 95, which means an increase of 7 points compared to the 2011 CDLI average score (88). The average score of CDLI companies is significantly higher than the average score of all reporting companies of the Iberian sample, which results in 76 points and has increased from 68 in 2011.

Gas Natural leads the CDLI with 99 points. Repsol YPF earns the second best score with 98 points, closely followed by Acciona, Abengoa and EDP with 96 disclosure points each. All the latter companies are listed in the CDLI for the second consecutive year, while Gas Natural has managed to remain disclosure leader for another year. Iberdrola, Banco Espírito Santo, Sonae and Galp are among the newly-listed disclosure leaders.

Table 4. CARBON DISCLOSURE LEADERSHIP INDEX FOR IBERIA SAMPLE 2012

Name	Country	Sector	Disclosure Score
Gas Natural	Spain	Utilities	99
Repsol YPF	Spain	Energy	98
Abengoa	Spain	Industrials	96
Acciona	Spain	Industrials	96
EDP	Portugal	Utilities	96
Iberdrola	Spain	Utilities	95
Banco Espírito Santo	Portugal	Financials	94
OHL	Spain	Industrials	94
Galp Energia	Portugal	Energy	93
Sonae	Portugal	Consumer Staples	93
Endesa	Spain	Utilities	92
Telefónica	Spain	Telecommunication Services	92

21 CDLI VS. NON-CDLI METRICS¹⁷

- CDLI
- Non-CDLI

Disclose Scope 1+2



Disclose Scope 3



Verify Scope 1+2



Verify Scope 3



22 CPLI VS. NON-CPLI KEY PERFORMANCE INDICATORS

- CDLI
- Non-CDLI

Verification of emissions



Quantify emissions reductions from activities



Integrated risk management



High level governance



Integrated strategy



Monetary incentives



Products and services enabling emissions reductions



CPLI

Looking at the performance index, six companies have made it into the CPLI, having achieved the performance band A. This means doubling the CPLI number of companies from 2011, despite a stricter methodology this year¹⁸.

Companies in the CPLI are demonstrating best practice in terms of governance, strategy and emissions reductions. These companies are strongly outperforming the rest of the Iberian sample in all of the key metrics.

Abengoa, Caixa Geral de Depositos and Iberdrola are new among the performance leaders, and the latter succeeded also in being included as performance leader within the CPLI of the G500 population. Acciona, Gas Natural and Ferrovial are included in the CPLI for the second consecutive year.

Table 5. CARBON PERFORMANCE LEADERSHIP INDEX FOR IBERIA SAMPLE 2012

Name	Country	Sector	Performance Band
Abengoa	Spain	Industrials	A
Acciona	Spain	Industrials	A
Ferrovial	Spain	Industrials	A
Caixa Geral de Depositos	Portugal	Financials	A
Gas Natural	Spain	Utilities	A
Iberdrola	Spain	Utilities	A

35 companies populate the top three bands (A, B and C) and only seven are in the lowest two (D and E). Another seven companies have not been scored for performance because they have a disclosure score below the 50 points threshold.

In conclusion, the analysis shows that the huge majority of responding companies of the Iberian sample is not only improving in terms of disclosure and performance, but has already reached a very good level of both.

16. CaixaBank 2012 score is compared to Criteria Caixa Corp 2011 score.

17. CDP has been working to encourage greater levels of third party verification/assurance of data in response to demands for higher levels of data quality. This led to a change in the way in which verification/assurance was reported and scored in 2011. Therefore only data for 2011 and 2012 for verification/assurance is included here. The term "reported and approved" refers to the fact that the number of companies with verification is based on the scoring of the verification statements attached to their response. Where companies report verification/assurance of more than one scope, they are only counted once in the statistic provided.

18. Please notice that according to CDP scoring methodology performance bands are relative to the companies' responses in that particular year. That makes difficult to compare CPLI over time. Moreover, the criteria to enter the CPLI were raised in 2012. Please see CDP scoring methodology: <https://www.cdproject.net/en-US/Pages/guidance.aspx>

Why is investing in climate change related R&D with regards to new products so important to obtain a comparative advantage in your sector? Why do you think innovation projects pay off and are important even in times of financial crisis?

The role that energy technologies must play in curving CO2 emissions is key to mitigate the potential impacts associated to climate change.

Although the financial crisis is forcing our society to pay attention in some other urgent questions, only those companies working with the most suitable technology will be able to operate and compete properly in the markets giving society the level of security of supply, sustainability and satisfaction demanded.

Which benefits did you obtain from measuring and verifying Scope 3 emissions? How does it help you to develop a better carbon management?

The starting point to develop a better carbon management is an accurate measurement of the GHG emissions. Measuring GHG emissions Scope 3 allows our company to comprehensively know the energy efficiency of these processes, enabling us to allocate resources in a cost-effective way, focusing the company's efforts on those with the greatest impact or higher room for improvement.

Verifying the whole of GNF's carbon footprint gives all these work the necessary level of assurance and external recognition.

Antonio Gella, HSEQA Director. Gas Natural

Telefónica perspective



“We believe that the Information and Communication Technology (ICT) Sector has a major role in promoting a low carbon economy, which has been put into value within CDP with the creation of a particular supplement of our sector.”

For the third year in a row, Telefónica is one of the leading telecommunications companies in the Carbon Disclosure Project. We are proud to be part of the top businesses that respond to institutional investors with millionaire assets, interested in the transparency and the performance of companies with regard to climate change. We also believe that the Information and Communication Technology (ICT) Sector has a major role in promoting a low carbon economy, which for the first year has been put into value within CDP, with the creation of a particular supplement of our sector.

In this edition, Telefónica has achieved a score of 92 points out of 100 in the Carbon Disclosure Score, increasing 2 points since last year. Our efforts to include climate change as part of our core business and the transparent carbon management that we carry out every year has taken us to this position. Furthermore, Telefónica has remained in category B of the Carbon Performance Score that includes companies with initiatives in progress, which they will conclude shortly, to mitigate, adapt to climate change and to drive green ICT innovation for a low carbon economy.

The strategy of the Climate Change and Energy Efficiency of Telefónica has three fronts: 1) Green ICTs, the basis for the identification of risks and opportunities that climate change present to us and helps to drive our positioning as the leading ICT company in this field; 2) Green from ICTs, to promote internal energy efficiency and to reduce our GHG emissions; and 3) Green with ICTs, with initiatives to develop competitive solutions and services that improve clients' efficiency and enhance emissions reductions in other sector of the economy by the use of our technology.

On the Green from ICTs front, where the CDP focuses, Telefónica has improved its operational energy efficiency including data centers by almost 20%, putting it at a third from reaching its target for 2015: an improvement of 30% compared to 2007, measured in kWh/equivalent access. To achieve this, the 30 energy efficiency projects developed in the company in 2011 have been essential. With them, we have saved 7.6 million euros and reduced 265,000 tons CO₂e.

Similarly, Telefónica consolidated the energy consumption and greenhouse gas emissions inventory accounting & development processes – essential for taking the right decisions – maintaining total greenhouse gases at 1.8 million tons. At the same time, for the third year running, An independent auditor performed a specialised energy and emissions review of all of the group's operations, and for the first time, we included the verification of the emissions reduced by every project developed.

Referring to transparency, another valued aspect by CDP, Telefónica regularly informs its interest groups about its progress in energy and carbon management through various 2.0 channels, the Annual Sustainability Report and an annual workshop on energy and climate change.

Our score in CDP reflects the efforts in the past, the results of the present and our commitment to the future. We consider that CDP is a good reference for our investors at this moment. In this sense we will do our best to improve in the coming years.

Sector analysis

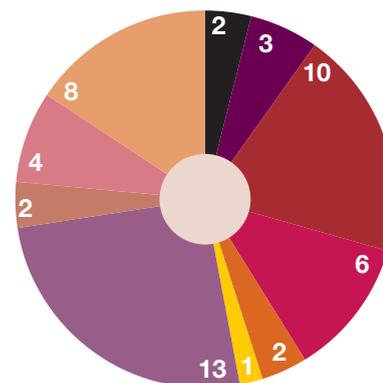


All of the companies covered in the Iberian sample can be categorized into 10 sectors based on the Global Industry Classification Standard (GICS). Examining companies by sector often provides insight into the challenges faced by a particular sector. Moreover, the nature and scale of climate related activities are often best compared on a sector by sector basis. The largest number of responding companies of the 51 companies that responded¹⁹ to the CDP questionnaire can be found in the Financials (13), Industrials (10) and Utilities (8) sectors as illustrated in figure 23.

All 10 sectors are very diverse and this is reflected in the range of response rates as well as by the disclosure and performance scores obtained in each of them. The highest scoring sector in both in terms of disclosure and performance is the Energy sector with an average disclosure score of 96 points. Nevertheless, this sector includes only two companies, a small sample not representative for comparisons. From those sectors including more than five companies, Utilities has the best disclosing and performance scores with an average disclosure score of 88 points. The Consumer discretionary sector has the lowest average scores both for disclosure and performance.

23 DISTRIBUTION OF RESPONDING COMPANIES BY SECTOR

- Energy
- Materials
- Industrial
- Consumer Discretionary
- Consumer Staples
- Health Care
- Financials
- Information Technology
- Telecommunication Services
- Utilities



19. This analysis includes all responses, including non public responses and subsidiary companies which responded via their parent company. This year, those companies that send a non public response and that are only included in the Iberian report can have non public scores. Nevertheless, those companies that are included in other reports such as Euro 300 and Global 500, cannot have non public scores despite having sent non public responses. From next year all scores will be public despite the company's response is sent as public or non public.

Financials

Sector response rate:

Financials overall: 52% (13 out of 25)

Key industries in within the financial responders:

Banks (10 out of 13)

Diversified financials (2 out of 13)

Insurance (1 out of 13)

Respondents:

Banco Comercial Portugues, Banco Espírito Santo, Banco Popular Español, Banco Sabadell, Banco Santander, Banif, Bankinter, BBVA, Bolsas y Mercados Españoles, Caixa Geral de Depósitos, CaixaBank, Espirito Santo Financial Group, Mapfre.

Non-respondents²⁰:

Banca Cívica, Banco BPI, Banco de Valencia, Banco Pastor, Bankia, Corporación Financiera Alba, Dinamia Capital Privado, Grupo Catalana Occidente, Quabit Inmobiliaria, Realia Business, Sonae Capital.

25 PUBLIC CARBON DISCLOSURE SCORE AND PERFORMANCE BAND²¹



24 KEY PERFORMANCE INDICATORS

- Overall Iberian disclosers
- Financials

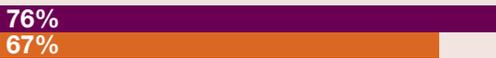
Board or other senior management oversight of climate change



Provide incentives for the management of climate change



Have emissions reductions targets



Have emissions reductions initiatives



Have products and services that enable GHG emissions reductions



Integrate climate change risks and opportunities management



Integrate climate change into business strategy



Decreased absolute emissions (Scope 1 and 2 combined)

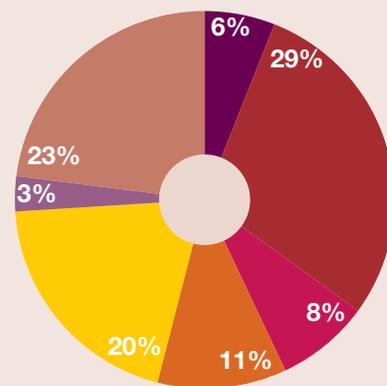


Engage with police makers



26 METHODS TO DRIVE INVESTMENT IN EMISSION REDUCTION ACTIVITIES

- Compliance with regulatory requirements/standards
- Dedicated budget for energy efficiency
- Dedicated budget for low carbon product R&D
- Dedicated budget for other emission reduction activities
- Employee engagement
- Financial optimisation calculations
- Other



27 NUMBER OF EMISSION REDUCTIONS ACTIVITIES BY ACTIVITY TYPE AND PAYBACK PERIOD

- < 1 year
- 1-3 years
- > 3 years
- Unknown

Energy efficiency: processes



Energy efficiency: building services



Behavioral change



Product design



Low carbon energy installation



Transportation: fleet



Process emissions reductions

Energy efficiency: building fabric



Transportation: use

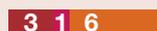


Fugitive emissions reductions

Low carbon energy purchase

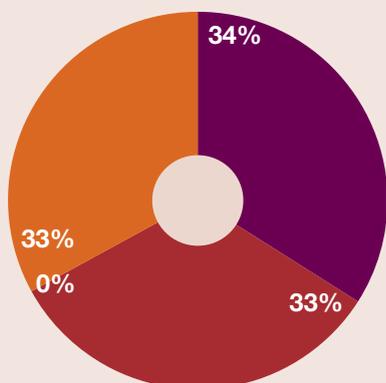


Other



28 EMISSION REDUCTION TARGETS

- Absolute target
- Intensity target
- Absolute and intensity target
- No target



Why are you engaging in sharing best practices and sustainability knowledge, which benefits do you see in it?

We are committed to sustainable development, so it's our mission to be the leaders in best practices, but also in promoting them inside the community. We believe that creating value in a company is not only to generate wealth but also to promote our values and knowledge. If we manage to do that, we will be contributing for a better society and we will also be spreading the benefits of progress and innovation to an increasing number of people.

Which benefits do you see in monitoring your supply chain emissions and how does it help you to get truly hold of your carbon footprint?

Sustainability in the supply chain is a relevant theme across all areas of Sonae's activity, by directly affecting its overall performance. Therefore Sonae has developed mechanisms for selection and qualification of suppliers, taking account of sustainability requirements to minimize any impacts related to climate change. The relationship between Sonae and its suppliers ensures that the company is well placed to identify the effects of a changing climate on supply and find ways to benefit from any possible opportunity.

Luís Reis. Chief Corporate Center Officer and President of Sonae's Sustainable Forum. Sonae

20. See footnote 19

21. The 2012 score is comprised of the disclosure score number and performance score letter. Only companies that have scored more than 50 for their disclosure score are given a performance score and have been included here. Scores for companies with a non-public response are also non-public, except for companies that are also included in the Global 500 or Euro 300 samples.

Industrials

Sector response rate:

Industrials overall: 38% (10 out of 26)

Key industries in within the industrials responders:

Capital goods (6 out of 10)

Transportation (3 out of 10)

Commercial and professional services (1 out of 10)

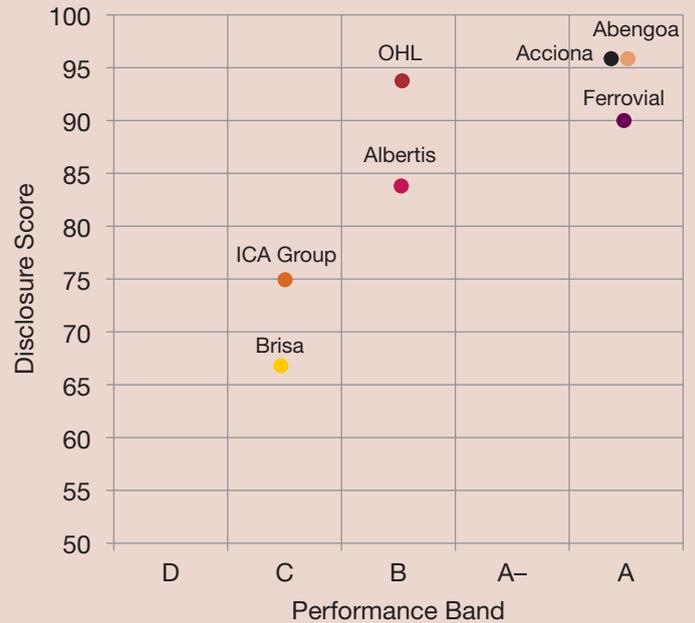
Respondents:

Abengoa, Abertis, Acciona, ACS, Brisa, Ferrovial, FCC, Gamesa, International Consolidated Airlines Group, OHL.

Non-respondents²²:

Acciones Unipapel, Construcciones y Auxiliar de Ferrocarriles, Duro Felguera, Fersa Energias Renovables, Grupo Soares da Costa, Martifer, Mota-Engil, Prosegur, Sacyr Vallehermoso, Semapa - Sociedade de Investimento e Gestao, Service Point Solutions, Solaria Energía y Medio Ambiente, Sonae Indústria, Teixeira Duarte, Vueling, Zardoya Otis.

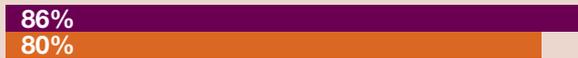
30 PUBLIC CARBON DISCLOSURE SCORE AND PERFORMANCE BAND²³



29 KEY PERFORMANCE INDICATORS

- Overall Iberian disclosers
- Industrials

Board or other senior management oversight of climate change



Provide incentives for the management of climate change



Have emissions reductions targets



Have emissions reductions initiatives



Have products and services that enable GHG emissions reductions



Integrate climate change risks and opportunities management



Integrate climate change into business strategy



Decreased absolute emissions (Scope 1 and 2 combined)

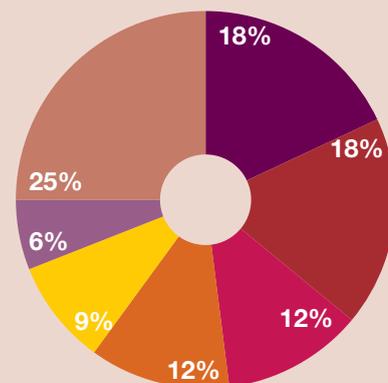


Engage with police makers



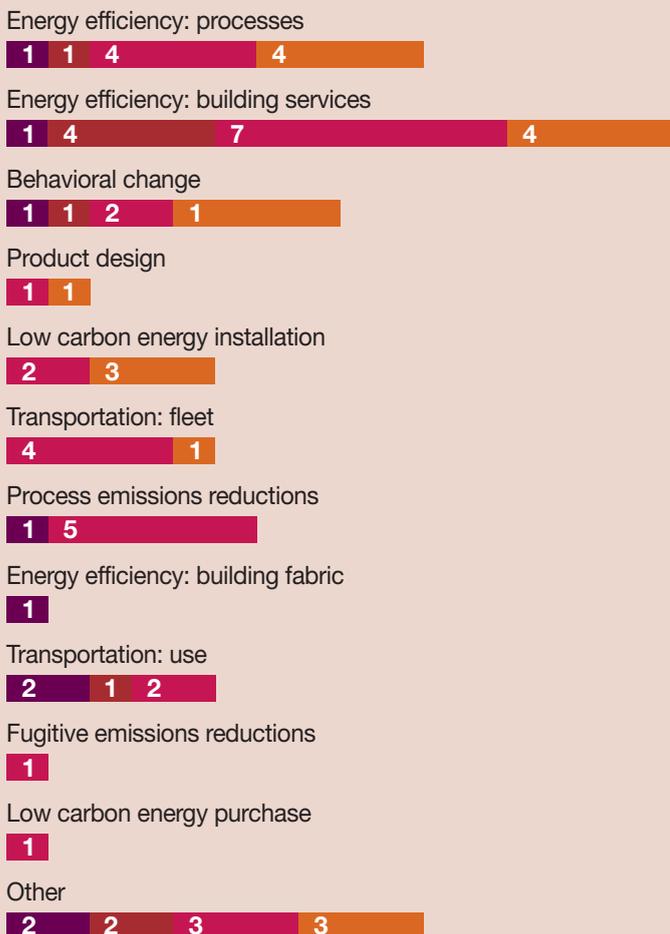
31 METHODS TO DRIVE INVESTMENT IN EMISSION REDUCTION ACTIVITIES

- Compliance with regulatory requirements/standards
- Dedicated budget for energy efficiency
- Dedicated budget for low carbon product R&D
- Dedicated budget for other emission reduction activities
- Employee engagement
- Financial optimisation calculations
- Other



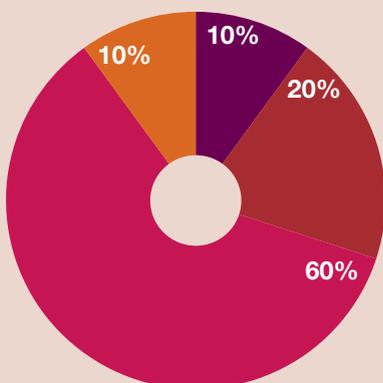
32 NUMBER OF EMISSION REDUCTIONS ACTIVITIES BY ACTIVITY TYPE AND PAYBACK PERIOD

- < 1 year
- 1-3 years
- > 3 years
- Unknown



33 EMISSION REDUCTION TARGETS

- Absolute target
- Intensity target
- Absolute and intensity target
- No target



With regards to corporate action against climate change, why do you think it is important to have incentives in place which are linked to targets?

No doubt incentives help big organizations to be focused on objectives at the corporate level. From that perspective, our challenge is how to design reliable metrics to make sure that (a) decision makers understand and agree with the objectives, and (b) incentives are properly linked with such targets, so decision makers are aware they are contributing to achieving the challenge.

Which role does regulatory uncertainty play with regards to delaying investment decisions and climate protection in your company?

We do have to provide certainty in the medium and long term for companies and investors. Regulatory uncertainty is probably jeopardizing many business opportunities emerging worldwide in the context of the global climate change regulatory framework. In particular, lack of reliable reduction objectives at both global and regional levels make it more difficult for players to forecast the market environment, and reduce legal security on long-term investments.

Iñigo Meirás. CEO Ferrovial

22. See footnote 19

23. See footnote 21

Utilities

Sector response rate:

Utilities overall: 100% (8 out of 8)

Key industries in within the utilities responders:

Utilities (8 out of 8)

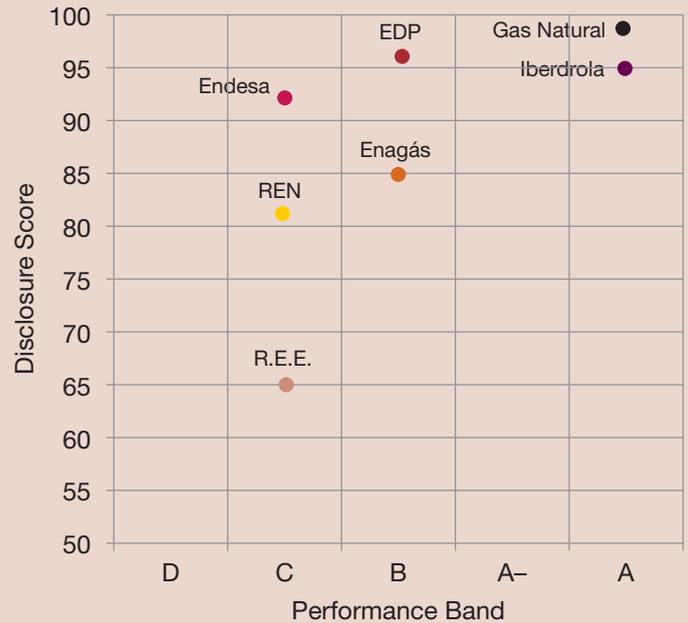
Respondents:

EDP, EDP Renováveis, Enagás, Endesa, Gas Natural, Iberdrola, R.E.E., REN

Non-respondents²⁴:

There are no non-responders within this sector

35 PUBLIC CARBON DISCLOSURE SCORE AND PERFORMANCE BAND²⁵



34 KEY PERFORMANCE INDICATORS

- Overall Iberian disclosers
- Utilities

Board or other senior management oversight of climate change



Provide incentives for the management of climate change



Have emissions reductions targets



Have emissions reductions initiatives



Have products and services that enable GHG emissions reductions



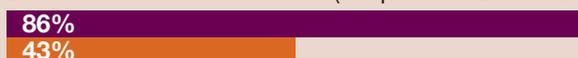
Integrate climate change risks and opportunities management



Integrate climate change into business strategy



Decreased absolute emissions (Scope 1 and 2 combined)

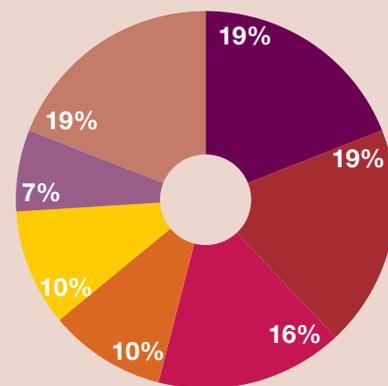


Engage with police makers



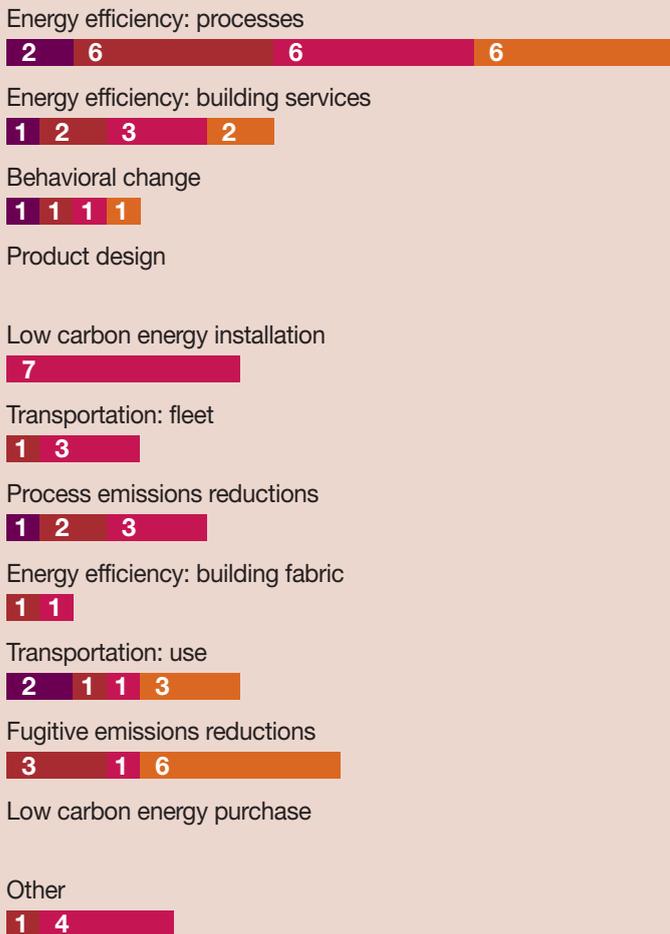
36 METHODS TO DRIVE INVESTMENT IN EMISSION REDUCTION ACTIVITIES

- Compliance with regulatory requirements/standards
- Dedicated budget for energy efficiency
- Dedicated budget for low carbon product R&D
- Dedicated budget for other emission reduction activities
- Employee engagement
- Financial optimisation calculations
- Other



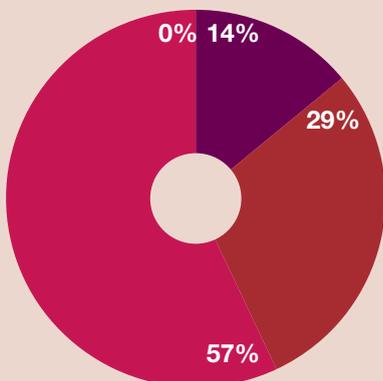
37 NUMBER OF EMISSION REDUCTIONS ACTIVITIES BY ACTIVITY TYPE AND PAYBACK PERIOD

- < 1 year
- 1-3 years
- > 3 years
- Unknown



38 EMISSION REDUCTION TARGETS

- Absolute target
- Intensity target
- Absolute and intensity target
- No target



What are the benefits of anticipating climate change consequences for your business and how do you make sure that adaptation is already taken place?

ACCIONA mitigates risks and successfully responds to opportunities arising from different climate change scenarios by adapting its products and services portfolio. This results in electricity generation from renewable sources only (17,749 GWh and 11.31 million tCO₂ avoided in 2011), participation in voluntary carbon markets, and reduction in energy consumption, GHG emissions and costs. ACCIONA also works towards giving solutions to water scarcity through desalinization and water treatment (508Hm³ water treated in 2011).

What would be your message to investors with regards to climate change?

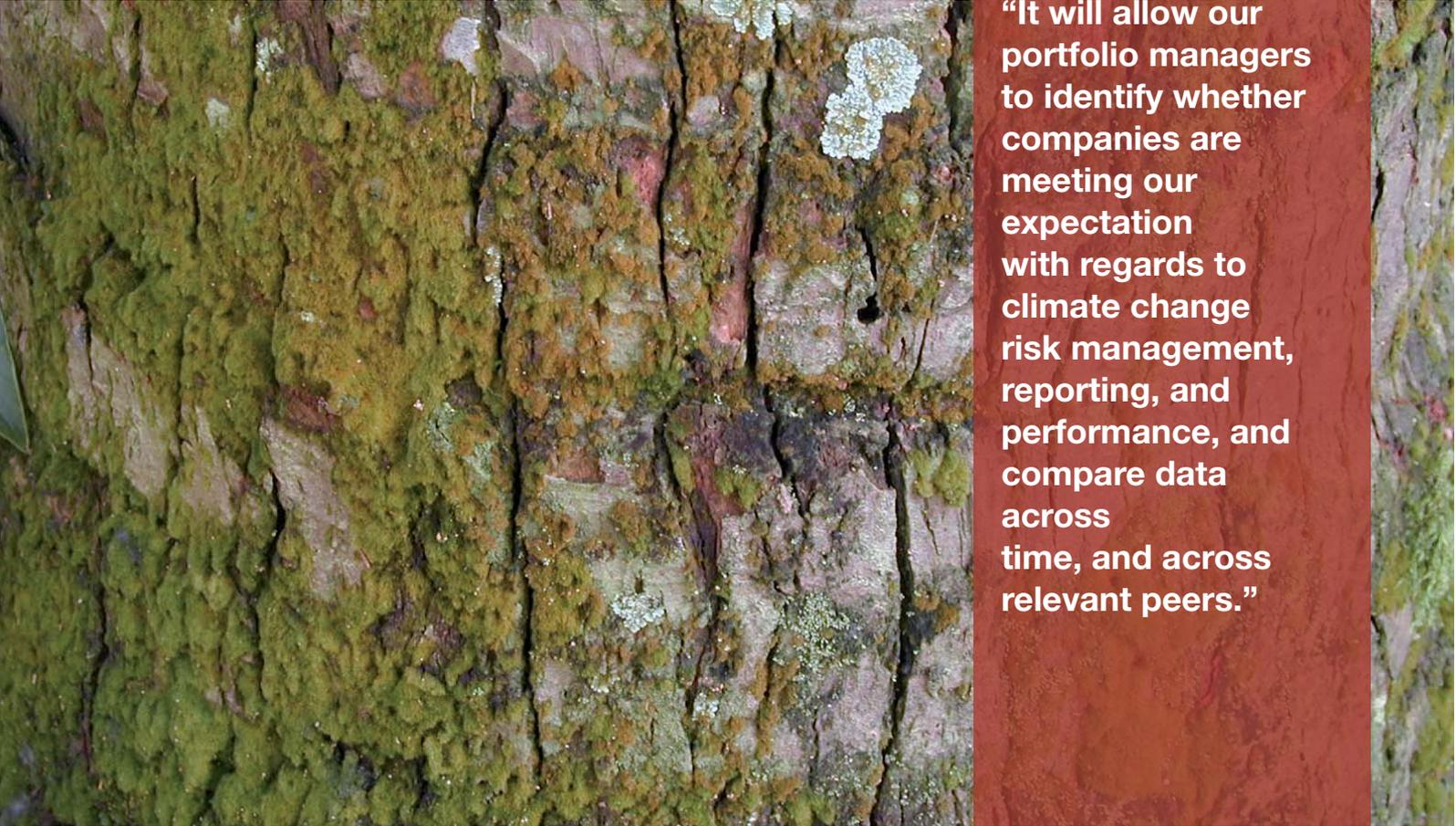
Climate change is one of the major challenges faced by all of us today, and joint actions are taking place from all the political, economic and social sectors. Investors could play a key role by giving precedence in its investment decisions to low-carbon production models and sustainable business practices which bring environmental, social and economic benefits. ACCIONA has set itself the challenge to lead the transition to a low carbon economy.

Juan Ramón Silva Executive Director, Sustainability. Acciona

24. See footnote 19

25. See footnote 21

Investor perspective



“It will allow our portfolio managers to identify whether companies are meeting our expectation with regards to climate change risk management, reporting, and performance, and compare data across time, and across relevant peers.”

What is NBIM's policy on corporate climate risk management?

We expect portfolio companies to identify material risks, define an optimal mitigation strategy and take action to implement that strategy. Companies should also have a well-functioning governance structure for risk and be transparent in their interaction with policy-makers and regulators. They should disclose sufficient information demonstrating an effective approach to climate change risk, including key performance indicators on greenhouse gas emissions.

How does NBIM use CDP data?

NBIM uses CDP data as a source of company-level information on climate change risk for our portfolio managers. We are supportive of the standardised questions and answers in the CDP Information Request, as this helps us integrate CDP data with our internal data platforms in ways that we find beneficial. The growth in the number of companies reporting to CDP means a greater share of our global equities portfolio is covered each successive year.

We are in the process of incorporating CDP data into our internal investment data platform. It will allow our portfolio managers to identify whether companies are meeting our expectation with regards to climate change risk management, reporting, and performance, and compare data across time, and across relevant peers. In turn, each portfolio manager can form an opinion about the significance and relevance of the information for the companies they cover.

Which CDP data points are disseminated to NBIM's portfolio managers?

We have produced a framework for assessing companies relative to climate change risk based on our own weighting of individual CDP data points. The framework considers indicators related to governance structure, risk assessment, strategy implementation, reporting, and performance, each of which is linked to a CDP data point. For example, we review the companies' own assessment of their exposure to various climate change risks, and the actions they have taken to reduce their risk exposure.

We also use CDP data to identify whether companies have lines of reporting up to board level and whether they disclose their position and political activities relative to climate change regulation. We measure performance by considering emissions reduction targets and tracking whether greenhouse gas emission intensity is increasing or decreasing, and whether emissions data have been independently verified.

Christopher Wright

Senior Analyst at Norges Bank Investment Management (NBIM)

NBIM manages the Norwegian Government Pension Fund Global which owns approximately 2% of European equities. As of 31.12.11, it held shares in 75 companies in Spain, with a combined market value of 5.8 billion euros, and 23 companies in Portugal, with a combined market value of 860 million euros.

Key statistics

From the 125 Iberian companies invited to disclose (the 85 largest Spanish companies and the 40 largest Portuguese companies by market capitalisation), 51 companies responded to the CDP Investor request 2012²⁶. Figure KS1 is based on all these companies, including those that reference a holding company's response (EDP Renováveis and Espírito Santo Financial Group). Analysis in the remainder of this report is based on data provided to CDP by 15/07/2012 on 49 unique responses submitted up to 30/06/2012 to the 2012 Investor programme.

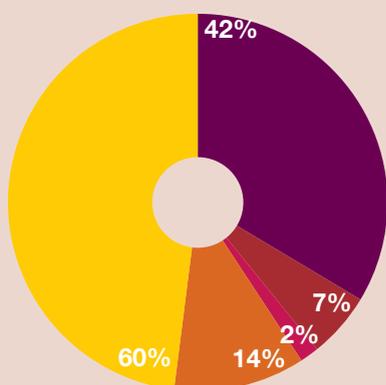
In 2012, we see a modest increase in the unique response rate reaching 39% (49), up from 37% (46) last year. Nevertheless, there is still much room for improvement as this number is still far from the response rate of the Global 500 companies (81%). The highest rate of respondents can be found in the Utilities sector (100%) where all seven companies disclosed information while companies in the Health Care sector are the least responsive (14%). In fact, only one out of seven companies provided information from this sector. 14 companies declined to respond to the request and 60 chose to not respond at all.

Climate change is gaining in importance for corporations. Indeed, 86% of responding companies appointed board or other senior management as those with the oversight for climate change. Companies are also increasing the use of incentives to manage climate change (71% in 2012 compared to 56% in 2011).

26. This includes all responses, including non public responses and subsidiary companies which responded via their parent company.

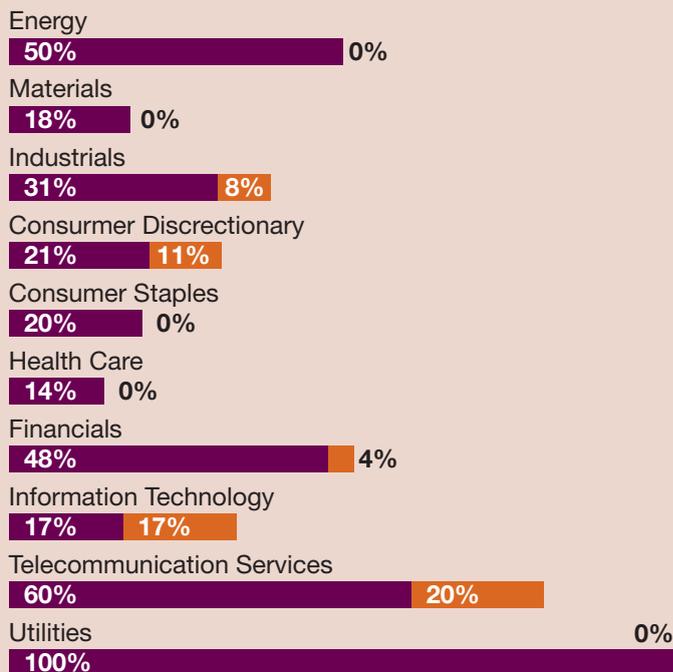
KS1 RESPONSES STATUS

- Answered questionnaire, response publicly available
- Answered questionnaire, response not publicly available
- Indirect answer. The company refers to parent
- Declined to participate
- No answer



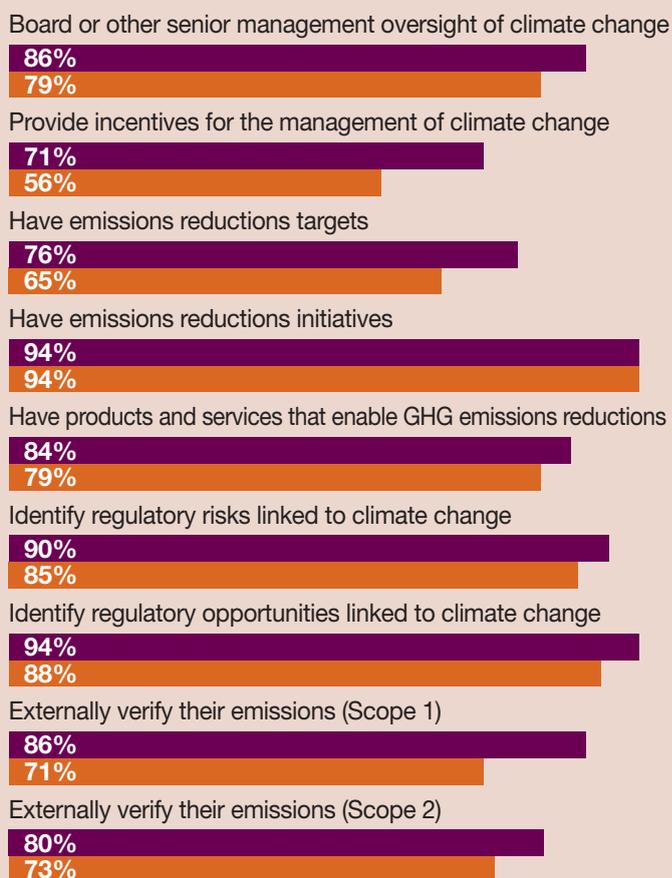
KS2 SECTOR RESPONSE RATES 2012

- Public
- Non-Public



KS3 KEY PERFORMANCE STATISTICS 2011-2012

- 2012 (Overall Iberian disclosers)
- 2011 (Overall Iberian disclosers)



Companies disclosing absolute or intensity targets have only been included in this section where they have been fully described, providing base year, target year, percentage reduction and for intensity targets, target metric.

Companies may report multiple emissions reductions due to implementation of activities, targets and reward incentives. In all of these cases, companies are only counted once in the statistics presented below.

The number of companies disclosing Scope 1 or 2 emissions includes those that have disclosed their emissions as zero. This is a change in approach from previous years.

Only four sectors reported more than one million metric tons CO₂e (Energy, Materials, Industrials and Utilities), jointly accounting for 98.67% of Scope 1 and 2 emissions. The Materials sector, responsible for 45% of Scope 1 emissions and 52% of Scope 2 emissions, is the biggest emitter. The Utilities sector accounts for 36% and 24% Scope 1 and Scope 2 emissions respectively.

The number of companies reporting Scope 3 emissions is constantly rising. In 2012, 46 companies²⁷ identified 15 different sources of Scope 3 emissions with business travel mentioned by 84% (41) of companies and employee commuting mentioned by 41% (20) of companies, being the categories most often enumerated and which accounted for 4% of disclosed Scope 3 emissions. Usually companies beginning Scope 3 inventories start reporting these categories. Companies that reported business travel and employee commuting in the past are now involved in reporting other upstream and downstream categories such as purchasing (20%) or transportation and distribution of products (12%). The Scope 3 categories with a bigger contribution to total Scope 3 emissions are 'Use of sold products' (51% of total Scope 3 emissions) and 'Waste generated in operations' (27%).

Most of the companies that reduced their emissions from the previous year, reported emission reduction activities (72%) and changes in input materials (12%) as the main reasons for this decrease. According to this companies emissions reductions are a result of a proactive climate change strategy driving to an improvement in carbon intensity.

KS4 NUMBER OF COMPANIES REPORTING SCOPE 3 EMISSIONS²⁸

- Yes
- No



KS5 IBERIAN DISCLOSERS TOTAL EMISSIONS BY SECTOR (Scope 1 and 2) (Mt CO₂e)

- Scope 1
- Scope 2



Total emissions do not reach 1 Mt CO₂e for the following sectors: Consumer Discretionary, Consumer Staples, Health Care, Financials, Information Technology and Telecommunication Services.

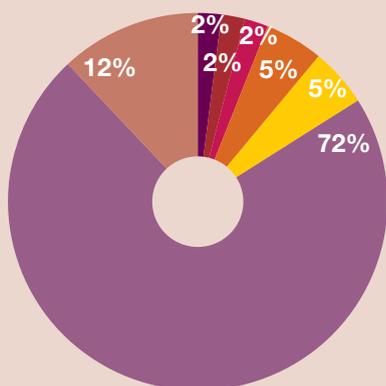
KS6 COMMONLY REPORTED SCOPE 3 CATEGORIES (WITH EMISSIONS DATA PROVIDED)



On the other hand, 50% of the companies that increased emissions from the previous year explain this increase by reasons not related to carbon intensity: changes in boundary (12%) or methodology (15%), and acquisitions (23%). Companies reporting 'other' reasons to explain increases include several mixed causes as increase of the electricity emission factor or the company activity growth.

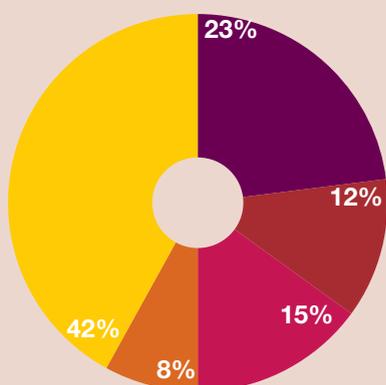
KS7 REASONS FOR EMISSIONS DECREASE

- Change in boundary
- Change in methodology
- Change in output
- Change in physical operating conditions
- Divestment
- Emissions reduction activities
- Other: Change in input materials



KS8 REASONS FOR EMISSIONS INCREASE

- Acquisitions
- Change in boundary
- Change in methodology
- Change in output
- Other



The Climate Disclosure Standards Board (CDSB), a special project of CDP, is an international organization committed to the integration of climate change-related information into mainstream corporate reporting. CDSB's internationally accepted Climate Change Reporting Framework is designed for use by companies in making disclosures in, or linked to, their mainstream financial reports about the risks and opportunities that climate change presents to their strategy, financial performance and condition. Designed in-line with the objectives of financial reporting and rules on non-financial reporting, the Climate Change Reporting Framework offers a leading example of how to apply the principles of integrated reporting with respect to reporting on climate change.

27. Whilst in some cases "Other upstream" or "Other downstream" are legitimate selections, in most circumstances the data contained in these categories should be allocated to one of the named categories. Reporting companies are encouraged to use these specific categories where appropriate as not doing so and using "Other" greatly affects data quality and therefore the usefulness of the data for investors. An attempt to subjectively attribute categories where companies have selected "Other" has not been undertaken. In addition, only those categories for which emissions figures have been provided have been included.

28. Only companies reporting Scope 3 emissions using the Greenhouse Gas Protocol Scope 3 Standard named categories have been included.

Appendix

Table of emissions, scores and sector information by company

Company name	Country	Sector ^a	2012 Score ^c	2012 response status ^b	2011 response status ^b	Total Scope 1 + Scope 2 emissions	Scope 1	Scope 2	Number of Scope 3 categories reported ^d	Verification/Assurance status ^e	Target(s) reported ^f
Abengoa	Spain	IND	96 A	AQ	AQ	3,597,229	2,953,020	644,209	4	VAA S1, S2, S3	Abs, Int
Abertis Infraestructuras	Spain	IND	84 B	AQ	AQ	149,967	34,331	115,636	1	VAA S1, S2	
Acciona	Spain	IND	96 A	AQ	AQ	857,215	666,977	190,238	6	VAA S1, S2, S3	Abs, Int
Acciones Unipapel	Spain	IND	NR	NR	—	NR	NR	NR	NR	NR	NR
Acerinox	Spain	MAT	83 B	AQ	AQ(NP)	380,215	167,502	212,713*	2	"VAR S1, S2, VAF S3"	Abs, Int
ACS Actividades de Construcción y Servicios ^g	Spain	IND	41	AQ(NP)	AQ	NP	NP	NP	NP	NP	NP
Adolfo Domínguez	Spain	CD	NR	NR	—	NR	NR	NR	NR	NR	NR
Almirall	Spain	HC	NR	NR	NR	NR	NR	NR	NR	NR	NR
Altri	Portugal	MAT	NR	NR	NR	NR	NR	NR	NR	NR	NR
Amadeus IT Holding ^g	Spain	IT	60 C	AQ(NP)	AQ(NP)	NP	NP	NP	NP	NP	NP
Amper	Spain	TCOM	NR	NR	NR	NR	NR	NR	NR	NR	NR
Antena 3 Televisión	Spain	CD	NP	AQ(NP)	DP	NP	NP	NP	NP	NP	NP
Arcelor Mittal	Luxembourg	MAT	85 C	AQ	AQ	179,930,000	162,028,000	17,902,000*	1	VAA S1, S2, S3	Int
Azkoyen	Spain	CD	NR	NR	—	NR	NR	NR	NR	NR	NR
Banca Cívica	Spain	FIN	DP	DP	—	DP	DP	DP	DP	DP	DP
Banco BPI	Portugal	FIN	NR	NR	NR	NR	NR	NR	NR	NR	NR
Banco Comercial Português	Portugal	FIN	83 C	AQ	AQ	73,384	17,629	55,755	2	VAA S1, S2, S3	
Banco de Valencia	Spain	FIN	NR	NR	NR	NR	NR	NR	NR	NR	NR
Banco Espírito Santo	Portugal	FIN	94 A-	AQ	AQ	28,028	7,378	20,650	3*	VAA S1, S2, S3	Int
Banco Pastor	Spain	FIN	NR	NR	NR	NR	NR	NR	NR	NR	NR
Banco Popular Español	Spain	FIN	41	AQ	AQ	7,601	845	6,756	2	VAR S1, S2, S3	
Banco Sabadell	Spain	FIN	50 D	AQ	AQ	20,598	379	20,219*	1		Abs
Banco Santander	Spain	FIN	79 C	AQ	AQ	414,846	30,272	384,574	2	VAR S1, S2, S3	Int
Banif	Portugal	FIN	71 D	AQ	AQ	9,878	3,690	6,188	1		
Bankia	Spain	FIN	DP	DP	—	DP	DP	DP	DP	DP	DP
Bankinter	Spain	FIN	70 B	AQ	AQ	6,571	243	6,328	3*	VAA S1, S2, S3	Abs
Barón de Ley	Spain	CS	NR	NR	NR	NR	NR	NR	NR	NR	NR
BBVA	Spain	FIN	80 C	AQ	AQ	345,523	9,964	335,559	1	VAR S1, S2, S3	Int
Bolsas y Mercados Españoles	Spain	FIN	NP	AQ(NP)	AQ(NP)	NP	NP	NP	NP	NP	NP
Brisa- Auto-Estradas de Portugal	Portugal	IND	67 C	AQ	AQ	16,367	7,511	8,856	1	VAA S1, S2	Abs
Caixa Geral de Depósitos ^h	Portugal	FIN	87 A	AQ	AQ	46,478	4,426	42,052*	2	VAA S1, S2, S3	Int
CaixaBank	Spain	FIN	85 B	AQ	AQ	3,131	1,821	1,310	4*	VAA S1, S2, S3	Abs
Campofrío Alimentación	Spain	CS	NR	NR	NR	NR	NR	NR	NR	NR	NR
Cementos Portland Valderrivas	Spain	MAT	NR	NR	NR	NR	NR	NR	NR	NR	NR
CIE Automotive	Spain	CD	27	AQ	AQ	57,120	57,120				Abs
Cimpor	Portugal	MAT	DP	DP	DP	DP	DP	DP	DP	DP	DP
Codere	Spain	CD	NR	NR	NR	NR	NR	NR	NR	NR	NR
Cofina	Portugal	CD	NR	NR	NR	NR	NR	NR	NR	NR	NR
Construcciones y Auxiliar de Ferrocarriles	Spain	IND	NR	NR	NR	NR	NR	NR	NR	NR	NR
Corporación Financiera Alba	Spain	FIN	NR	NR	NR	NR	NR	NR	NR	NR	NR
Corticeira Amorim	Portugal	MAT	DP	DP	DP	DP	DP	DP	DP	DP	DP
Día	Spain	CS	NR	NR	—	NR	NR	NR	NR	NR	NR
Dinamia Capital Privado	Spain	FIN	NR	NR	NR	NR	NR	NR	NR	NR	NR
Duro Felguera	Spain	IND	NR	NR	NR	NR	NR	NR	NR	NR	NR
Ebro Foods	Spain	CS	NR	NR	NR	NR	NR	NR	NR	NR	NR
EDP - Energias de Portugal	Portugal	UTIL	96 B	AQ	AQ	18,237,580	16,957,182	1,280,398	5	VAA S1, S2, S3	Abs, Int
"EDP Renováveis (See EDP)"	Portugal	UTIL	AQ(SA)	AQ(SA)	AQ(SA)	AQ(SA)	AQ(SA)	AQ(SA)	AQ(SA)	AQ(SA)	AQ(SA)
Enagás	Spain	UTIL	85 B	AQ	AQ	292,613	239,861	52,752	2	"VAA S1, S2, VAR S3"	Abs, Int
Endesa	Spain	UTIL	92 C	AQ	AQ	51,046,755	50,694,969	351,786	2*	VAA S1	Int

Company name	Country	Sector ^a	2012 Score ^c	2012 response status ^b	2011 response status ^b	Total Scope 1 + Scope 2 emissions	Scope 1	Scope 2	Number of Scope 3 categories reported ^d	Verification/Assurance status ^e	Target(s) reported ^f
Ercros	Spain	MAT	66 D	AQ	NR	788,603	339,910	448,693		VAR S1, S2	
"Espírito Santo Financial Group (See Banco Espírito Santo)"	Luxembourg	FIN	AQ(SA)	AQ(SA)	AQ(SA)	AQ(SA)	AQ(SA)	AQ(SA)	AQ(SA)	AQ(SA)	AQ(SA)
Estoril Sol	Portugal	CD	NR	NR	NR	NR	NR	NR	NR	NR	NR
Europac	Spain	MAT	NR	NR	—	NR	NR	NR	NR	NR	NR
Faes Farma	Spain	HC	NR	NR	NR	NR	NR	NR	NR	NR	NR
Ferrovial	Spain	IND	90 A	AQ	AQ	1,070,951	638,019	432,932	4*	VAA S1, S2, S3	Abs, Int
Fersa Energias Renovables	Spain	IND	DP	DP	NR	DP	DP	DP	DP	DP	DP
Fibras Sintéticas de Portugal	Portugal	MAT	NR	NR	—	NR	NR	NR	NR	NR	NR
Fluidra	Spain	CD	DP	DP	DP	DP	DP	DP	DP	DP	DP
Fomento de Construcciones y Contratas	Spain	IND	NP	AQ(NP)	AQ(NP)	NP	NP	NP	NP	NP	NP
Galp Energia	Portugal	EGY	93 B	AQ	AQ(NP)	3,392,027	3,199,557	192,470	3	VAA S1, S2, S3	Int
Gamesa Corporación Tecnológica	Spain	IND	46	AQ	AQ	57,583	15,991	41,592		VAR S1, S2	Int
Gas Natural	Spain	UTIL	99 A	AQ	AQ	24,131,361	23,177,862	953,498*	8	VAA S1, S2, S3	Abs, Int
Grifols	Spain	HC	88 C	AQ	AQ	197,773	88,159	109,614	2	"VAA S1, VAR S2, S3"	Abs
Grupo Catalana Occidente	Spain	FIN	NR	NR	NR	NR	NR	NR	NR	NR	NR
Grupo Empresarial Ence	Spain	MAT	NR	NR	NR	NR	NR	NR	NR	NR	NR
Grupo Ezentis	Spain	IT	NR	NR	—	NR	NR	NR	NR	NR	NR
Grupo Soares da Costa	Portugal	IND	NR	NR	DP	NR	NR	NR	NR	NR	NR
Iberdrola	Spain	UTIL	95 A	AQ	AQ	41,381,862	36,193,156	5,188,706	4	VAA S1, S2, S3	Int
Ibersol	Portugal	CD	DP	DP	NR	DP	DP	DP	DP	DP	DP
Impresa	Portugal	CD	NR	NR	NR	NR	NR	NR	NR	NR	NR
Inapa	Portugal	MAT	NR	NR	NR	NR	NR	NR	NR	NR	NR
Inditex	Spain	CD	81 B	AQ	AQ	313,332	21,919	291,413	1	VAA S1, S2, S3	Int
Indra	Spain	IT	64 D	AQ	AQ	34,004	6,971	27,033	1	"VAA S1, S2, VAR S3"	Int
International Consolidated Airlines Group	Spain	IND	75 C	AQ	AQ	22,699,731	22,578,170	121,561	2	VAA S1, S2, S3	Abs, Int
Jazztel	Spain	IT	NR	NR	NR	NR	NR	NR	NR	NR	NR
Jerónimo Martins	Portugal	CS	54 E	AQ	AQ	1,006,606	199,133	807,473	4		
La Seda de Barcelona	Spain	MAT	NR	NR	—	NR	NR	NR	NR	NR	NR
Laboratorios Farmaceuticos Rovi	Spain	HC	DP	DP	NR	DP	DP	DP	DP	DP	DP
Mapfre	Spain	FIN	83 C	AQ	AQ	31,945	3,054	28,891	2	"VAA S1, S2, VAR S3"	Abs
Martifer	Portugal	IND	NR	NR	DP	NR	NR	NR	NR	NR	NR
Media Capital	Portugal	CD	NR	NR	NR	NR	NR	NR	NR	NR	NR
Mediaset Espana Comunicación	Spain	CD	NP	AQ(NP)	AQ	NP	NP	NP	NP	NP	NP
Meliá Hotels International	Spain	CD	85 C	AQ	AQ	189,626	47,348	142,278	4	VAA S1, S2, S3	Int
Miquel y Costas	Spain	MAT	NR	NR	NR	NR	NR	NR	NR	NR	NR
Mota-Engil	Portugal	IND	DP	DP	DP	DP	DP	DP	DP	DP	DP
Natra	Spain	HC	NR	NR	NR	NR	NR	NR	NR	NR	NR
Natraceutical	Spain	HC	NR	NR	—	NR	NR	NR	NR	NR	NR
NH Hoteles	Spain	CD	87 B	AQ	AQ	149,407	65,010	84,397	2	VAA S1, S2, S3	Abs, Int
Novabase	Portugal	IT	NR	NR	NR	NR	NR	NR	NR	NR	NR
Obrascon Huarte Lain (OHL)	Spain	IND	94 B	AQ	AQ	416,586	342,938	73,648	2	VAA S1, S2, S3	Abs, Int
Pescanova	Spain	CS	NR	NR	NR	NR	NR	NR	NR	NR	NR
Portucel Empresa Produtora	Portugal	MAT	DP	DP	DP	DP	DP	DP	DP	DP	DP
Portugal Telecom	Portugal	TCOM	82 C	AQ	AQ	168,254	16,851	151,403	1	VAA S1, S2, S3	Abs
Prisa	Spain	CD	NR	NR	NR	NR	NR	NR	NR	NR	NR
Prosegur	Spain	IND	NR	NR	NR	NR	NR	NR	NR	NR	NR

Company name	Country	Sector ^a	2012 Score ^c	2012 response status ^b	2011 response status ^b	Total Scope 1 + Scope 2 emissions	Scope 1	Scope 2	Number of Scope 3 categories reported ^d	Verification/Assurance status ^e	Target(s) reported ^f
Quabit Inmobiliaria	Spain	FIN	NR	NR	—	NR	NR	NR	NR	NR	NR
R.E.E.	Spain	UTIL	65 C	AQ	AQ	873,120	68,325	804,795	2*		Abs, Int
Realia Business	Spain	FIN	NR	NR	NR	NR	NR	NR	NR	NR	NR
Reditus	Portugal	IT	NR	NR	NR	NR	NR	NR	NR	NR	NR
REN - Redes Energéticas Nacionais	Portugal	UTIL	81 C	AQ	AQ	181,481	17,288	164,193	1	VAA S1, S2, S3	Abs
Repsol YPF	Spain	EGY	98 A-	AQ	AQ	24,696,516	23,138,229	1,558,287	5	VAA S1, S2, S3	Abs
Sacyr Vallehermoso	Spain	IND	NR	NR	NR	NR	NR	NR	NR	NR	NR
SAG GEST	Portugal	CD	NR	NR	NR	NR	NR	NR	NR	NR	NR
Semapa	Portugal	IND	NR	NR	NR	NR	NR	NR	NR	NR	NR
Service Point Solutions	Spain	IND	NR	NR	NR	NR	NR	NR	NR	NR	NR
Sniace	Spain	MAT	NR	NR	NR	NR	NR	NR	NR	NR	NR
Solaria Energía y Medio Ambiente	Spain	IND	NR	NR	NR	NR	NR	NR	NR	NR	NR
Sonae	Portugal	CS	93 B	AQ	AQ	304,828	62,065	242,763	3*	VAA S1, S2, S3	Int
Sonae Capital	Portugal	FIN	DP	DP	DP	DP	DP	DP	DP	DP	DP
Sonae Indústria	Portugal	IND	DP	DP	NR	DP	DP	DP	DP	DP	DP
Sonaecom	Portugal	TCOM	83 B	AQ	AQ	34,358	4,199	30,159	3*	VAA S1, S2, S3	
Sumol Compal	Portugal	CS	DP	DP	DP	DP	DP	DP	DP	DP	DP
Técnicas Reunidas	Spain	EGY	DP	DP	NR	DP	DP	DP	DP	DP	DP
Teixeira Duarte	Portugal	IND	NR	NR	NR	NR	NR	NR	NR	NR	NR
Telefónica	Spain	TCOM	92 B	AQ	AQ	1,727,044	111,516	1,615,528	3	VAA S1, S2, S3	Int
Toyota Caetano	Portugal	CD	NR	NR	NR	NR	NR	NR	NR	NR	NR
Tubacex	Spain	MAT	NR	NR	NR	NR	NR	NR	NR	NR	NR
Tubos Reunidos	Spain	MAT	NR	NR	NR	NR	NR	NR	NR	NR	NR
Vértice 360	Spain	CD	NR	NR	—	NR	NR	NR	NR	NR	NR
Viscofán	Spain	CS	NR	NR	NR	NR	NR	NR	NR	NR	NR
Vista Alegre Atlantis	Portugal	CS	NR	NR	NR	NR	NR	NR	NR	NR	NR
Vueling	Spain	IND	NR	NR	NR	NR	NR	NR	NR	NR	NR
Zardoya Otis	Spain	IND	NR	NR	NR	NR	NR	NR	NR	NR	NR
Zeltia	Spain	HC	NR	NR	NR	NR	NR	NR	NR	NR	NR
ZON Multimédia	Portugal	TCOM	NP	AQ(NP)	AQ(NP)	NP	NP	NP	NP	NP	NP

KEY TO APPENDIX

- a **CD** Consumer Discretionary
CS Consumer Staples
EGY Energy
FIN Financials
HC Health Care
IND Industrials
IT Information Technology
MAT Materials
TCOM Telecommunications
UTIL Utilities
- b **AQ** Answered Questionnaire
DP Declined to Participate
NR Not Responded
NP Non Public
SA See Another

c The 2012 score is comprised of the disclosure score number and performance score letter. Only companies that have scored more than 50 for their disclosure score are given a performance score. Companies that are in the CDLI or CPLI have the relevant part of the score (disclosure or performance) in bold text. Companies that have not responded have the relevant response status code in this column.

d Only Scope 3 categories reported using the Greenhouse Gas Protocol Scope 3 named categories (as provided in the Online Response System) are included when determining the number of categories reported. Companies that have reported one or more additional categories of "Other upstream" and/or "Other downstream" are indicated with an asterisk (*). Where companies have not provided emissions data or where they have not reported a named Scope 3 category according to the GHG Protocol Scope 3 standard, this column is blank.

- e **VAR:** Verification/Assurance reported; companies have reported that they have verification complete or underway with last year's statement available but the verification statement provided has not been awarded the full points available, or they have not been scored and therefore their verification statement has not been assessed.
VAF: Verification/Assurance reported as underway, first year; companies have reported that they have verification underway but that it is the first year they have undertaken verification. In this case there is no verification statement available for assessment.
VAA: Verification/Assurance approved; companies have reported that they have verification complete or underway with last year's certificate available and they have been awarded the full points available for their statement.
S1: Scope 1; verification/assurance applies to Scope 1 emissions.
S2: Scope 2; verification/assurance applies to Scope 2 emissions.
S3: Scope 3; verification/assurance applies to Scope 3 emissions.

- f **Abs** Absolute target
Int Intensity target

g Iberian companies disclosing in 2012 that also belong to other CDP samples such as Euro 300 and Global 500 cannot have non public scores even if their response is non public. Other companies that respond to CDP request as non public and that because of their market capitalization are only included in the Italian sample are allowed to have non public scores. This will change for 2013, when all scores will be published, independently from the fact that the company response will be public or non.

h As in 2011, we have included Caixa Geral de Depositos in the analysis. This company is not a public listed company, but it has answered CDP questionnaire for four consecutive years.



GHG emissions from this publication have been offset through CercoCO2 projects of emissions reduction and absorption. www.ceroco2.org

CDP contacts

Diana Guzman
Director, Southern Europe
Tel: +39 02 3051 6041
diana.guzman@cdproject.net

Katharina Lütkehermöller
Project Officer, Southern Europe
Tel: +39 02 3051 6041
katharina.luetkehermoeller@cdproject.net

Steven Tebbe
Managing Director, CDP Europe

CDP Southern Europe

Via Ampère 61/a
20131 Milan
Italy

Carbon Disclosure Project Europe

Reinhardtstr. 14
10117 Berlin
Germany

Carbon Disclosure Project gGmbH;

Executive Officers: Steven Tebbe;
Sue Howells; Roy Wilson; Registered
Charity no. HRB119156 B; local court
of Charlottenburg, Germany

ECODES contacts

Víctor Viñuales
Director
victor.vinuales@ecodes.org

Aurelio García
Head of Research
aurelio.garcia@ecodes.org

Marta Ferrer
marta.ferrer@ecodes.org

Charles Castro
charles.castro@ecodes.org

Aranzazu Romero
aranzazu.romero@ecodes.org

Carlos Martínez
Carlos.martinez@ecodes.org

Michele Weldon
michele.weldon@ecodes.org

ECODES

www.ecodes.org
ecodes@ecodes.org
Plaza San Bruno, 9
50001 Zaragoza
España
Tel: +34 976 298 282
Fax: +34 976 203 092

EURONATURA contacts

Hugo Costa
Executive Director
hugo.costa@euronatura.pt

André Baltazar
andre.baltazar@euronatura.pt

EURONATURA
www.euronatura.pt
geral@euronatura.pt
Largo das Pimenteiras 6A
1600 - 576 Lisboa
Portugal

PwC contacts

María Luz Castilla
Director, Sustainability and Climate
Change
mariluz.castilla@es.pwc.com

Pablo Bascones
pablo.bascones.ilundain@es.pwc.com

Antonio Capella
antonio.capella.elizalde@es.pwc.com

Alberto Castilla
alberto.castilla.vida@es.pwc.com

Marga de Roselló
marga.de.rosello@es.pwc.com

Andy Jones
andy.x.jones@es.pwc.com

María Gómez Villaseca
maria.gomez.villaseca@es.pwc.com

PwC Spain

www.pwc.es/sostenibilidad
Tel: 902 021 111
Tel: + 34 915 684 400

Torre PwC
Paseo de la Castellano, 259 B
Madrid 28046

Avenida Diagonal, 640
Barcelona 08012

Claudia Coelho
ana.claudia.coelho@pt.pwc.com

Carlos de Llera Ramos
carlos.llera.ramos@pt.pwc.com

PwC Portugal

www.pwc.com/pt
Tel: +351 213 599 000
Palácio Sottomayor
Rua Sousa Martins 1-2
Lisbon 1069-316

The sole responsibility lies with the author and the Commission is not responsible for any use that may be made of the information contained therein.



Co-funded by the LIFE+
programme of the
European Union

Spanish Sponsor:

Telefonica

Spanish Collaborators:

INDITEX



MAPFRE

Portugal partner:

euronatura