

Values of  
the Group

Message from  
the Shareholders

Message from  
the Board

Shareholder  
Structure

Main  
Indicators

Group  
Businesses

2011  
Timeline

Awards



## Corporate Profile

Josnias Francisco  
Gonçalves da Silva,  
Estaleiro Atlântico Sul,  
Ipojuca (PE)

Values of  
the GroupMessage from  
the ShareholdersMessage from  
the BoardShareholder  
StructureMain  
IndicatorsGroup  
Businesses2011  
Timeline

Awards



Camargo Corrêa S.A. is one of the largest private business groups in Brazil. Organized as a closed capital and family-owned holding company, the Group consolidated, over 72 years of operations, a distinctive and leading position in key sectors of construction, infrastructure, industry and management of brands widely acknowledged by consumers in Brazil and abroad. |GRI 2.1, 2.2, 2.6|

In the Cement industry, the Group is the second largest producer in South America, with a distinctive position in Brazil and Argentina, and a relevant shareholding interest held at Cimpor, a Portuguese company with international operations and positioned as the 15th largest in the world.

In Energy Concessions, the Group is the main private shareholder in the controlling block of CPFL, the largest electric power generator and distributor in Brazil. In Highway Concessions, the Group is a shareholder of the controlling block of CCR since its foundation. CCR is considered the best highway operator in Brazil and the largest in Latin America, and is among the companies with the highest market value in the global industry.

In Engineering and Construction, the Group consolidated a sound reputation of quality, operating efficiency, and pioneering. It carried out over 500 major projects in Brazil and abroad; is the largest construction company of hydroelectric plants in the world, and is positioned as one of the organizations best

prepared to overcome complex engineering challenges of large logistic proportions.

In Apparel and Footwear, the Group operates through Alpargatas, which manufactures, sells, represents and exports products of leading brands in footwear and apparel, especially Havaianas, Brazil's most valued brand overseas. With a sound portfolio, Alpargatas holds a strategic position in the Brazilian consumption market and pursues international expansion.

In Real Estate Development, CCDI bears the quality and pioneering tradition of Camargo Corrêa brand. It obtained a leading position in AAA-class corporate projects and grew in the low-income segment, with a relevant participation in the program Minha Casa Minha Vida, by the Federal Government.

In Shipbuilding, Camargo Corrêa Group is a founding shareholder of Estaleiro Atlântico Sul (EAS), that has building and operating facilities that are among the most modern in the world. It is the largest shipyard in Brazil and is ready to meet the demands of the pre-salt layer exploration.

Operating in 20 Brazilian states and 17 countries, Camargo Corrêa Group is formed by 58,400 employees. In 2011, its consolidated net revenue amounted to R\$ 17.3 billion, while the EBITDA amounted to R\$ 2.1 billion. |GRI 2.5, 2.8|

[Values of the Group](#)[Message from the Shareholders](#)[Message from the Board](#)[Shareholder Structure](#)[Main Indicators](#)[Group Businesses](#)[2011 Timeline](#)[Awards](#)

## Values of the Group |GRI 4.8|

### Respect for people and the environment

Always act in a fair and equitable manner in relation to shareholders, employees, customers, suppliers, governments, local communities and society in general. Act with responsibility toward the environment.

### Responsible actions

Comply with the requirements of the law wherever we work, acting with integrity. Respect diversity in accordance to universal norms of good human relations, without discrimination in terms of race, gender, belief, religion, job position, function, or other.

### Transparency

Provide clear and complete information regarding the Group's activities, achievements, policies and performance in a systematic and accessible form.

### Focus on results

Always seek to maximize the Group's performance as a means of ensuring its perpetuity, its investments, returns for shareholders and adequate conditions for employees.

### Quality and innovation

Ensure the quality of services and products and continuously invest in improvement of employees and the Group's companies.

Values of  
the GroupMessage from  
the ShareholdersMessage from  
the BoardShareholder  
StructureMain  
IndicatorsGroup  
Businesses2011  
Timeline

Awards



## Message from the Shareholders | GRI 1.1 |

### Pioneering. Challenges. Achievements. Innovation. Growth. Sustainability.

For us, the shareholders of Camargo Corrêa Group, these words have a deep and vivid meaning. They represent the daily operations of our companies, the way we have been thinking and managing our business for more than 72 years. In life as well as in business, there is a time to sow and a time to reap; this is the natural order of things. As a committed Group, driven by a long term view, we are always sowing opportunities and reaping results, following the different cycles and going on a path of increasing transformation, full of virtues to our business, people, communities and countries where we have operations.

In 2011, we reaped results and sowed a lot. It was a year of intense investment, marked by pioneering and innovation in several areas of our activities, such as:

- Innovation in brand management, consolidating Havaianas as one of the most valuable and acknowledged Brazilian brands in the world;
- Creation of an intermodal concession operator by means of CCR;

- Consolidation of our position as a world-class player in the Cement industry;
- Construction of Jirau and Belo Monte hydroelectric plants – works of unprecedented size and complexity in technical, environmental and social terms;
- Significant investments in renewable energy by means of CPFL;
- Pioneer participation in the creation and installation of the shipbuilding industry in Brazil, an essential part of the pre-salt exploration, one of the country's major competitive advantages.

We are certain that these investments, supported by the soundness of our Group and powered by its innovation, by means of excellence in strategy and execution, will drive our future performance even further. We will maintain our companies in distinctive and leading positions in the markets we serve, both in the Brazilian and global business scenarios, as important drivers of sustainable development.

[Values of the Group](#)[Message from the Shareholders](#)[Message from the Board](#)[Shareholder Structure](#)[Main Indicators](#)[Group Businesses](#)[2011 Timeline](#)[Awards](#)

But this history of success has and will only remain possible due to the constant support of our people – Leaders and Employees who endorse our name and are the meaning of Camargo Corrêa Group. We aspire to remain learning to implement the best practices, to train our people, and to develop the best leaders. We are constantly learning from customers, partners, suppliers, and communities. This is why we believe we can be better and nothing can take us off this path toward growth.

As a family-owned business born in Brazil, we reaffirm our confidence in the growth and development of our nation. We are proud to be a part of the history of the 20th, 21st, and centuries to come, leaving a distinctive and positive legacy for future generations and society.

*The shareholders of the Camargo Corrêa Group*

Values of  
the GroupMessage from  
the ShareholdersMessage from  
the BoardShareholder  
StructureMain  
IndicatorsGroup  
Businesses2011  
Timeline

Awards



## Message from the Board | GRI 1.1 |

2011 was marked by macroeconomic challenges faced by companies. The effects of the global financial crisis also reached political and social fields, causing deep changes even to consolidated and developed economies. Our generation faces a historic change in course: global expectations of growth are now projected to emerging countries, especially the Brics (Brazil, Russia, India, China and South Africa), not to developed countries.

The world is getting increasingly interdependent and while this offers opportunities it also brings risks. In the case of Brazil, the record-breaking inflow of foreign investments, the consolidation of the domestic market, major international events to take place, in addition to possibilities of the pre-salt exploration, demand creativity and determination from companies. It is necessary to face scarce skilled labor availability, the resulting reduced productivity, the increased costs of raw material and the chronic drop of internal savings of national economy.

In this context, organizations are constantly forced to reconsider their structures and processes. In line with its business and entrepreneur profile operating in the infrastructure value chain and management of desired



Antonio Miguel Marques, Vitor Hallack, Carlos Pires Oliveira Dias, Luiz Roberto Ortiz Nascimento, and A.C. Reuter (from the left) are the members of the Board of Directors at Camargo Corrêa S.A.

Values of  
the GroupMessage from  
the ShareholdersMessage from  
the BoardShareholder  
StructureMain  
IndicatorsGroup  
Businesses2011  
Timeline

Awards



brands, Camargo Corrêa Group reformed its portfolio and sold its shareholding interest in steelmaking (Usiminas), waste management (Cavo) and airport operations (A-port). The Group also made a record-breaking investment in its main business lines, which since 2005 amounted to approximately R\$ 20 billion. These strategic movements reinstated the balance between segments that powered the vigorous growth of business in the past years. Cement, Highway and Energy Concessions and Engineering and Construction accounted for 70.4% of the net revenue in 2011.

Sustainability actions became the compass of our goals to increase productivity and create value for customers, shareholders, professionals and communities. We are the first business group of the infrastructure industry to prepare guidelines of sustainable business for the Amazon Region, embracing a commitment that goes beyond legal matters and focuses on the legacy we want to leave: an effective collaboration to the development of communities where we have operations.

In 2011, InterCement, a holding company of Camargo Corrêa Group's cement business, advanced toward international expansion by launching its new corporate brand and making important investments in expanding the production in Brazil – where it recorded an increased market share – and also in

Argentina, Paraguay, and Angola. In addition, a subsequent event should be mentioned: in March 2012 the Group announced the public offering to acquire the entire stock of Cimpor, reinforcing the commitment to international growth in emerging markets.

In Concessions, the incorporation of CPFL Renováveis (Renewable Energy), which is born a leader in the generation of wind energy in Latin America, added almost 2 thousand megawatts to the volume available to customers, and CCR grows beyond the roads, diversifying its business fronts in urban mobility: road rings, mass transport systems (metro) and airports.

Construtora Camargo Corrêa, the company from which the Group is originated, completed a transition cycle to the new leadership of executives and the strategic positioning in highly complex and large-sized engineering projects. The restructuring reinforced Camargo Corrêa's culture and quality standards, which remain valuing efficient processes and customer focus. Another highlight in the year was the delivery of Rio Negro Bridge, one of the most important infrastructure projects in Northern Brazil, which is already benefiting the development of Manaus city and its surroundings. Progress was also made to overcome the difficulties in the construction of the Jirau Hydroelectric Plant.

Values of  
the GroupMessage from  
the ShareholdersMessage from  
the BoardShareholder  
StructureMain  
IndicatorsGroup  
Businesses2011  
Timeline

Awards



Alpargatas is an example of success in managing apparel and footwear brands that are highly regarded by Brazilian and foreign consumers. The unit updated its institutional brand and announced investments of R\$ 180 million in a new plant in Minas Gerais. The company owns Havaianas, the Brazilian brand most valued in the world, and continues to search for expansion opportunities, respecting the specificities of each market, by means of mergers and acquisitions.

In real estate development, CCDI started the construction of two innovative buildings that are emblematic of the AAA-class business towers in São Paulo. One comprises a business tower and a shopping mall at Paulista Avenue and another is a bold project bearing distinctive architecture and unique sustainability traits in the land where the Group's head office is.

In 2011, the Shipbuilding Division was established to gather the industry's main assets: Estaleiro Atlântico Sul (EAS) is already installed and operating with the highest production capacity in the Southern Hemisphere, while Quip specializes in offshore oil rigs. These are important milestones for the reestablishment of the Brazilian shipbuilding industry and are strategically positioned to meet the strong demand from the pre-salt layer exploration.

In order to value, attract and retain talents, a major initiative in the year was the partnership with Insead Business School – a global reference in education and development of executives. And Camargo Corrêa Institute started its 12th year of operation expanding the benefits of social responsibility projects to practically all communities where we have operations.

Closing another year, we are certain that the constant support of shareholders, as well as the unrestricted confidence of our customers, the strong partnership with suppliers, and the determination of our people managed by each company's senior leadership, are the elements of a powerful distinctive standard in operations. Supported by a history of achievements and innovation, the Camargo Corrêa Group believes in entrepreneurship and innovation to continue growing side by side with Brazil.

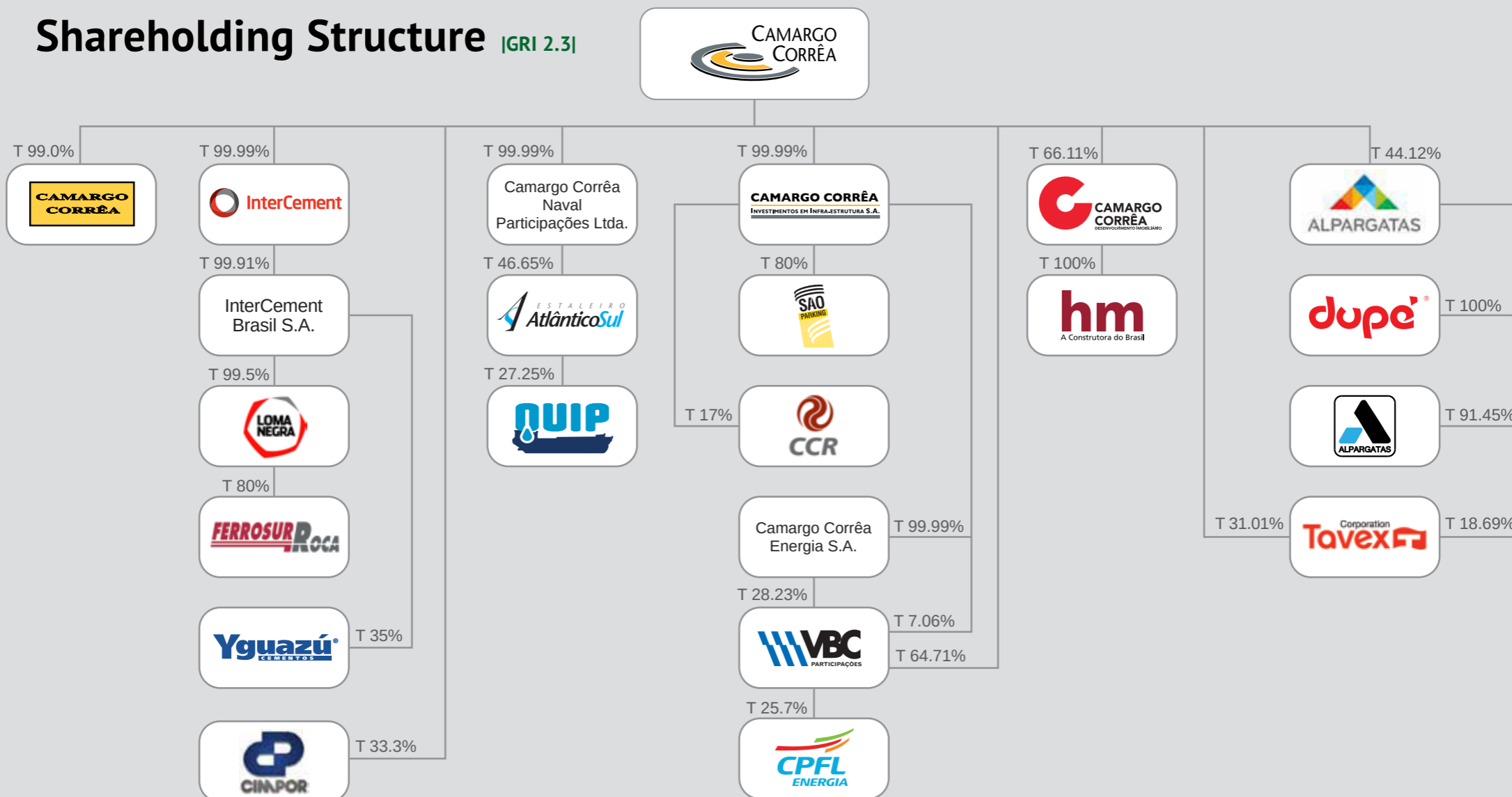
**Vitor Hallack**

*Chairman of the Board of Directors at Camargo Corrêa S.A.*



	Values of the Group	Message from the Shareholders	Message from the Board	Shareholder Structure	Main Indicators	Group Businesses	2011 Timeline	Awards	
--	---------------------	-------------------------------	------------------------	-----------------------	-----------------	------------------	---------------	--------	---

## Shareholding Structure | GRI 2.3 |



T = % share over total capital

Note: As at December 31, 2011, excluding A-port

Values of  
the GroupMessage from  
the ShareholdersMessage from  
the BoardShareholder  
StructureMain  
IndicatorsGroup  
Businesses2011  
Timeline

Awards



## Main Consolidated Indicators | GRI 2.8 |

	2007	2008	2009	2010	2011
Net revenue (R\$ million)	10,484	13,167	16,183	17,937	17,304
EBITDA (R\$ million)	1,911	2,429	3,215	3,172	2,138
Net profit (R\$ million)	1,476	982	1,630	1,343	588
Investments (R\$ million)	1,630	1,846	4,666	5,244	2,431
Average capital employed (R\$ million)	13,022	13,138	18,428	21,689	23,388
Added value (R\$ million)	6,104	7,156	9,245	10,611	11,332
Assets (R\$ million)	18,078	19,707	27,037	34,125	35,157
Net worth (R\$ million)	6,543	7,073	9,426	9,501	10,313
No. of direct employees (thousand)	56.8	54.4	57.9	61.7	58.4
Water consumption (thousand m <sup>3</sup> ) <sup>(1)</sup>	-	14,100	14,100	21,886	21,573
Energy consumption (million GJ) <sup>(1)</sup>	-	32.4	34.6	38.2	30.8

<sup>(1)</sup> Data consolidated from Engineering and Construction (Brazil, Argentina, and Peru), Cement (Argentina and Brazil), Apparel and Footwear (Brazil), Real Estate Development, Camargo Corrêa S.A., Tavex, and the Shared Solutions Center (CSC).

Values of the Group

Message from the Shareholders

Message from the Board

Shareholder Structure

Main Indicators

Group Businesses

2011 Timeline

Awards



● Cement ● Energy Concessions ● Transport Concessions ● Engineering and Construction ● Apparel and Footwear ● Real Estate Development ● Shipbuilding

Values of  
the Group

Message from  
the Shareholders

Message from  
the Board

Shareholder  
Structure

Main  
Indicators

Group  
Businesses

2011  
Timeline

Awards



## Businesses



Charles Ribeiro Mendes,  
Construtora Camargo Corrêa,  
Vale do Paraíba Refinery,  
São José dos Campos (SP)

Values of  
the GroupMessage from  
the ShareholdersMessage from  
the BoardShareholder  
StructureMain  
IndicatorsGroup  
Businesses2011  
Timeline

Awards



## Cement | GRI 2.7|

InterCement has one of the industry's largest industrial facilities in Latin America. The Group is a shareholder of Cimpor, headquartered in Portugal and operating in 12 countries

Products	Cement, concrete, aggregates
Brands	Cauê (Brazil), Cimento Brasil (Brazil), Loma Negra (Argentina), Lomax (Argentina), Palanca (Angola), Yguazú (Paraguay)
Sales in 2011	<b>Cement:</b> 12.6 million tons <b>Concrete:</b> 2,060 thousand cubic meters <b>Aggregates:</b> 2,917 thousand tons
Production units	<b>Brazil:</b> 7 cement units, 16 concrete plants, 2 aggregate quarries <b>Argentina:</b> 9 cement units, 11 concrete plants, 1 aggregate quarry <b>Paraguay:</b> 1 cement unit in construction <b>Angola:</b> 1 cement unit in construction
<b>TOTAL EMPLOYEES</b>	<b>5,061</b>

Values of  
the GroupMessage from  
the ShareholdersMessage from  
the BoardShareholder  
StructureMain  
IndicatorsGroup  
Businesses2011  
Timeline

Awards



## Energy Concessions | GRI 2.7

CPFL Energia is the largest Brazilian company of the energy distribution industry

Services	Distribution, generation, and sale of energy
Installed capacity	2,750 MW
Energy distributed	54.9 thousand GWh
Population served	17.8 million
Municipalities served	569
Plants in operation	8 hydroelectric plants (1,991 MW), 2 thermal power stations (180 MW), 3 biomass plants (85 MW), 44 Small Hydro Plants – SHP (230 MW), and 8 wind farms (264 MW)
Plants under construction	4 biomass plants (123 MW) and 25 wind farms (425 MW)
<b>TOTAL EMPLOYEES</b>	<b>7,547</b>

Values of  
the GroupMessage from  
the ShareholdersMessage from  
the BoardShareholder  
StructureMain  
IndicatorsGroup  
Businesses2011  
Timeline

Awards



## Transport Concessions [GRI 2.7]

CCR is the largest private group in infrastructure operation in Latin America

Services	Highway Operation, Railway Operation, Environmental Vehicle Inspection, and Electronic Payment Services (STP)
Highway Concessions	2,445 km
Traffic in highways under concession	962.4 million equivalent vehicles
<b>TOTAL EMPLOYEES <sup>(1)</sup></b>	<b>9,659</b>

<sup>(1)</sup> Includes 100% of subsidiaries (STP, Controlar, and Renovias)

Values of  
the GroupMessage from  
the ShareholdersMessage from  
the BoardShareholder  
StructureMain  
IndicatorsGroup  
Businesses2011  
Timeline

Awards



## Engineering & Construction | GRI 2.7 |

Construtora Camargo Corrêa is a reference in complex and large-sized projects, and a global leader in construction of hydroelectric plants

Markets served	Energy, Oil and Gas, Infrastructure, and Industry
<b>Main projects in progress in 2011</b>	
Hydroelectric plants	Jirau, Belo Monte, Luiz Carlos Barreto, Batalha
Passenger transportation	Metros in Salvador, Fortaleza, and São Paulo (Lines 2, 4, and 5)
Railroads	Lot 3 of the North-South Railroad, Colorado River Rail Siding (Argentina), Ponta da Madeira Railroad loop (TFPM)
Refineries	Repar, Rnest
Bridges	Rio Negro Bridge (AM)
Highways and roads	Batalha Road (Brazil), Soledad (Brazil), Puente Chino (Peru), Interoceânica (Peru), 5th and 6th avenues (Angola), Cajamarca (Peru)
Transmission lines	Uige-Maquela do Zombo (Angola)
Ducts	Minas-Rio iron ore slurry pipeline, Logum ethanol pipeline
International presence	Peru, Venezuela, Colombia, Argentina, Bolivia, Ecuador, Mozambique, and Angola
<b>TOTAL EMPLOYEES</b>	<b>23,642</b>



Values of  
the GroupMessage from  
the ShareholdersMessage from  
the BoardShareholder  
StructureMain  
IndicatorsGroup  
Businesses2011  
Timeline

Awards



## Apparel and Footwear | GRI 2.7 |

Alpargatas manages leading brands in sandals, apparel, and outdoor goods

Brands	Havaianas, Dupé, Topper, Rainha, Mizuno, Timberland, Sete Léguas, Meggashop
Sales volume	<b>Sandals:</b> 226.6 million pairs <b>Sporting Goods:</b> 27.2 million items
Production units	<b>Brazil:</b> 5 factories (1 under construction) <b>Argentina:</b> 8 factories
<b>TOTAL EMPLOYEES</b>	<b>17,594</b>

Values of  
the GroupMessage from  
the ShareholdersMessage from  
the BoardShareholder  
StructureMain  
IndicatorsGroup  
Businesses2011  
Timeline

Awards



## Real Estate Development | GRI 2.7 |

Camargo Corrêa Desenvolvimento Imobiliário operates in medium- and high-standard residential and commercial segments, AAA-class business towers, and in the low-income segment through the HM Engenharia brand

Units sold	5,714
Units delivered	3,613
Projects in progress	36 medium- and high-standard residential projects, 25 low-income residential projects, 4 commercial buildings, and 2 AAA-class towers
<b>TOTAL EMPLOYEES</b>	<b>2,527</b>

[Values of the Group](#)
[Message from the Shareholders](#)
[Message from the Board](#)
[Shareholder Structure](#)
[Main Indicators](#)
[Group Businesses](#)
[2011 Timeline](#)
[Awards](#)


## Shipbuilding | GRI 2.7 |

In addition to Estaleiro Atlântico Sul (EAS), the largest and most modern shipyard in the Southern Hemisphere, the Group holds a stake at Quip, specializing in EPC of offshore platforms, and at CCI, responsible for the construction of the P-62 oil rig

Products and services	Large cargo ships, ships serving the oil industry, offshore oil rigs, and offshore drillships
Production units	EAS (Ipojuca, PE), Quip (Rio Grande, RS), and CCI (Ipojuca, PE)
<b>TOTAL EMPLOYEES</b>	<b>7,060</b>

Values of  
the GroupMessage from  
the ShareholdersMessage from  
the BoardShareholder  
StructureMain  
IndicatorsGroup  
Businesses2011  
Timeline

Awards



## 2011 Timeline



### January

- Construtora Camargo Corrêa completed the energy substation **Maquela do Zombo**, in Angola, that will benefit about 250 thousand people.
- Camargo Corrêa Group donates about R\$ 2 million to victims of the rains in Rio de Janeiro's mountain region.
- Consortium led by Camargo Corrêa starts the construction of the FPSO P62 oil rig for Petrobras.

### February

- Camargo Corrêa Institute and the Brazilian Development Bank (BNDES) enter into an Agreement of Technical and Financial Cooperation to fund the actions of Ideal Future program. The partnership will last for five years and provides for investments of R\$ 50 million, or R\$ 25 million from each party.



- Fitch Ratings raises Camargo Corrêa S.A. ratings in foreign and domestic currency, and also the long and short term national ratings.

### March

- Construtora Camargo Corrêa and Camargo Corrêa Institute present in the city of Porto Velho (RO) the social and community entrepreneurship actions for areas surrounding the Jirau Hydroelectric Plant. The initiatives relate to Ideal Childhood, Ideal School, and Ideal Future programs.
- Construtora Camargo Corrêa and Energia Sustentável do Brasil inaugurate a **biofactory** in Jirau to foster sustainable agriculture and income creation in small land properties.
- Camargo Corrêa Group sells the shareholding interest it held in the controlled parties Loga and Cavo Serviços e Saneamento S.A., holder of interest at Essencis Soluções Ambientais S.A. and Unidade de Tratamento de Resíduos S.A. [|GRI 2.9|](#)



Values of  
the GroupMessage from  
the ShareholdersMessage from  
the BoardShareholder  
StructureMain  
IndicatorsGroup  
Businesses2011  
Timeline

Awards



## April

- Incorporation of **InterCement**, a new holding company for the cement business in Brazil and abroad, with a new corporate identity.
- CPFL Energia announces the acquisition of Jantus SL, holder of the largest portfolio of wind farms in Brazil.



## May

- CCDI and Cyrela Commercial Properties (CCP) start the works of a joint venture at Paulista Avenue. The AAA-class project is formed by a business tower and a shopping mall, and will have a green area of 2,380 square meters open to the public.



## June

- Following the globalization process, São Paulo Alpargatas changes its name to **Alpargatas S.A.** and adopts a new corporate visual identity.
- EAS is contracted to build seven ultra deepwater drilling ships for Sete Brasil.

## July

- **HM Engenharia** receives from Fundação Vanzolini the OHSAS 18001 certification for occupational health and safety.
- Alpargatas announces the construction of a new factory in the city of Montes Claros, north of the state of Minas Gerais. R\$ 180 million will be invested in the unit.
- InterCement announces new investments in Argentina amounting to US\$ 400 million, including a new factory in San Juan with capacity to produce 900 thousand tons of cement per year.



## August

- CPFL Energia and Ersa enter into a partnership to create CPFL Renováveis, which is born as the largest Latin American company on the renewable energy market.
- Third edition of **Dia do Bem-Fazer** (Volunteer Day) gathers over 11 thousand people including employees of Camargo Corrêa Group, friends, families, and suppliers engaged in volunteer actions in Brazil and eight other countries.



Values of  
the GroupMessage from  
the ShareholdersMessage from  
the BoardShareholder  
StructureMain  
IndicatorsGroup  
Businesses2011  
Timeline

Awards



## September

- CPFL Renováveis inaugurates a plant powered by sugarcane bagasse in the city of Baía Formosa (RN) with investments of about R\$ 130 million.
- Ceremony of deviation of Madeira River at the project site of **Jirau Hydroelectric Plant**, built by Camargo Corrêa.



## October

- Camargo Corrêa completes **the longest cable-stayed bridge of Brazil**. Built over Rio Negro, in Manaus (AM), it is an important driver of development in the capital of the state of Amazonas.
- Construction cell of CCDI receives the ISO 9001 certification.
- CPFL Renováveis inaugurates a new thermal power station: UTE Bio Buriti (SP), powered by sugarcane biomass, with 50 MW of installed capacity.



## November

- Camargo Corrêa Group announces the sale of its shareholding interest in the controlling block of Usiminas. [|GRI 2.9|](#)

## December

- Estaleiro Atlântico Sul (EAS) delivers its first order to Petrobras: the hulk of **P-55 oil rig**, designed to operate in deep water.
- The oil tanker VLCC comes to Brazil to be subsequently converted into the FPSO P62 oil rig, which is under construction by CCI.
- Contract signed for building an integrated cement factory of InterCement in Angola, with capacity of 1.9 million t/year and operation scheduled to commence by December 2014.



	Values of the Group	Message from the Shareholders	Message from the Board	Shareholder Structure	Main Indicators	Group Businesses	2011 Timeline	Awards	
--	---------------------	-------------------------------	------------------------	-----------------------	-----------------	------------------	---------------	--------	---

## Awards GRI 2.10

Values of  
the GroupMessage from  
the ShareholdersMessage from  
the BoardShareholder  
StructureMain  
IndicatorsGroup  
Businesses2011  
Timeline

Awards



### Camargo Corrêa Group

- Leaders of Brazil Award, organized by Lide, acknowledges Camargo Corrêa for its distinctive operations in Civil Construction.
- A report by the Boston Consulting Group (BCG) listed Camargo Corrêa Group on the 2011 ranking of 100 Global Challengers – companies that are growing and going global so quickly as to represent an imminent competition to world leaders in their industries.

### Camargo Corrêa Institute

- LIF (Liberty, Equality, and Fraternity) Award of the France-Brazil Chamber of Commerce in the category Support to Local Communities, for the Ideal School project. The award intends to foster creation and multiplication of initiatives to improve living conditions in communities.
- Ideal Future program was acknowledged by Aplausos 2011 program, by Anglo American Group. At the Minas-Rio Slurry Pipeline work, employees applied to a contest with projects named “Embroiderers of Nativity” and “Foods from Santo Antônio do Grama”, and won in the Sustainability category, Team modality.

- Clean PET project, in a partnership with Construtora Camargo Corrêa and Instituto Meio, won the 2011 Planeta Casa Award in the Social Action category. The project consists of a factory of ecological brooms made from recycled PET bottles.
- Aberje 2011 Award, from the Brazilian Association of Business Communications, was granted to the Doing Good Day, a volunteer initiative that mobilizes employees of Camargo Corrêa Group in Brazil and abroad.

### InterCement

- The company received the Silver seal of the Brazilian GHG Protocol Program by Fundação Getúlio Vargas for the 2010 Greenhouse Gas Inventory in Brazil.
- 2011 Popai Award for an advertising piece developed by Loma Negra, in Argentina, to be run at distributors. Popai is a non-profit organization operating in several countries and fostering advertising and communication activities at points of sale.



Values of  
the GroupMessage from  
the ShareholdersMessage from  
the BoardShareholder  
StructureMain  
IndicatorsGroup  
Businesses2011  
Timeline

Awards



## Energy Concessions

- The National Quality Award (PNQ) was granted to two distributors of CPFL Energia: CPFL Paulista and RGE, acknowledged for their excellent management and a continuous improvement and adaptation to the market's needs.
- Abradee Award, from the Brazilian Association of Distributors of Electric Power, acknowledged CPFL Piratininga as the Best in Financial Management in Brazil.
- Valor 1000 Award, by Valor Econômico newspaper, rated CPFL Energia as the best Brazilian company in electric power. This was based on criteria such as sustainable growth, net revenue, creation of value, profitability, margins of the activity, current liquidity, and asset circulation.
- CPFL Brasil was the winner in the Energy category at the 38th Maiores e Melhores Award by Exame magazine.

## Highway Concessions

- A ranking on 2011 Roads Guide by Quatro Rodas Magazine (published by Editora Abril) – a reference on this segment – elected Bandeirantes Highway the best in Brazil for the second consecutive year.
- AutoBAn was considered the best concessionaire in Brazil by NTC & Logística (National Association of Cargo Transportation and Logistics) for five years in a row.
- Castello Branco Highway in São Paulo was elected the best in Brazil by the National Confederation of Transportation (CNT).
- The Investor Relations staff at CCR Group was elected the best of transportation, industry, and aviation sectors by Institutional Investor magazine.

Values of  
the GroupMessage from  
the ShareholdersMessage from  
the BoardShareholder  
StructureMain  
IndicatorsGroup  
Businesses2011  
Timeline

Awards



## Engineering and Construction

- Construtora Camargo Corrêa won in July 2011 five certifications for the works of Abreu e Lima Refinery: ABNT NBR ISO 9001:2008 – Quality management systems; ABNT NBR ISO 14001:2004 – Environmental management systems; ABNT ISO TS 29001:2010 – Quality management systems for oil, natural gas, and petrochemical industries; BS OHSAS 18001:2007 – Quality management systems for occupational health and safety and ABNT NBR 16001:2004 – Social responsibility.
- At Parana Refinery (Repar) project, the company obtained from Sesi the national award in operational quality, with a business case on organizational culture.
- The company is listed on the ranking “As melhores da Dinheiro”, by Istoé Dinheiro magazine, and was named a leader in Social and Environmental Responsibility of the national heavy construction market.
- The Carbon Management Plan developed by Construtora Camargo Corrêa was highlighted as an exemplary and innovative action among the business initiatives to fight climate change. The acknowledgment came from the National Confederation of Industries (CNI), at a meeting of the Companies for Climate (EPC) Platform.

## Apparel and Footwear

- The 2011 Transparency Trophy recognized Alpargatas as one of the five most transparent companies in the country for the quality of financial statements published. This award is given by the National Association of Finance, Management, and Accounting Executives (Anefac), by the Institute for Accounting and Financial Research Foundation (Fipecafi) and by Serasa Experian.
- 2011 DCI Award - The Most Admired Companies in the Year, granted to Alpargatas in the Textile and Footwear category. The ninth edition of the event held by the Diário do Comércio Indústria e Serviços newspaper awarded 31 companies from industries including food, cosmetics, finance, and steelmaking.
- The company was acknowledged on “As melhores da Dinheiro”, by IstoÉ Dinheiro magazine, as the Best Company in the Textile, Leather, and Clothing Industry.
- Alpargatas was named the Most Admired Company in footwear according to a survey by Carta Capital magazine with over a thousand Brazilian entrepreneurs and executives.