Creating Three Case Studies of IFC Client Companies

100+ interviews, 150+ hours of travel across 4 geographic regions, 250+ cups of tea and coffee

Purpose:
- Examine how investment in sustainability practices and technologies improves business results
- Identify key drivers for IFC’s three clients to invest in sustainability
- Identify the role of IFC in supporting its clients in investing in sustainability practices & technologies
- Learn how companies overcome internal and external leadership challenges

Key Findings
1. Creating a fertile environment for joint leadership of sustainability practices requires trust, and therefore time.
2. Leadership comes in the form of listening to people, understanding their needs, and involving them in discussions to own problems.
3. Corporate credibility, consistency of results, and unsolicited loyalty from employees are all long-term, earned benefits that develop over time.
4. Sustainability can be engrained in the core business (DNA) of an organization.

Summary Matrix of Business Cases

<table>
<thead>
<tr>
<th>Business Case Benefits</th>
<th>Environmental Performance</th>
<th>Social Performance</th>
<th>Governance Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales &amp; Market Access</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operational Efficiency</td>
<td>✓ ✓ ✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to Risk Capital</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Management &amp; License to Operate</td>
<td>✓ ✓ ✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Talent &amp; Human Capital</td>
<td>✓ ✓ ✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Brand Value &amp; Reputation</td>
<td>✓ ✓ ✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

The Four Elements of Shareholder Value

- **Tomorrow**
  - Innovation & Repositioning
  - Growth Path & Trajectory

- **Cost & Risk Reduction**
- **Reputation & Legitimacy**

- **Internal**
- **External**

Bringing Vision to Fruition

- **Hearts** bring passion, authentic vision, & long-term devotion (fire)
- **Data** provide rationale, support, tangible benefits, & legitimacy to initiatives (fuel)
- **Minds** blend the two in a productive, applied manner including planning, investment, & business growth (fueling the fire)

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