Sustainability Performance
Empresas ICA S.A de C.V
Carbon Disclosure for Sustainable Growth
EPF-EMM Summit Berlin
2014
Infrastructure Management

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

**PRESENCE**

Approximately 32,000 employees.

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

**ENVIRONMENTAL PERFORMANCE**

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

- 1.8 million people benefited from community engagement programs.
- 508,756 man-hours of employee technical training.
- More than 1.5 million man-hours of occupational health and safety training.

**Corporate Governance**

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

**Stock Structure**

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

Whistleblowers' hotline [001 877-495-3215], available 24/7.
Our Experience

Markets

<table>
<thead>
<tr>
<th></th>
<th>Design &amp; Engineering</th>
<th>Financial Structuring</th>
<th>Strategic Alliances</th>
<th>Construction</th>
<th>Operation</th>
<th>Mature Assets</th>
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<tbody>
<tr>
<td>1. Roads</td>
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<td>2. Ports</td>
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<td>3. Airports</td>
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<td>6. Underground Work</td>
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<td>8. Public Buildings</td>
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<td>9. Oil and Gas</td>
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<td>13. Prefabrication</td>
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<td>14. Industrial Automation</td>
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ICA’S PRESENCE
In Progress
## ICA's Presence

### In Progress

### United States
- 1. Navojoa - Ciudad Obregón Highway
- 2. Sonora State Highway Maintenance
- 3. Marlin Atacama Shore Protection
- 4. Baguerrón del Palmar Bypass
- 5. Los Pinales Reservoir Dam
- 6. Topol Bypass
- 7. Northern Corridor
- 8. Domingo Diaz Project
- 9. Panama Canal, PAC-4
- 10. Florencio-Altamira Highway
- 11. San Martin Contralistas Generales
- 12. ZapopanCol-Eli Deresperado Highway
- 13. Radio Kronsas
- 14. Ciudad del Carmen Maternity Hospital
- 15. Dr. Miguel Silva General Hospital
- 16. Oaxaca Western Zone Sports Facility
- 17. Tuxtlas Guzmán General Hospital
- 18. León, Guanajuato General Hospital
- 19. Casaflex Production Plant
- 20. Hotel Mundo Imperial Acapulco
- 21. Wind Tunnel Laboratory
- 22. Eastern Discharge Tunnel
- 23. Canal de la Compañía
- 24. Northern Interceptor Tunnel, Rio Medellín
- 25. Atlantic Petroleum Terminal Expansion
- 26. Maintenance Ecopetrol Zone 5

### Spain and Portugal

### Panama, Colombia and Peru

### Industrial
- 27. AHMFA Phase 2
- 28. Al Boleo Copper Mine
- 29. Madero Clean Fuels Plant
- 30. Caderreyta Clean Fuels Plant
- 31. Miniatlanta Clean Fuels Plant
- 32. Salina Cruz Clean Fuels Plant
- 33. Cananea SX/EW II Plant
- 34. Ellesio XXII Petrochemical Complex
- 35. Dos Bocas II Dewatering Plant
- 36. Ethane Recovery, Ciudad Pemex
- 37. Permex Building
- 38. Reynosa Refinery Rehabilitation
- 39. Dupont Altrata L2
- 40. Ellesio XXI Pipeline Modules
- 41. Tula Refinery Residues Reprocessing
- 42. Gas Compression System Dos Bocas
- 43. Vinyl Chloride Monomer Plant
- 44. Ciudad Pemex Ethane Recovery, Phase 2
- 45. Tula Refinery
- 46. Ayotzil-C Platform
- 47. Caderreyta Clean Fuels Plant
- 48. Dupont Modules, Altamira

### Airports
- 49. Ciudad Juárez Airport
- 50. Chihuahua Airport
- 51. Torreón Airport
- 52. Hotel Hilton Garden Inn MTY
- 53. Durango Airport
- 54. Acapulco Airport
- 55. Zhuanxianjiao Airport
- 56. Monterey Airport
- 57. San Luis Potosi Airport
- 58. Cuitláuca Airport
- 59. Mazatlán Airport
- 60. Reynosa Airport
- 61. Tampico Airport
- 62. Zacatecas Airport

### Concessions
- 63. Autovía Urbana Sur Highway
- 64. Rio de los Remedios Highway
- 65. Acapulco Tunnel
- 66. Acapulco Scenic Bypass
- 67. Alfonso Water Treatment Plant
- 68. Agua Prieta Water Treatment Plant
- 69. La Proved Bypass
- 70. Lázaro Cardenas TEC II Container Terminal
- 71. Barranca Larga- Ventanilla Highway
- 72. Mitla - Tehuantepec Highway
- 73. Nuevo Necua - Tihuatlan Highway
- 74. Aqueduct II Querétaro
- 75. Palmillas – Apaseo El Grande Tollroad
- 76. Rio Verde-Ciudad Valles Highway
- 77. El Realito Aqueduct
- 78. SPC Sonora
- 79. SPC Jaliaco
- 80. Northern Corridor (Operation only)
- 81. Playa del Carmen Expansion - Mayab Highway

### Real Estate
- 82. Residential
- 83. Horizontal housing
- 84. Facchina Construction Company
- 85. Los Portales

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ICA
www.icc.com.mx
Radio Kronsas
www.radiokronsas.es
Los Portales
www.losportales.com.pe
San Martin
www.sanmartinperu.pe
Facchina Construction Company
www.facchina.com
Balance Scorecard EMICA
Sustainable Economic Value

Being a leader in the industry in terms of sustainability

KPI: Dow Jones Sustainability Index Assessment
Strategic Sustainability
Planning process

1. We design a sustainability maturity model
2. We identify capacities that must be developed based on ICA BSC
3. We establish strategic objectives for each capacity 2015-2017-2020
4. We identify factors critical to achieving objectives and design initiatives to address them
5. We establish key performance indicators (KPIs)

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

Furthermore, taking into account sustainability trends in Mexico and around the world, we defined the climate where ICA operates in terms of sustainability. Plus, when updating our strategic plan, we identify the strategic sustainability issues to operate, survive and continue growing as a sustainable company:
Since 1947
ICA has been offering added value in infrastructure development, providing innovative, comprehensive solutions to our clients to meet their infrastructure design, financial structuring, construction, operation and administration needs. The projects we build are critical to the economy and to improving people’s quality of life.
SUSTAINABILITY MATURITY MODEL

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

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

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

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

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

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

Stakeholders: Social expectations and issues stressed by our stakeholders.
Based on our materiality analysis, we identified those issues that have the greatest impact on our stakeholders and on our operations, which are presented in the chart below.
Seeking healthy financial performance for our business, taking into account factors such as the need for infrastructure in the nation and around the world, growth, construction system efficiency and quality.

Having appropriate strategic planning, risk management and management systems.

Guaranteeing ethical business practices through good corporate governance, with accountability that includes issues such as transparency, money laundering and corruption.

Developing a security system that promotes each employee’s commitment to leadership in the area of safety, and programs that continually improve our safety performance.

Unionism in Mexico has been transformed to involve social, economic and governability aspects in the country as a whole, obliging our company to modify past paradigmatic practices in labor and transport.

Linked with project generation; since new projects generate jobs and support the goal of employability, a virtuous and mutually beneficial circle is created.

Monitoring the positive and negative impacts, whether real or potential, of our operations; creating economic opportunities for communities by hiring local personnel and suppliers, therefore improving their quality of life.

Developing human capital programs for our employees, and social responsibility programs for the communities surrounding our projects and society at large, through alliances with local communities schools, government organizations and higher educational institutions.

Identifying and respecting areas of high biodiversity and integrating biodiversity considerations into our activities; protecting and restoring habitats that support endangered species in the zones where we operate.

Relations with suppliers; environmental sustainability of the supply chain; sustainable materials; human rights in the supply chain.

Building strong relations with stakeholders based on mutual trust and respect.

Innovation management.
For ICA, being one of the four Mexican companies in Construction and Engineering that are part of the Dow Jones Sustainability Index among the world’s 450 top sustainability firms means that we comply with the highest standards. ICA is also part of the Mexican Stock Exchange’s Sustainability Index (IPC Sustentable) for the third year in a row, and was chosen to head the BMV Sustainability Committee, representing the interests of all the companies included in that index.
Dimension and Criterion Level Performance on Sustainability

- **Health and Safety**: 10%
  - Supply Chain: 4%
  - Customer Rel.: 3%
- **Corporate Citizenship**: 3%
- **Corporate Gov.**: 5%
- **Risk & Crisis Mgmt.**: 5%
- **Tax Strategy**: 2%
- **Antitrust Policy**: 2%
- **Codes of Conduct/Compliance/Corruption**: 6%
- **Non-financial Ev.**: 3%
- **Building Materials**: 8%
- **Operational Eco-Efficiency**: 7%
- **Environmental Reporting**: 5%
- **Climate Strategy**: 6%
- **Environmental Policy/System**: 6%
- **Resource Conservation and Efficiency**: 6%
- **Human Capital Dev.**: 5%
- **Talent Attraction & Retention**: 6%
- **Human Rights & Labor**: 5%
- **Environmental Reporting**: 5%
- **Human Rights & Labor**: 5%
- **Social Reporting**: 3%
- **Corporate Citizenship**: 3%
- **Human Rights & Labor**: 5%
- **Talent Attraction & Retention**: 6%
- **Human Capital Dev.**: 5%
- **Resource Conservation and Efficiency**: 6%
Construction and Engineering

**Dimension weightings Construction & Engineering**
- Social: 32%
- Economic: 30%
- Environmental: 38%

**Environmental dimension**
- Building Materials: 16%
- Climate Strategy: 21%
- Environmental Policy/Management System: 18%
- Environmental Reporting: 13%

**Social Dimension**
- Human Capital Development: 31%
- Talent Attraction & Retention: 16%
- Labor Practice Indicators and Human Rights: 19%
- Corporate Citizenship and Philanthropy: 9%
- Social Reporting: 9%

**Economic and Governance Dimension**
- Supply Chain Management: 10%
- Customer Relationship Management: 13%
- Risk & Crisis Management: 6%
- Tax Strategy: 17%
- Corporate Governance: 17%
- Antitrust Policy: 7%
- Codes of Conduct/Compliance/Corruption & Bribery: 20%

**Environmental dimension**
- Building Materials: 16%
- Climate Strategy: 21%
- Environmental Policy/Management System: 18%
- Environmental Reporting: 13%

RobecoSAM
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