



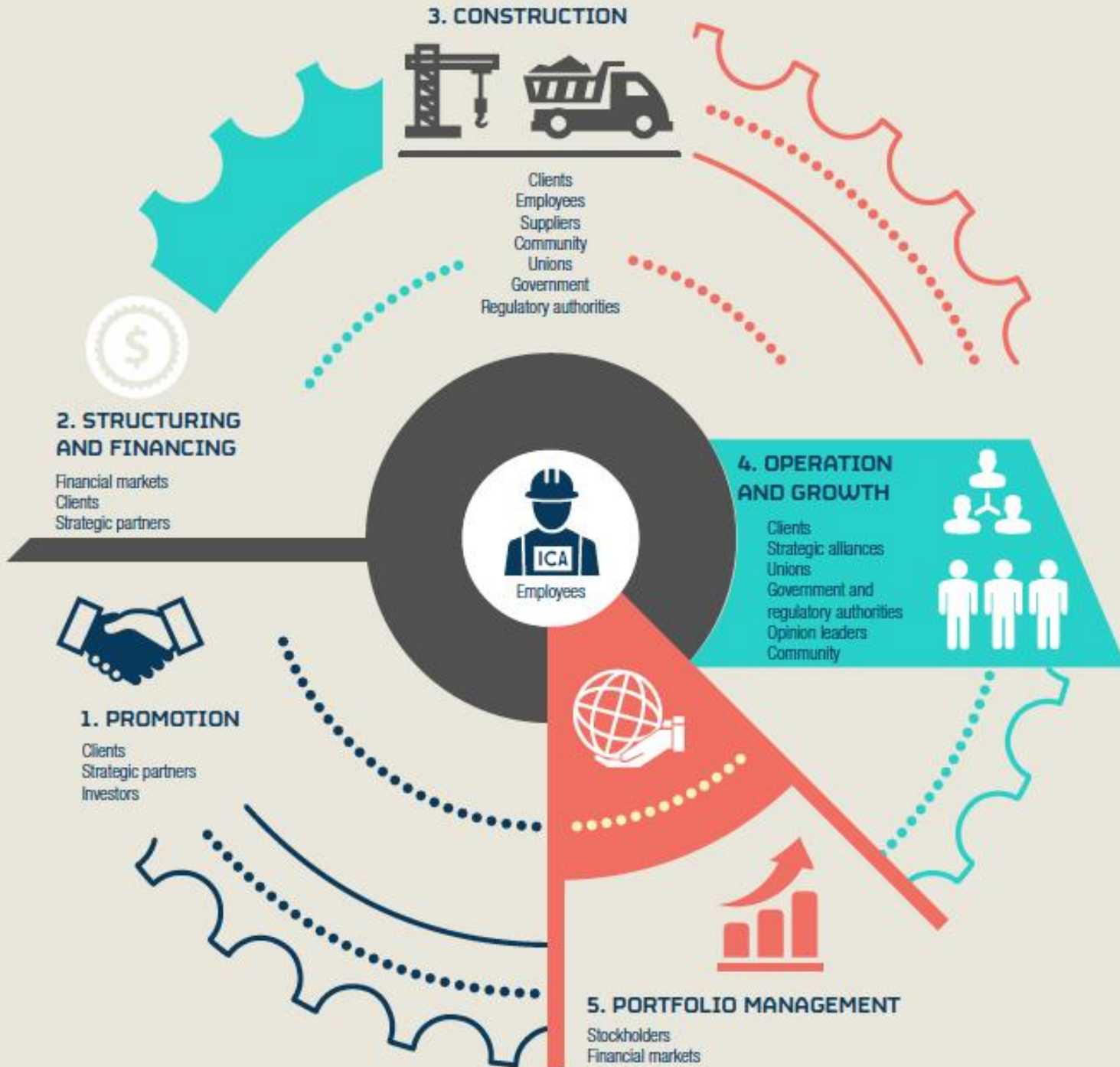
Sustainability Performance

Empresas ICA S.A de C.V

Carbon Disclosure for Sustainable Growth

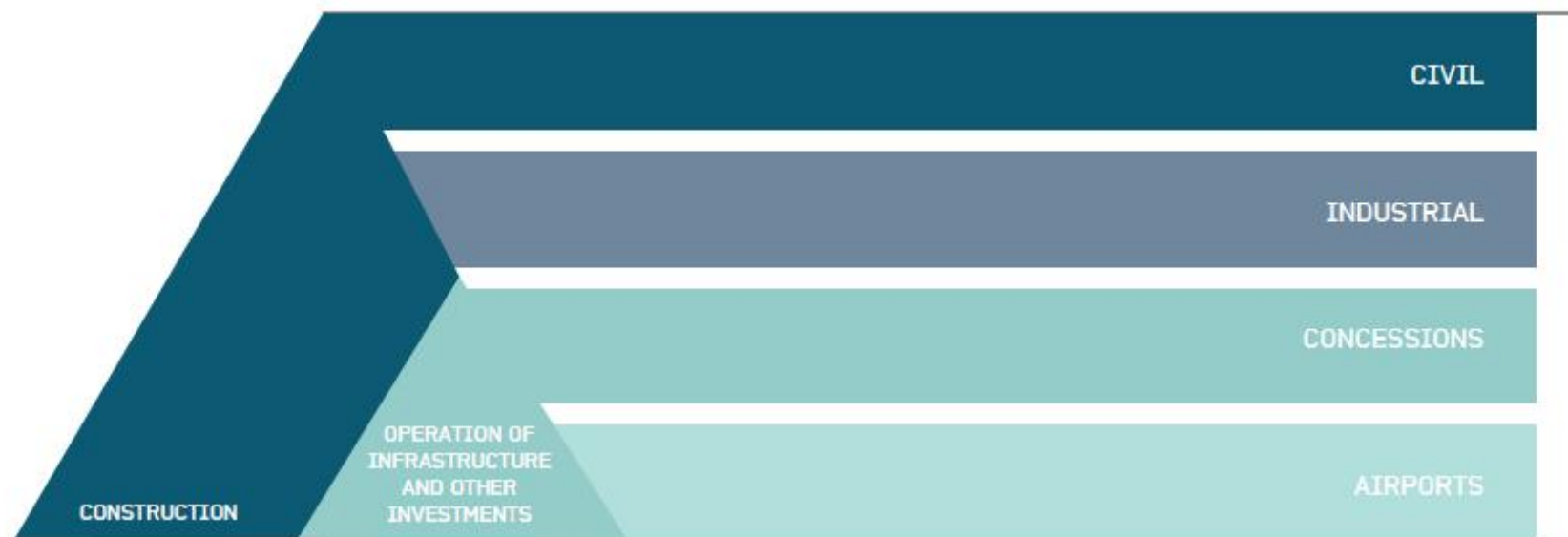
EPF-EMM Summit Berlin

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.

Whistleblowers' hotline (001 877-495-3215), available 24/7.

STOCK STRUCTURE

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

Our Experience Markets

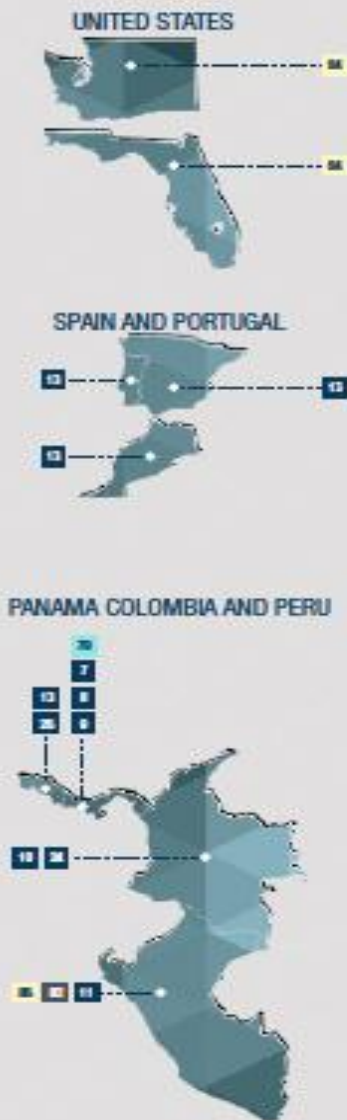
	 DESIGN & ENGINEERING	 FINANCIAL STRUCTURING	 STRATEGIC ALLIANCES	 CONSTRUCTION	 OPERATION	 MATURE ASSETS
1. ROADS	•	•	•	•	•	•
2. PORTS	•	•	•	•	•	•
3. AIRPORTS	•	•	•	•	•	•
4. WATER	•	•	•	•	•	•
5. ENERGY	•	•	•	•		
6. UNDERGROUND WORK	•		•	•		
7. MASS TRANSIT	•	•	•	•		
8. PUBLIC BUILDINGS	•	•	•	•	•	•
9. OIL AND GAS	•		•	•		
10. MINING	•		•	•	•	
11. INDUSTRY	•	•	•	•		
12. REAL ESTATE DEVELOPMENT	•	•	•	•	•	•
13. PREFABRICATION	•			•		
14. INDUSTRIAL AUTOMATION	•		•	•	•	

- Civil Construction
- Industrial Construction
- Airports
- Concessions
- Housing



ICA'S PRESENCE

In Progress



CIVIL	
1	Navjoia - Ciudad Oregón Highway
2	Sonora State Highway Maintenance
3	Marina Atascita Shore Protection
4	Boquerón del Palmer Bypass
5	Los Panales Reservoir Dam
6	Tepic Bypass
7	Northern Corridor
8	Domingo Díaz Project
9	Panama Canal, PAC-4
10	Florencia-Altamira Highway
11	San Martín Contratistas Generales
12	Zapotitlán-El Desperdicio Highway
13	Rodío Kronsa
14	Ciudad del Carmen Maternity Hospital
15	Dr. Miguel Silva General Hospital
16	Oaxaca Western Zone Sports Facility
17	Tuxtla Gutiérrez 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, Río Medellín
25	Atlantic Petroleum Terminal Expansion
26	Maintenance Ecopetrol Zone 5
INDUSTRIAL	
27	AIMSA Phase 2
28	El Boleo Copper Mine
29	Madero Clean Fuels Plant
30	Cadereyta Clean Fuels Plant
31	Minatitlán Clean Fuels Plant
32	Salina Cruz Clean Fuels Plant
33	Cananea SX/EW II Plant
34	Etileno XXI Petrochemical Complex
35	Dos Bocas II Dewatering Plant
36	Ethane Recovery, Ciudad Pemex
37	Pemex Building
38	Reynosa Refinery Rehabilitation
39	Dupont Altamira I.2
40	Etileno XXI Pipeline Modules
41	Tula Refinery Residuals Reprocessing
42	Gas Compression System Dos Bocas
43	Vinyl Chloride Monomer Plant
44	Ciudad Pemex Ethane Recovery, Phase 2
45	Tula Refinery
46	Ayatsil-C Platform
47	Cadereyta 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	Zihuatanejo Airport
56	Monterrey Airport
57	San Luis Potosí Airport
58	Cullacán 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	Atotonilco Water Treatment Plant
68	Agua Prieta Water Treatment Plant
69	La Piedad Bypass
70	Lázaro Cárdenas TEC II Container Terminal
71	Bamaca Larga - Ventanilla Highway
72	Militia - Tehuantepec Highway
73	Nuevo Necaxa - Tihuatlán 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 Jalisco
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

ICA
www.ica.com.mx

Rodío Kronsa
www.rodioikronsa.es

Los Portales
www.losportales.com.pe

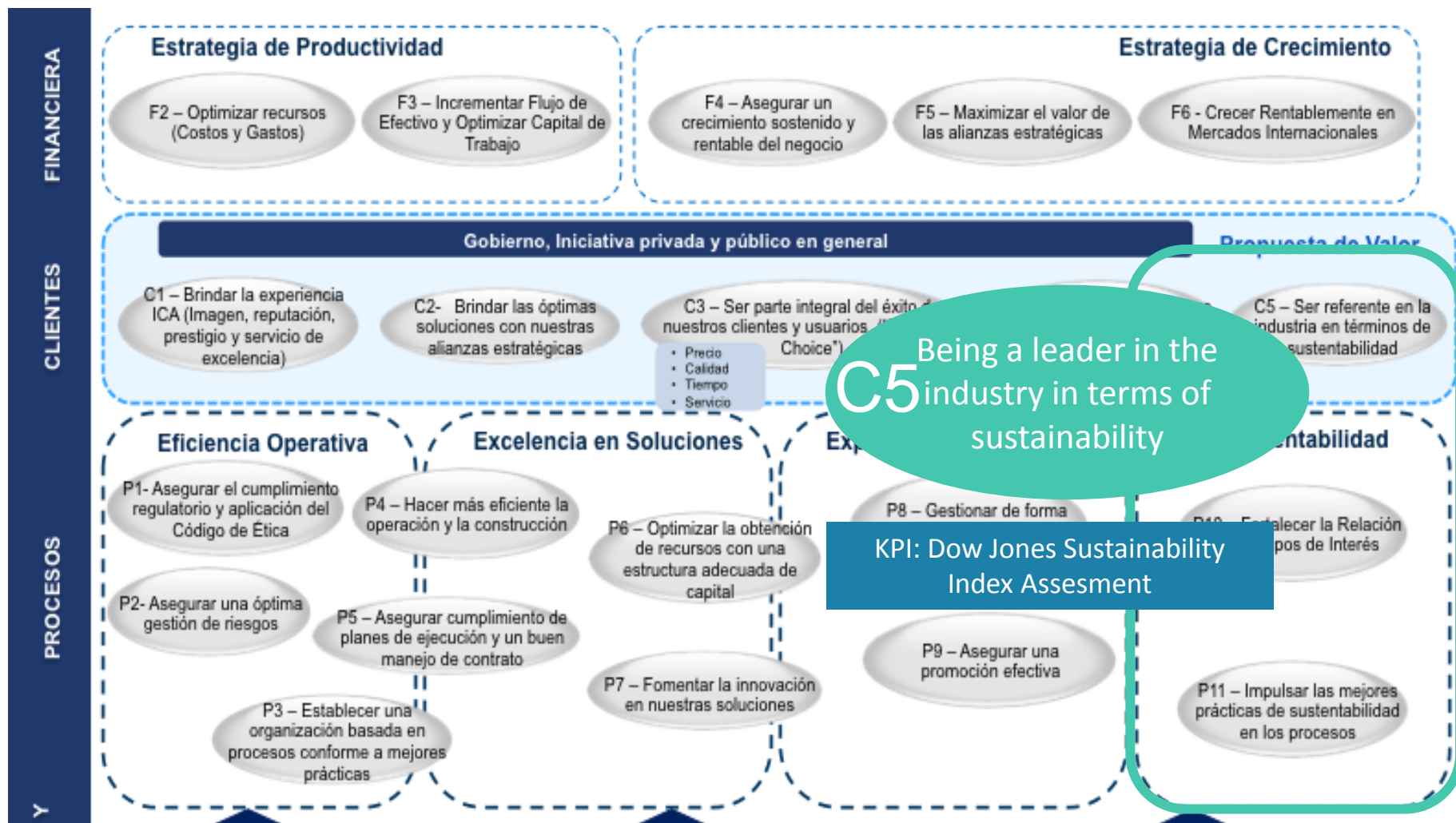
San Martín
www.sanmartinparu.pe
Facchina Construction Company
www.facchina.com

ICA'S PRESENCE

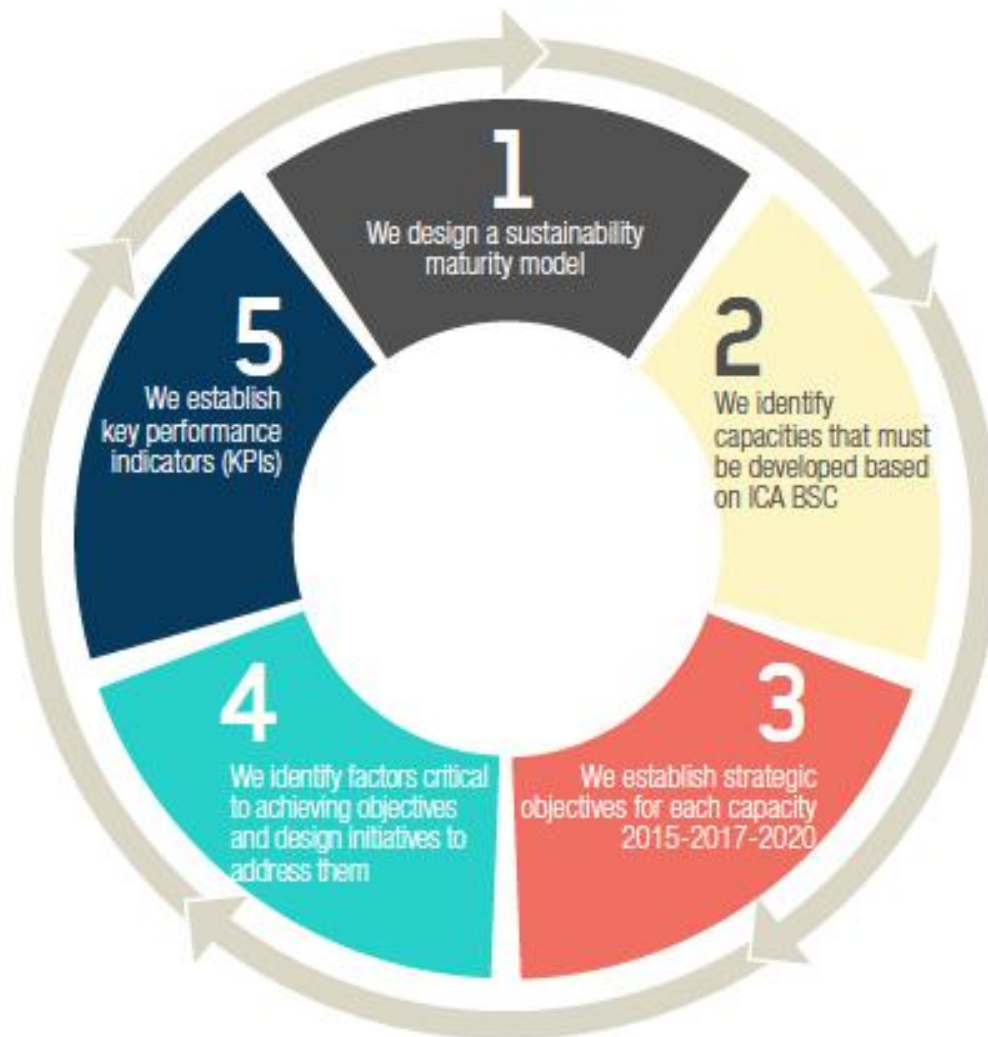
In Progress

Balance Scorecard EMICA

Sustainable Economic Value



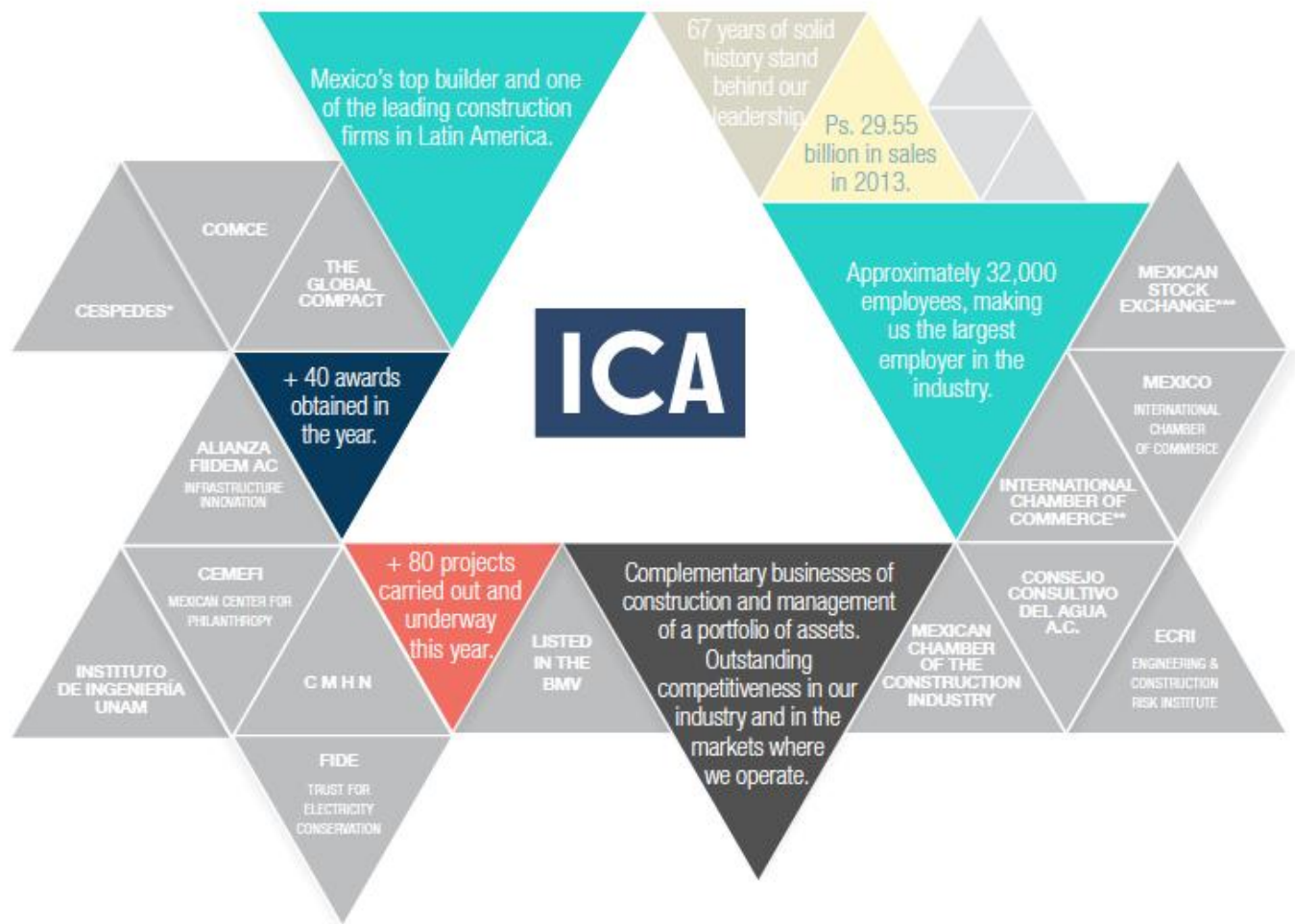
Strategic Sustainability Planning process



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:

Leadership and Collaboration

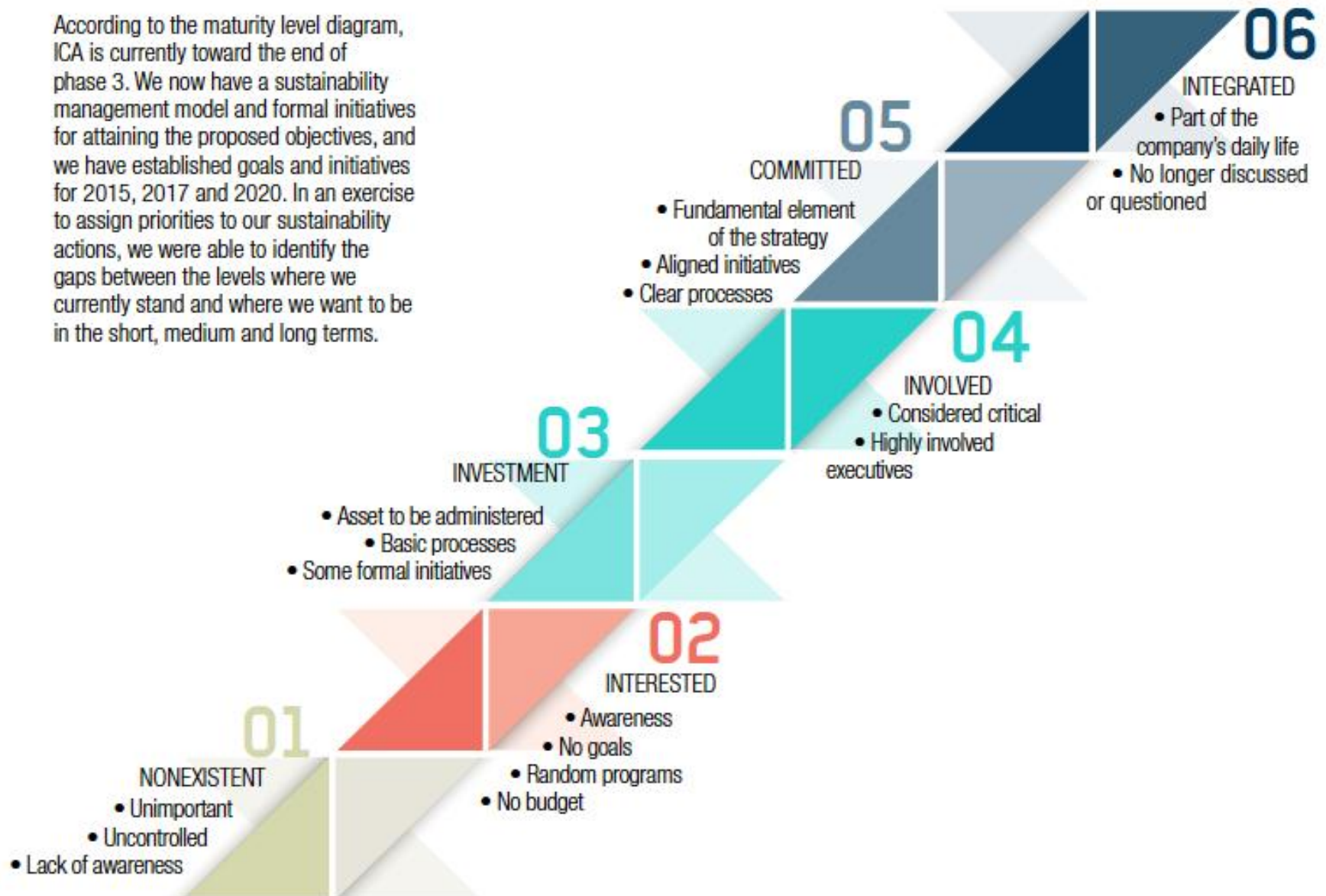


Since 1947

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.

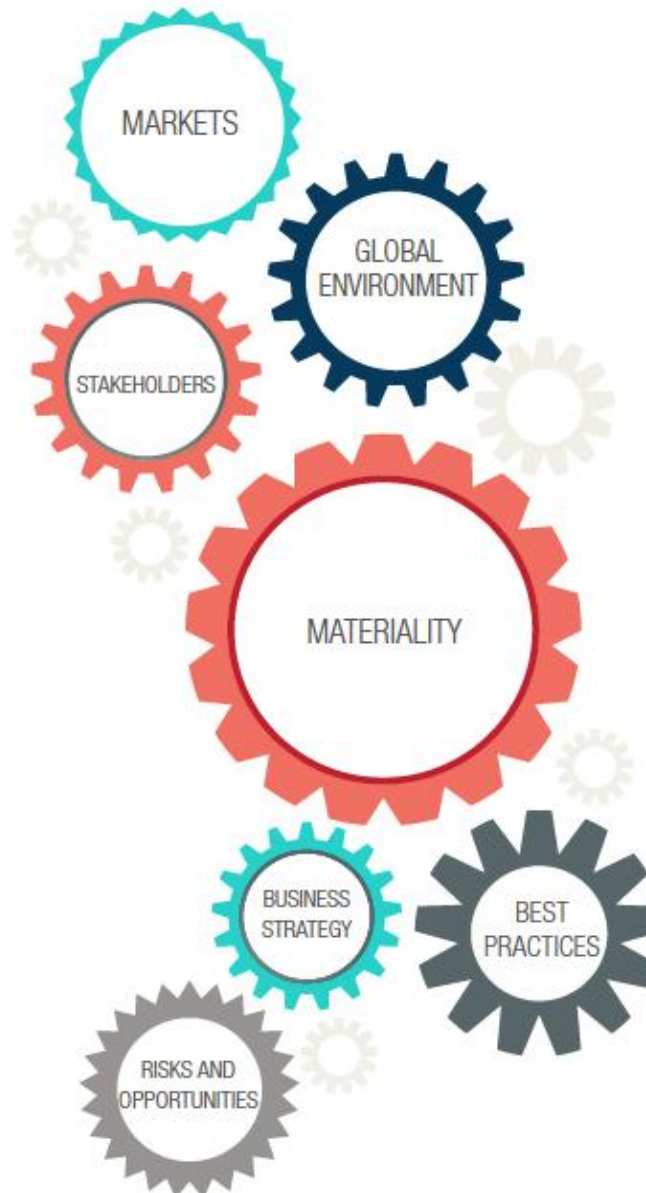
SUSTAINABILITY MATURITY MODEL

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.





1. Economic impact and market presence

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.



2. Strategy and analysis



3. Transparency and legal compliance

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



4. Occupational health & safety

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.



5. Unions / Collective bargaining

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.



6. Job generation

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



7. Local communities

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.



8. Training/education/development

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.



9. Environmental remediation and biodiversity

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.



10. Supply chain management

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



11. Dialogue with stakeholders

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



12. Innovation

Innovation management.

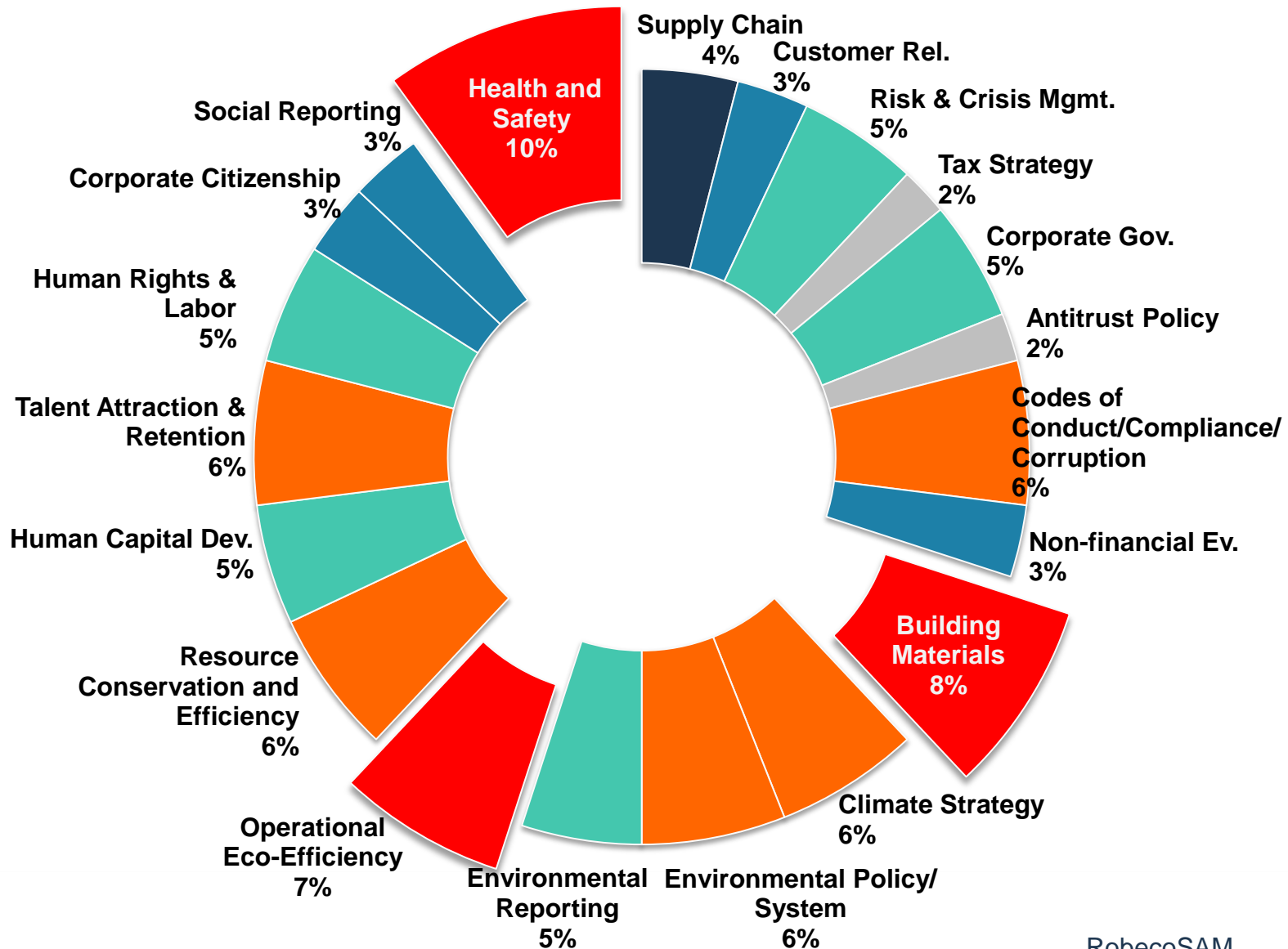
*Today, it is increasingly common
for investors to diversify their
portfolios by investing in
companies that apply best
industry practices in the area of
sustainability.*



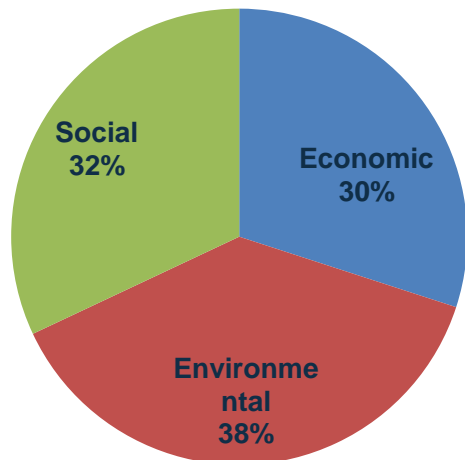
SUSTAINABILITY INDICES

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.

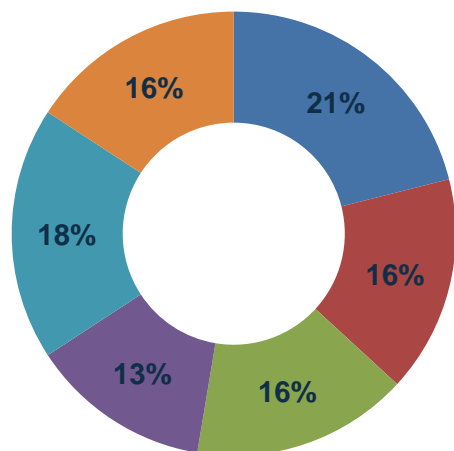
Dimension and Criterion Level Performance on Sustainability



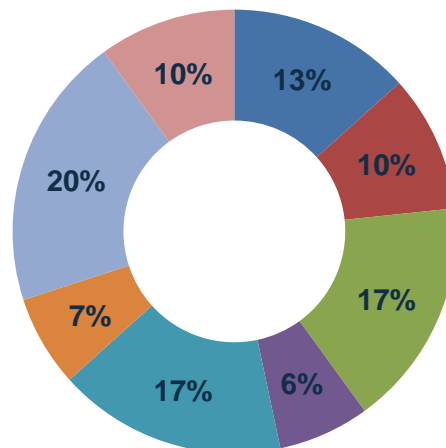
Dimension weightings Construction & Engineering



Environmental dimension

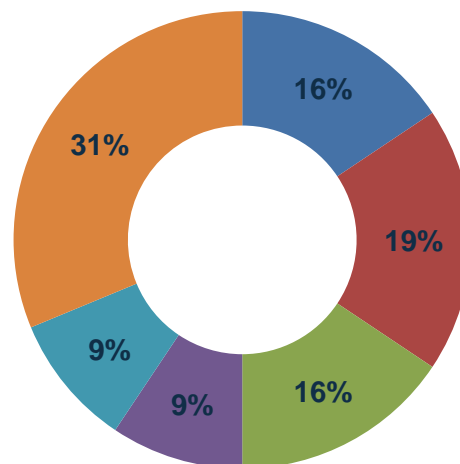


Economic and Governance Dimension



- Supply Chain Management
- Customer Relationship Management
- Risk & Crisis Management
- Tax Strategy
- Corporate Governance
- Antitrust Policy
- Codes of Conduct/Compliance/Corruption & Bribery

Social Dimension



- Human Capital Development
- Talent Attraction & Retention
- Labor Practice Indicators and Human Rights
- Corporate Citizenship and Philanthropy
- Social Reporting
- Occupational Health and Safety

The ICA logo consists of the letters "ICA" in white, bold, sans-serif font, set against a dark blue square background. This square is part of a larger graphic element at the top left of the page, which includes a teal square to its right.

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www.ica.com.mx



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Sustainability Indices**
In Collaboration with RobecoSAM

