

Message from the Chairman of the Board



“ICA is carrying out ever more ambitious infrastructure development projects.”

TO THE SHAREHOLDERS:

During our 64 years of existence, ICA has dedicated itself to carrying out infrastructure projects in Mexico and other countries that contributed to economic and social development. Our vocation did not arise by chance; it is the result of a shared commitment that has endured over time. This commitment that gave birth to ICA has been constantly renewed throughout our history.

Our achievements during 2010 confirm this. In the first months of the year, the Panama Canal Authority awarded an international consortium, of which ICA is part, the contract for the Pacific Access Channel (PAC-4) project to build a new 3km channel to the new locks.

Also in the first half, Pemex Refining awarded ICA Fluor the contracts for the clean fuels processing plants at the Minatitlán and Salina Cruz refineries. ICA Fluor is now building four of these projects as part of Pemex's modernization and development of cleaner fuels. This award confirms, on the one hand, the confidence that Pemex has in ICA, and on the other, the international competitiveness of our company, based on our engineering resources and advanced technology. In addition, our homebuilding division increased our shareholding in Peruvian homebuilder Los Portales.

At mid-year, ICA signed the 20-year concession agreement with the Ministry of Communications and Transportation to construct and operate the Mitla-Tehuantepec highway in Oaxaca, Mexico. This highway will open up the fastest road link between the state capital and the Isthmus of Tehuantepec. The project includes both toll-road and Public-Private Partnership (PPP) sections that reduce the financial risk to us.

In the second half of the year, our airport subsidiary OMA inaugurated the new Terminal B at the Monterrey airport and celebrated the first complete year of operation of the NH Terminal 2 hotel at the Mexico City International Airport, with promising results. Our housing development company VivelCA entered into a joint venture with Prudential Real Estate Investors that will accelerate the development of sustainable integrated urban developments.

These are just a few of the achievements of our construction, infrastructure, and housing development businesses during the course of the year. Six years ago, ICA operated only three concessions. Now we have 32: 13 airports, 12 highways, five water projects, and two long-term service contracts for the Ministry of Public Security. Of these, all the airports and nine of the highway and water projects are currently operational. The other ten will enter operation in the next three years, starting the period for recovering our investments. In addition, over the next two years, we expect to deliver such major works as the La Yesca hydroelectric project, the Mexico City Metro Line 12, and the Atotonilco water treatment plant.

Outside Mexico, ICA is looking to participate, in the near term, in the construction of hydroelectric projects, urban roads, tunnels, and subway projects in select markets including Panama, Peru, Chile, Colombia, and Costa Rica. In Colombia for example, the government estimates that it will invest US\$9 billion to meet infrastructure needs over the next eight years. The Panamanian government estimates public investment in infrastructure projects of about US\$13 billion over the next four years.

All these facts confirm that ICA is, without doubt, the key company for the development of the most important infrastructure projects in Mexico, and that we continue to be the Mexican construction and engineering company with the most international prestige, turning into reality infrastructure projects in other latitudes, based on our commitment to our work, our skills, and our technology.

We are living in a period of intense activity and accelerated change. With our solid construction backlog and our portfolio of concessions that will soon start operations, we expect to sustain high volumes of work and the dynamism of the company, at the same time we move forward with our process of generational succession. In the nature of our organization, we have taken care to plan the generational changes in an institutional and well-ordered manner, engaging the Board and senior management.

Starting five years ago, and after much analysis and evaluation, we started a process of leadership succession that is orderly and prudent, allowing sufficient time for change and organizational response, and always with a strategic focus. In early 2011, we announced the next steps in this process, which will be implemented in the coming months.

I am confident that the next generation of leaders who are assuming the responsibility for the organization will continue to build the traditions and disciplines that are ICA's own, such as teamwork, human resources development, and the development of synergies across businesses, while also carrying out the changes needed to stay at the vanguard of our sector.

Among the new management team's objectives will be to broaden the Vision of ICA, deepen the use of technology, and penetrate new markets, while always adhering to the guiding principles of sustainability, engineering, innovation, and information technology.

To carry out this transition to the new generation of leaders is one of our principal objectives now. I am confident that we will see the positive results that confirm that we are on the correct path.

ING. BERNARDO QUINTANA
CHAIRMAN OF THE BOARD OF DIRECTORS
EMPRESAS ICA, S.A.B. de C.V.