



Alonso Quintana Kawage
CEO, ICA

knowing the laws of each sector, and having a specific methodology to see how different companies are working with each other. We can verify the value chains of both private and public sector entities, assess the business plans and understand how the current technologies are being implemented and how they can be improved." Héctor Slim Seade, CEO of Teléfonos de México (TELMEX), explains: "Education is the mainstay of modern societies. Nowadays, digital education represents one of the best means of overcoming poverty.

"We are convinced Mexico needs to be transformed into a technological society, one in which human capital will be key to growth."

The Building Blocks of Growth

With robust growth and continued macroeconomic stability now an integral part of Mexico's situation, investment in the infrastructure sector has been strong, with the private sector fully mobilized to change the country's landscape.

Highways, airports and water projects are increasingly becoming world-class in the U.S.'s southern neighbor, as the focus shifts quickly from local to global connectivity. For leading construction company ICA, the future is most definitely a faster-flowing, more dynamic, and supremely sophisticated Mexico.

Having been in charge of building some of the country's most modern and emblematic projects during its 65-year history, including the soon-to-be opened Mexico-Tuxpan Highway that will create a high-speed route from Mexico City to the ports on the Gulf coast, ICA

frequently operates its own projects as well.

"We build projects that are critical to the functioning of the economy and improved well-being of the people," says Alonso Quintana Kawage, ICA's CEO. "These include subway systems, highways and bridges, hydroelectric projects, combined cycle power plants, offshore drilling platforms, hospitals and other public buildings, hotels and resorts, aqueducts and deep drainage projects, refineries, natural gas process and petrochemical plants, mining facilities, housing developments, and residential high-rises.

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"As well as the macroeconomic factors, infrastructure has been expanding and will continue to grow at a rapid rate because PEMEX needs to find new reserve soil resources and modernize its downstream facilities, such as refineries, pipelines and marine platforms," says Quintana Kawage. "We actually used to build platforms for them. These factors, added to the fact that investment in oil and gas has begun to grow again, and the country's need for renewable energy, make Mexico an excellent infrastructure investment destination."

Thanks to international expansion and a savvy business model, ICA is now one of the best-performing companies on the market. "We are a resilient company as we own all of our assets and have been very active in the past three years, investing \$1.5 billion per year in new

concessions that extend up to 30 years," he says. "We invest in diverse projects and are committed to their success, although we prefer projects that are not too long-lasting in terms of starting operations. Once they are up and running and have a good track record, we either sell them or integrate them into a package in order to raise capital for new projects. We know our business, we know how to compete, we have learnt how to best reach our goals and have the know-how and know-who to do this efficiently and effectively."

This confident attitude is key, as Carlos Hank González, CEO of Grupo Hermes and Grupo Financiero Interacciones, explains: "Mexicans should know that we can play and win in any field, as our group has done. We have a firm commitment to make Mexico a competitive country and one that takes center stage in today's globalized world."

Within this context, Mexico's food and beverages are arguably the most widely recognizable and competitive of its exports, with Mexican restaurants an integral feature of any U.S. city, and Mexican beers and tequilas drunk throughout the world. However, as the population acquires more spending power, the beer love does not just go one way: Mexicans have been developing a taste for foreign beers.

Cuauhtémoc Moctezuma was acquired by the Heineken Group in 2010 to provide the Dutch firm with a gateway into the Latin American beer market, one of the sector's most rapidly growing ones. The transaction included brewing assets in Mexico and Brazil.

"We export more than 10% of our production to the U.S.," says Marc Busain, CEO. "The combination of the growing appeal for our brands and the increasing Hispanic population creates the perfect environment for growth and success. Our strongest and best-selling brands in the U.S. are Dos Equis (XX) and Tecate. The global beer sector is still consolidating. Important mergers and acquisitions are

constantly taking place throughout the world. Today, more than half the beer market is controlled by the three major players," he says. "What makes Mexico so attractive is the combination of positive demographics, local talent and sustainable economic growth. "Each year, over one million people come of legal drinking age. Mexico also has a constantly growing GDP, and excellent prospects. It is a country with a highly educated and skilled workforce.

"Within the Heineken Group, Cuauhtémoc Moctezuma's breweries in Mexico rank among the top five in the world for the main supply chain, KPIs. All these factors combined make Mexico the ideal country to invest and succeed in in the short, medium and long-term."

With a strategy that focuses on quality, innovation, and corporate social responsibility, the company is confident it can build on its current success, continue to surprise its consumers and grow sustainably.

"We are developing the premium segment in Mexico," Busain says. "Our strength as a company resides in our ownership of several of the world's most valuable brands, like Heineken. The Mexican market is essentially mainstream; most beers are sold at approximately the same price. The more premium beers we sell, the better. Heineken will play a key role in this strategy, next to our local premium brands like Bohemia and Dos Equis (XX).

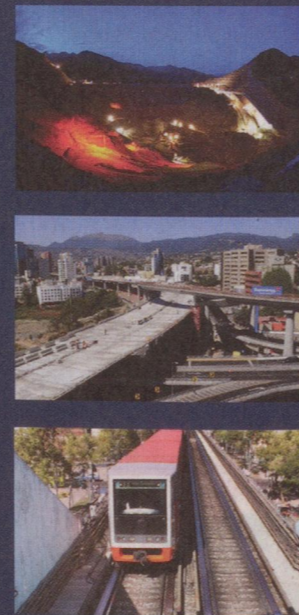
"The Mexican market will keep growing and offer better-differentiated products in order to capture a wider range of consumers. Mexican beer brands are also becoming more appealing worldwide, a trend that will further expand and boost exports."



Marc Busain
CEO, Cuauhtémoc Moctezuma



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