

N°03

INVEST MONTERREY MAG

The gateway to Mexico's business hub

PIONEERING DIGITAL
TRANSFORMATION
IN BUSINESS *P.22*

MONTERREY
GLOBAL TECHNOLOGY
HUB *P.24*

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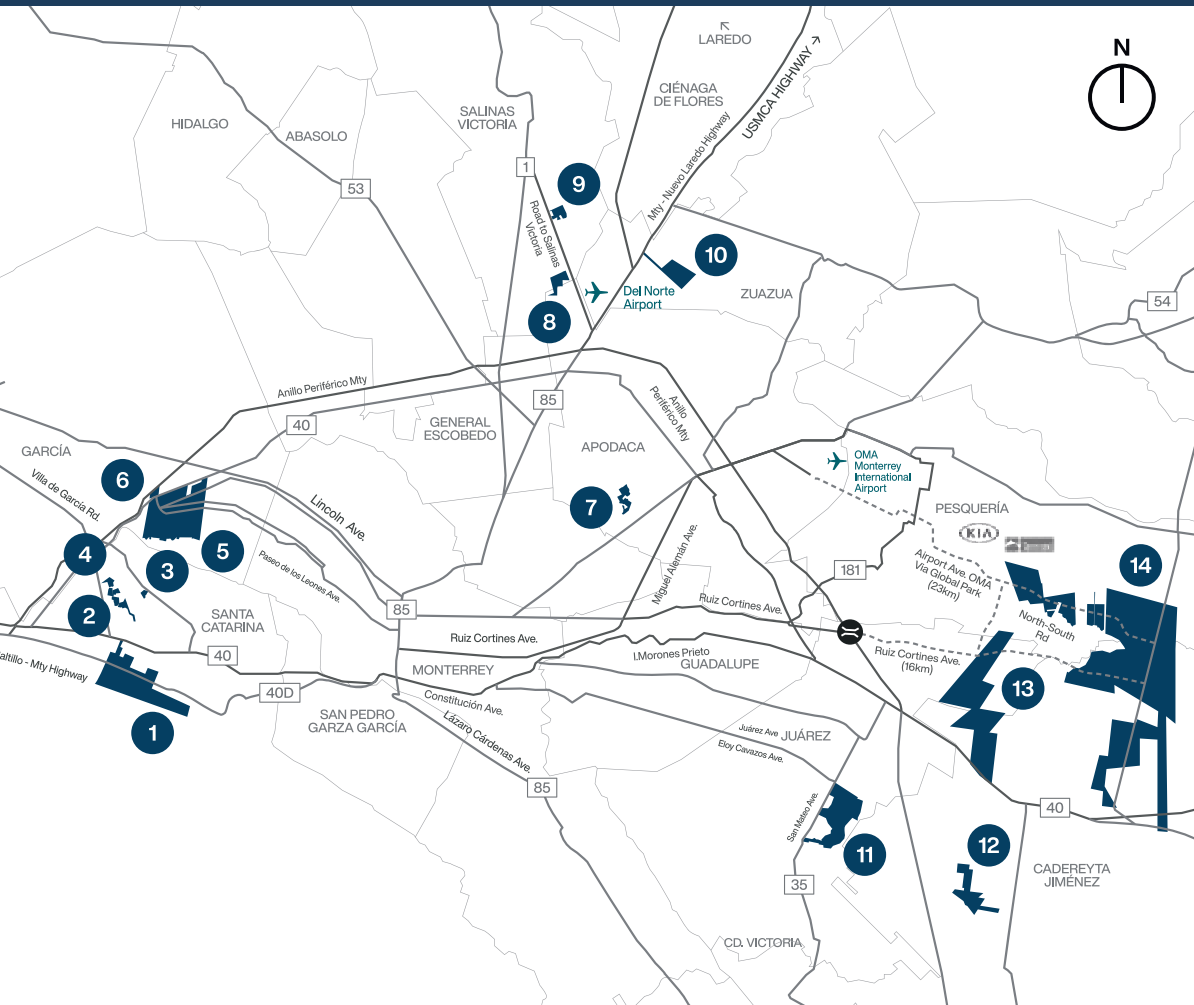


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Locations

1	Dominio Huasteca	142 ha
2	Regio Parque SC	31 ha
3	Terra Park Colosio	7 ha
4	Terra Park SC	37 ha
5	Dominio Cumbres	1,021 ha
6	Terra Park García	11 ha
7	Distrito Alterra	84 ha
8	Terra park Norte	75 ha
9	SalVic	77 ha
10	Terra Park ADN	251 ha
11	Valle Condesa	330 ha
12	Providenza	425 ha
13	Terrasol	1,153 ha
14	Global Park	4,500 ha

14 strategic locations

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MONTERREY

Land of Business, Land of Possibilities

Monterrey is one of Mexico's largest and most developed cities. Strategically located within the state of Nuevo Leon, just 200 kilometers south of the US border, its privileged position at the backbone of the North American market has made it the nation's main business hub. **Monterrey** is now considered the best place to invest and do business in Mexico.

When you think about **Monterrey's** early days, seeing the city as the sprawling, modern-day metropolis that it is today is not only impressive, but bordering on the unbelievable.

The city's remarkable transformation into what it is today begs the question: "How did this sprawling city, a global leader in industrial and technological development, emerge from the region's once hard and rough soil?" The answer lies in its people.

This city didn't appear out of thin air, it was built from the ground up in an act that shows the great strength, will power and sheer determination of its population.

It takes one look at our history to confirm that there's nothing comparable to a region's (the demonym of **Monterrey's** residents) capacity to adapt to its surroundings and make the most out of every opportunity.

This legacy of a strong and determined spirit has stood the test of time, and it lives on in the people who make up **Monterrey's** vibrant community of prepared, skilled, and hard-working businessmen and women.

Where the majority of people see a problem, we see a possibility. Recognizing these opportunities and taking the necessary steps to turn them into reality has facilitated the establishment, growth and success of a large number of the world's most prominent international companies in **Monterrey**.

These are just a few of the many reasons why **Monterrey** is known as the land of business, land of possibilities.

Invest Monterrey MAGAZINE

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ANDRES OCHOA-BÜNSOW

CHAIRMAN OF THE BOARD, INVEST MONTERREY



Dear readers,

Welcome to the latest edition of Invest Monterrey Magazine, where we proudly showcase Monterrey's ascent as the premier investment hub for technology in Mexico. This issue is a testament to the unwavering commitment and collaborative efforts that have propelled our region to the forefront of the technology and innovation landscape.

Monterrey has long been recognized for its strategic advantages, and we continue to build on our strengths. Our exceptional location, nestled amidst the rugged beauty of Northern Mexico, serves as a gateway to global markets. Monterrey's industrious, dedicated, and skilled workforce is the backbone of our success, driving innovation and excellence in every sector.

One of our standout attributes is the comprehensive supply chain ecosystem that distinguishes Monterrey as the most complete in Mexico. Whether you're in manufacturing, logistics, or technology, Monterrey provides the infrastructure and support needed to thrive and expand your operations.

Invest Monterrey, in close collaboration with our local business ecosystem, remains committed to fostering socio-economic development. Our mission is not just about attracting investment; it's about creating a thriving community where businesses, talent, and innovation coexist harmoniously. We firmly believe that a rising tide lifts all

boats, and together, we are charting a course towards a brighter and more prosperous future.

As you explore this edition, you'll gain insight into the dynamic investment opportunities, the trajectory of Invest Monterrey, and the collaborative spirit that defines our region's entrepreneurial landscape. Together, we're not just positioning Monterrey as a technology investment powerhouse; we're shaping the future of Mexico's economic development.

Thank you for being part of this journey, and we invite you to join us in making Monterrey the premier destination for technology investment in Mexico.

Sincerely,

Andrés Ochoa-Bünsow
Chairman, Board of Directors
Invest Monterrey

A handwritten signature in black ink, appearing to read 'Andrés Ochoa-Bünsow', with a stylized flourish at the end.

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Iván Rivas

SECRETARY OF ECONOMY OF NUEVO LEON, MEXICO

Dear friends,

We conclude 2023 with an extraordinary economic outlook in Nuevo León. Foreign direct investment has favored us due to the phenomenon of nearshoring, which will continue to positively impact key indicators in the state.

Throughout the year, we conducted business tours to China, Japan, India, and the United States, in addition to hosting representatives from Ireland, Belgium, Norway, and other countries, all expressing interest in understanding or affirming why Nuevo León is a favored destination in Mexico.

Moreover, our companies have achieved record-breaking figures in exports and employment.

Beyond the excellent economic indicators that reflect a unique moment in history, I would like to underscore a particularly relevant fact: the increasingly solid transition from a traditional economy to one that strides into the future, applying information technologies, automation, and artificial intelligence, offering employment opportunities for individuals with proficiency in digital skills.

In the ongoing process, we highlight Nuevo León's transformation into a hub for electromobility, attracting an increasing number of providers in this sector. Currently, we boast 23 companies dedicated to manufacturing various components for electric vehicles, including their electronic "brains."

Simultaneously, we have welcomed globally leading companies in information technologies, ready to advise and support local businesses in their digitalization projects.

This year, at the Ministry of Economy, we propelled the creation of PeakNL, the first state government initiative to support the entrepreneurial ecosystem with idea incubation programs, business acceleration, and strategies for raising capital. PeakNL focuses on technology-based start-ups; we aim to foster a breeding ground for new businesses in our state.

To attract investments in Industry 4.0, we have collaborated with all private sector organizations and academia, contributing to the enhancement of our state's leadership. One such collaboration we extend our gratitude to is Invest Monterrey.

Thanks to a strategic teamwork effort with you, we have made significant progress in promoting Nuevo León as the premier investment destination. Let us continue working next year with the same enthusiasm.

Sincerely,

Iván Rivas





NUEVO LEON: LEADER IN THE PROMOTION OF INDUSTRY 4.0 IN MEXICO

BY INVEST MONTERREY

Nuevo Leon, one of the most industrialized states in Mexico, has stood out for its leadership in the promotion of Industry 4.0. Thanks to an unprecedented collaboration between the government, the private sector and academic institutions, several initiatives have been implemented to drive digital and technological transformation in the region. This strategic approach has positioned Nuevo Leon as a benchmark in the adoption of advanced technologies, creating an innovative and collaborative environment that leads the country.

The Government of Nuevo Leon has demonstrated a strong commitment to the development of the 4.0 ecosystem in the region. Through strategic alliances with the private and academic sectors, technology and innovation parks have been established to promote research and technological development in various areas, for example, the Technology Research and Innovation Park (PIIT), a benchmark in supporting companies and entrepreneurs in the implementation of 4.0 technologies.



Ivan Rivas, Samuel García, Cesar Jiménez

In addition, the Government of Nuevo Leon has placed emphasis on education and training in 4.0 technologies. Specific programs have been implemented to boost the adoption of these technologies in companies and promote the development of specialized skills.

In collaboration with universities and technical education centers, study programs focused on Industry 4.0 are offered, thus strengthening the local talent base. Likewise, outstanding support has been provided to startups and entrepreneurs, providing them with advice, financing and access to collaborative workspaces, which stimulates innovation and technological entrepreneurship in the region.

Nuevo Leon 4.0's strategic focus aligns with the demand for domestic and foreign investment in the region, especially in manufacturing. This has attracted the attention of international companies that recognize Nuevo Leon as an attractive destination for the implementation of 4.0 technologies.

Nuevo Leon's success in adopting Industry 4.0 has been reflected in concrete advances made in the region. Companies in sectors such as manufacturing, automotive, energy and logistics have begun to implement 4.0 technologies in their production processes. This includes the digitization of the supply chain, the use of sensors and real-time monitoring systems, the application of artificial intelligence for production optimization and the adoption of additive manufacturing solutions, such as 3D printing.

In the "Nuevo Leon 4.0" initiative, launched on May 30, 2017, the state recognized and addressed the challenges brought by the 4th industrial revolution. Through collaboration between government, industry and local universities, the goal is to position Nuevo Leon as a leader in the smart economy in the Americas, through the creation of an innovative ecosystem based on the Triple Helix: Government, Industry and Academia.



Let's build together a sustainable future for everyone, with more productive companies and human capital increasingly competent in the use of intelligent technologies.

- Samuel García, Tecnos Nuevo Leon 4.0 Awards

The "Nuevo Leon 4.0" initiative seeks to revolutionize industrial production systems and position the Mexican state of Nuevo Leon as a benchmark in the implementation of a new manufacturing model with advanced technologies. This initiative integrates projects, initiatives and problems of the region's industry, and seeks to train technicians with skills in technological resources such as the cloud, robotics, simulations, additive manufacturing, Internet of Things, big data, advanced materials, augmented and virtual reality, artificial intelligence and cybersecurity.

Universities and research centers, supported by the state and federal government, will develop the 4.0 Ecosystem and skills in technologies that will position Nuevo Leon as a national leader in smart manufacturing with a 4.0 focus. Thanks to its unique, multi-sector ecosystem, Nuevo Leon stands out as the leading region in the field of Industry 4.0 in Mexico.

"There is a demand for domestic and foreign investment in Nuevo Leon that has to do with advanced manufacturing," said Thomas Michael Hogg, CEO of TMH Consulting and Investment Group.

As part of this initiative, a group of industrialists and academics from Nuevo Leon, accompanied by representatives of the local government, toured several cities in Germany during the "Hannover Messe" trade fair. During this tour, they analyzed, questioned and planned the actions to be developed to achieve the objective. One of the actions to be carried out was the strengthening and adjustment of university curricula in order to offer new options for professionals capable of effectively meeting the demands of the smart industry.

Likewise, as part of the implementation of Industry 4.0 in the state, events such as Tecnos Nuevo Leon 4.0 Awards have been held.

"With robotics and analytics, to name a few technologies, Industry 4.0 can more efficiently meet the needs of consumers. And this brings with it a whole change in how supply chains, sourcing and customer experience work" Samuel García, Tecnos Nuevo Leon 4.0 Awards.

SOME OF THE INDUSTRY 4.0 COMPANIES PRESENT IN MONTERREY ARE:



SIEMENS

NAVISTAR



ASCENDION

In conclusion, Nuevo Leon has become a leading region in the adoption and promotion of Industry 4.0 in Mexico. Through close collaboration between government, industry and academic institutions, a strong and dynamic 4.0 ecosystem has been developed in the region. Nuevo Leon 4.0's strategic focus has positioned the state as a leader in Smart Industry in the Americas, driving value creation and the generation of high value-added jobs. With its pioneering vision, Nuevo Leon is projected as a benchmark in the transformation towards Industry 4.0 in Mexico and the region. Nuevo Leon's strong industrial base and its focus on collaboration and innovation make it an enabling environment for the growth and development of Industry 4.0.

RESEARCH AND TECHNOLOGICAL INNOVATION PARK (PIIT)

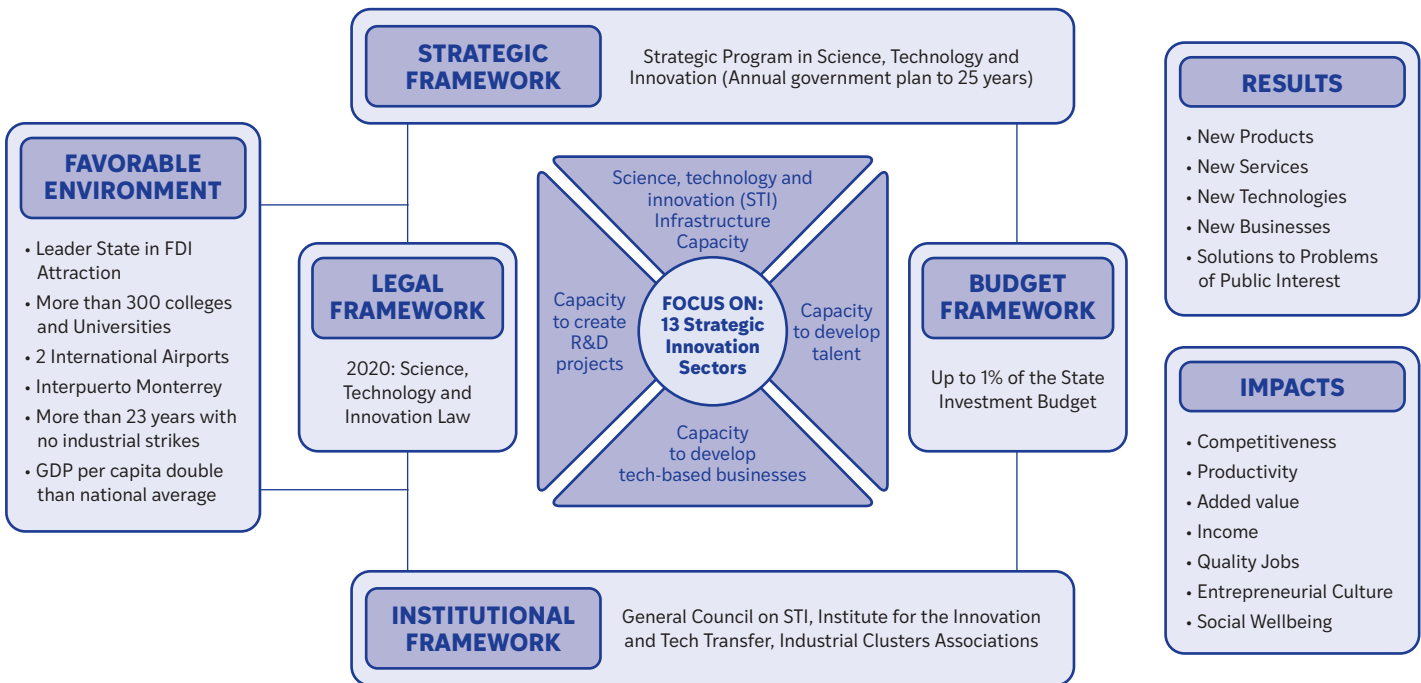
BY INVEST MONTERREY

Nuevo Leon has emerged as a thriving hub for industrial development. Renowned for its dynamic business environment and strategic geographical location, Nuevo Leon has attracted more than 1,000 companies into its industrial park locations, playing a pivotal role in the region's economic growth.

Due to the complexity of Nuevo Leon's economy, its skilled workforce, its infrastructure, and its advantageous geographical positioning, the state has attracted 72% of all nearshoring that lands in Mexico. The sheer amount of demand for industrial locations has contributed to the record breaking growth in industrial parks, going from 140 to 207 in just the last three years.

Nonetheless, this growth has not been enough to cover the demand. As only 1.6% of these properties were available in the first quarter of 2023, compared to 3% in the same period of 2022. Speculative spaces in Nuevo Leon represent 150,000 square meters, however, according to Colliers, demand will soon be 600,000 square meters.

Nuevo Leon is not only becoming a global industrial hub, but also a R&D hub. National and international companies have realized that the 4 big universities in the state produce human capital qualified for highly skilled jobs. A triple helix model, which includes government, academy, and industry, was formed to capitalize this opportunity.





Research and Technological Innovation Park (PIIT).

In 2007 the PIIT, or Research and Technological Innovation Park by its Spanish acronym, was created. With a total investment of \$660 million USD, the PIIT currently has 110 hectares dedicated to 33 Research and Development centers and 2 high impact incubators, employing more than 3,000 people.

The park offers state-of-the-art infrastructure, including modern research laboratories, specialized facilities, and cutting-edge equipment, to support various scientific and technological disciplines. It provides a conducive environment for researchers, scientists, entrepreneurs, and students to collaborate, exchange ideas, and develop innovative solutions to real-world challenges.

One of the key objectives of the PIIT is to bridge the gap between academia and industry by facilitating technology transfer and commercialization of research outcomes. Through partnerships and collaborations with local and international companies, the PIIT aims to support the development and implementation of new technologies, products, and services that have practical applications in the market.



PIIT Expansion.

This project has exceeded all expectations, the combination of public, private, and academic centers, and incubators has led to the creation and growth of high value projects, which in itself creates high skilled jobs.

Due to the PIIT's success, new investment projects have risen. It was firstly announced that a \$300 million USD investment from the public and private sectors will increase the size of this park by 40 Ha, and will create from 20 to 30 research centers. José Alfredo Pérez Bernal, managing director of I2T2, has stated his intentions to develop a center of future's mobility, which will look to create new and better technologies surrounding electromobility and renewable energies.

Innova City is another investment project that follows the success of this park. It is a new, 2,500 Ha, urban sustainable development around it, which will feature high tech businesses, colleges, hospitals, convention centers and even a golf course. It is estimated that in 25 years, Innova City will have a private investment from \$2.5 to \$5 billion USD.



Innova City project.

The ultimate goal of this mega project is clear, it aims to create highly skilled human capital working in specialized jobs in the state, helping to increase the GDP per capita and value added, which will ultimately help lower the GINI Index in Nuevo Leon.

CII.IA - AI CENTER ON INDUSTRIAL INNOVATION

BY MAURICIO LEAL, DIRECTOR OF OPERATIONS OF CII.IA



CII.IA (AI Center on Industrial Innovation).

CII.IA (AI Center on Industrial Innovation) started operations in 2019, with a **\$2.4M USD investment** in Infrastructure and talent development. Located at the Technological Investigation and Innovation Park, we have developed **>50 projects related to AI**. Even though there is a big Industrial Market in the region, CII.IA has been able to reach the market in Latin America through its four verticals: **Consulting, Training, Prototyping** (given its capabilities) and **AI Programs**.

CII.IA is defined as the first Global Private Ecosystem that brings together the Artificial Intelligence with the Business sector in Mexico, boosting productivity and growth through enabling **Transformative Technologies**, with access to a network of experts in **innovation** and **training**. Focused on developing new capabilities for **companies that will change the future**.

From an Ecosystem perspective, the impact of CII.IA has resulted in more than **250 graduates** of its AI Training Programs, more than **50 Companies served**, alliances with the majority of the Universities in the region and collaboration programs with international organizations, such as **AMT, University of Montreal, Ancud IT** (Germany), among others, located in North and Latin America as well as in Europe.

The scope of CII.IA includes, but not limited to, solutions in **Computer Vision, Machine Learning, Deep Learning, NLP, Generative AI and XR**. We apply our expertise to the most representative sectors in this region, such as, **Retail, Manufacturing, Finance and Health**.



DRIVING GROWTH THROUGH CUSTOMER-CENTRIC STRATEGIES AND INVESTMENT IN TECHNOLOGY

BY ENRIQUE GALEANA, CHIEF FINANCIAL OFFICER OF BANCO BASE

In an ever-evolving financial landscape, Banco Base is dedicated to its expansive vision with a strong focus on customer-centricity. Through customized solutions, advanced technology, and targeted lending, we aim to solidify our position as a leading financial institution.

We are committed to deepening our growth plans, investing in technology, and offering personalized financial services to all our customers.

EXPANDING MARKET SHARE AND ENHANCING CUSTOMER RELATIONSHIPS

Banco Base's growth objective is to increase its market share by approximately 20%. This strategic goal reflects our commitment to expanding our customer base and strengthening relationships with existing customers. By closely engaging with our customers, we gain better insights into their unique needs and provide tailored financial solutions. This customer-centric approach ensures that we remain a trusted partner for domestic and international companies seeking a soft landing in the Mexican market.

INVESTING IN TECHNOLOGY TO ELEVATE CUSTOMER EXPERIENCE

Recognizing the transformative power of technology, we have made significant investments to stay at the forefront of digital innovation. Last year, the bank allocated close to MX\$300 million for IT-related investments. However, this year Banco Base has raised the bar with an impressive budget of up to MX\$650 million. This substantial increase demonstrates our determination to leverage technology for an enhanced customer experience. By utilizing technological tools, we offer timely advice and tailored solutions to our customers. This seamless integration of technology and human expertise reinforces our commitment to provide efficient and personalized financial services.

DRIVING LOAN GROWTH AND SUPPORTING NICHE MARKETS:

As part of our growth strategy, we aim to expand our loan portfolio by 10% to 15% this year. However, our approach to lending goes beyond numbers. Banco Base focuses on serving companies with financing needs within our niche market. By concentrating on specific sectors or industries, Banco Base leverages its expertise to better understand the unique challenges and opportunities faced by these companies. This targeted lending approach enables us to offer tailored financial solutions that address the specific needs of our clients, fostering sustainable growth and long-term partnerships.

SYNERGY OF HUMAN EXPERTISE AND TECHNOLOGICAL TOOLS

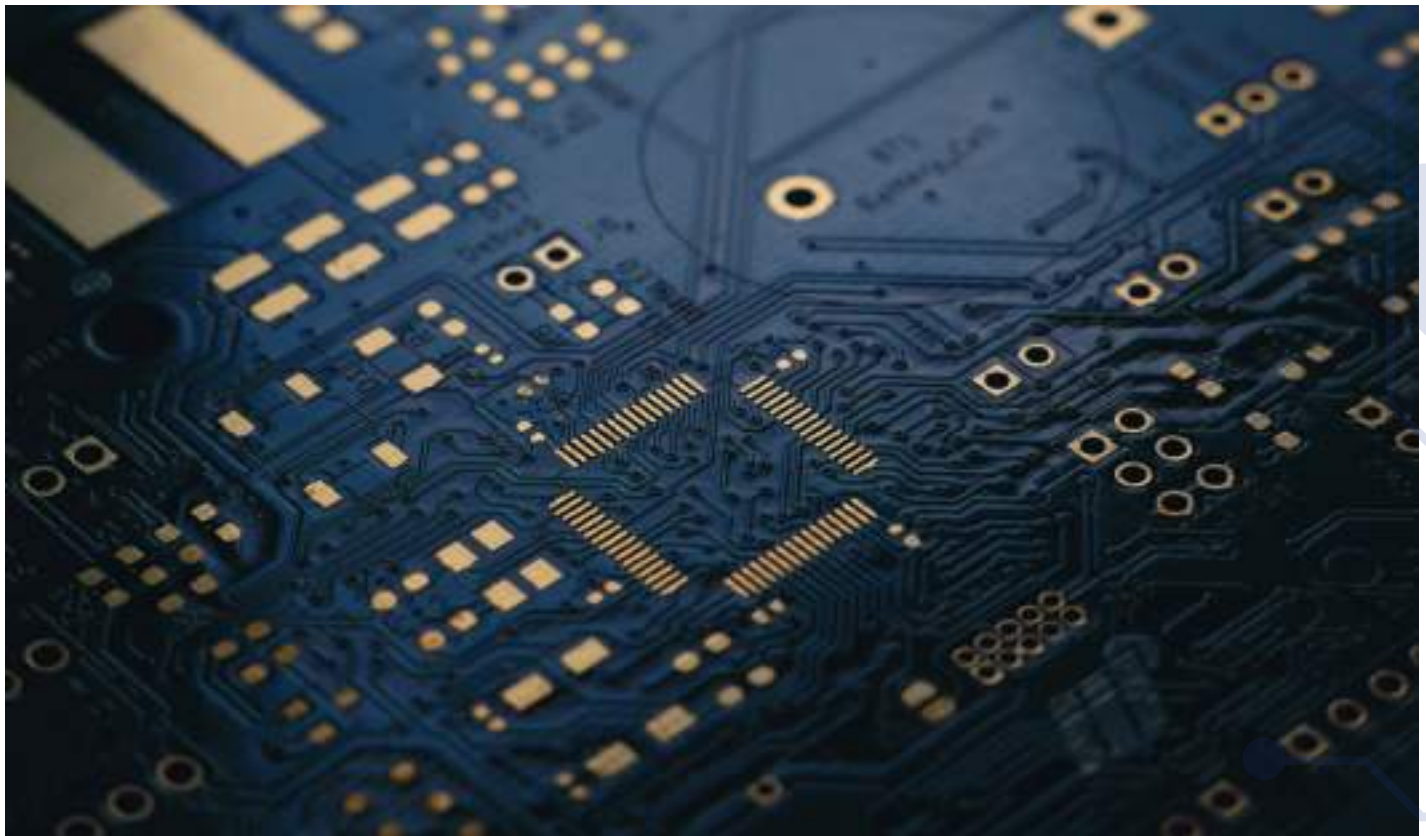
We understand that true success lies in finding the right balance between cutting-edge technology and human expertise. While technology enables us to offer efficient and customized solutions, we recognize the value of our professionals. The personalized service and timely advice we provide are enhanced by the technological tools at our disposal. This seamless integration allows us to offer a holistic and integrated approach to financial services, creating a winning formula for both the bank and its customers.

Looking ahead, Banco Base remains unwavering in its commitment to growth, customer focus, and technological advances. Through expanding our market share, making significant technology investments, and focusing on targeted lending, we position ourselves as a leading financial institution in Mexico.

Our dedication to customized solutions, coupled with cutting-edge technology, ensures that we can meet our customers' unique needs and provide them with exceptional financial services.

THIS IS THE REAL REASON WHY SEMICONDUCTORS ARE SO POWERFUL

BY ALEJANDRO RODRIGUEZ, DIMSA



Over the past three years, we have seen an increase in debates over semiconductors, whether it be about shortage problems or about a trade war between global superpowers. The truth is that these so-called chips not only represent innovation and technology for us, but they also represent military power. So why are they so important, and how can Mexico benefit from this?

Semiconductors, or microchips, are those tiny pieces of silicon that power the world. We find them everywhere we go, from computers and phones to fridges and cars, and even in the coffee machine you have at home. Thanks to them, we were able to improve technologically over the past 60 years, but that is not the real reason why superpowers like

the USA and China are fighting over them. Besides consumer products, chips are also used for military and space programs. They were created in the 1950s by US engineers who then handed the technology to the US government, which used it to get ahead of the USSR, improving its military warfare, intelligence, and software. The first chip only had 4 transistors (connectors); by 1966, they had already created ones with 60. You might ask, How many does my new phone have? The answer is between 10 and 50 billion transistors per chip. Since the early 1960s, we have doubled the number of transistors every two years. And this is the reason as to why they are so vital; they are basically the brains on every technological device, and whoever gets smarter and stronger will control society.

Let's move on to understand how the supply chain of semiconductors works:

Step 1

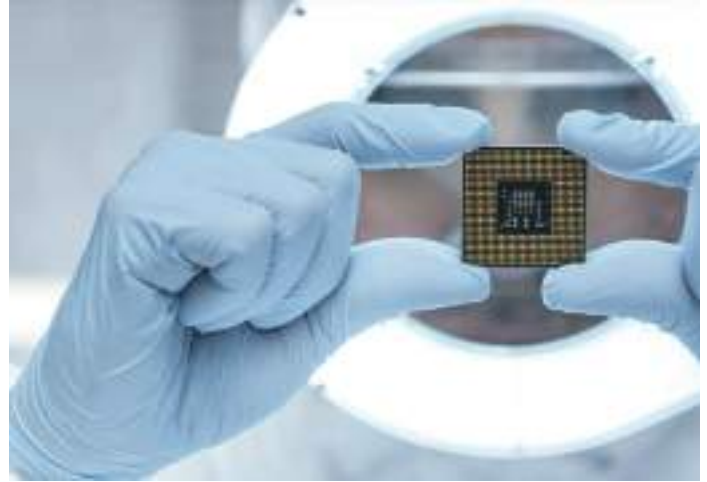
First, you need the design and software development to be placed on the chips; this is largely done by US companies like Intel, Apple, and Microsoft, but also Samsung (South Korea) and Toshiba (Japan), which are huge chip designers.

Step 2

Step 2 is to subcontract the manufacturing process, mainly to one country, Taiwan. TSMC (Taiwan Semiconductor Manufacturing Company) produces 92% of all advanced chips used around the world.

Step 3

Step 3 is the assembly, which includes connecting the chips with some specific wires (depending on the product), putting them in safe cases, and placing them in the final goods. The assembly part is also subcontracted to many countries around the world, but it is mainly Chinese companies that take care of this.



This is why the US is bringing back the supply chain of semiconductors to North America. For one, we already know that chips catalyze technological development, which means getting ahead of your rivals with better military devices and capabilities. We also understand that the supply chain is really only dependent on a handful of companies worldwide. Under this perspective, China represents a threat to national security since they have begun using American software and equipment to manufacture and design their own chips. President Biden signed the Chip Act in 2022, prohibiting all companies (American and foreign) using US technology from doing any kind of business with China. In the act, billions of dollars in incentives were also included for companies that bring their semiconductor operations to the North American region.

This is where Mexico jumps in. FABS (which is what we call chip manufacturing plants) require from 50 to 100 mWh and lots of liters per second of water in order to make the chips. Those companies will likely choose to move to the US. But no one has thought about the last part of the equation, the assembly. The so-called OSAT (Outsourced Semiconductor Assembly and Test) Companies, which are mainly in China, will be required to move their production closer to the US market and to the FABS themselves. Some OSAT companies include ASE, JCET, HUATIAN, and TFMC, among many others, which combined had a revenue of \$8.5 billion USD in 2022. We believe this is where Mexico and Nuevo Leon should put their effort; we must try to bring these giants from Mainland China and Taiwan into Mexico.

In the next couple of years, Tensions between the US and China are not likely to recede, and we as a country and as a state have a huge advantage over other regions thanks to our closeness to the US. We must act to bring to our shores one of the most important supply chains in the world.

NUEVO LEON, MEXICO... TRIPPING OVER ITS OWN SUCCESS: THE TEST

BY SOFÍA FLORES COULBOURN, TERRA REGIA

NEARSHORING ADVANTAGES AND INFRASTRUCTURE CHALLENGES



What would it be like to work for generations to get what you want, only to realize that the work has just begun?

Monterrey, the industrial hub of Mexico, is no stranger to international business. This vibrant city has always been the recipient and partner of manufacturing companies from all over the world.

With innumerable connections to the United States, Monterrey has distinguished itself as a significant industrial supplier, servicing not only consumer industries but also sectors such as vehicle and trailer manufacturing, passenger car production, appliances, food and beverage, aerospace parts, and even the production of military equipment. These links permeate every stratum of our culture.

Monterrey, among cities outside the U.S., boasts an unusually high level of English literacy, further solidifying our connection to our American neighbors. Even our geography seems to underscore this relationship, as our city is bound by the seemingly endless and staggering mountain range on the south but smooth open land to the north.

It is natural that for well over 100 years, Monterrey has been the easy partner when it comes to serious business and the manufacturing of products destined for the North American market. Our proximity, Central time zone, and lower operational costs have kept us close and extremely reliable.

The escalating trade tensions between the US and China, combined with the pandemic-induced reevaluation of global supply chains, have made their impact apparent just south of the Texan border, in Monterrey, Mexico. As companies reassess their operational locations, many are finding Monterrey to be an attractive option. Lately, the term "nearshoring" has become a common part of our lexicon, describing the shift of businesses to locations

geographically closer to their target markets. However, Monterrey has been a hub for foreign companies seeking easy and cost-effective access to the US market since as early as the 1960s; the current trend is just a significant acceleration of that movement.

Monterrey's industrial origins date back to before 1890, and it's well known that the city was built by a collection of exceptionally industrious, creative, and resilient entrepreneurs. This rich history of entrepreneurial spirit, combined with the recent dynamics of global trade and public health, positions Monterrey as a city of promise in the shifting landscape of global business.

This goes on to show that we are people who are in no way going to be discouraged by the length of our droughts or by the height of our mountains.

The work ethic and mentality are exactly what is required for today's test. Yes, this is a test. Being in the right place at the right time presents its own challenges. It's never easy to be "The chosen one" and bringing so many operations "home" to North America is by no means an easy task. The "chosen one" is a double-edged sword, and we need to use

all of what our history and strength have given us to make the best of it.

Monterrey, undeniably, struggles with energy constraints, public security, and workforce shortages, among other things. Yet, amidst these adversities, Monterrey is still the boat you'd want to board when the tempest of global uncertainties hits. Companies here react and plan for survival and growth, with constant reinvestment in our country and with constant ambition to help solve the region's major challenges. We strive constantly to be the best partner in Mexico, and the presence of so many foreign manufacturers that have come to stay is proof.

We are aware that we are facing ever-increasing responsibilities to react, respond, create, and operate all at the same time.

Yes, this is what we wanted. Yes, this is what success looks like. Yes, this is a challenge. Yes, this is a test. And yes, we can.



COMMITTEE FOR THE ATTRACTION OF TECHNOLOGY- BASED INVESTMENT

BY INVEST MONTERREY

INVEST MONTERREY LAUNCHED A COMMITTEE SPECIALIZED
IN ATTRACTING TECHNOLOGY-BASED INVESTMENT



Committee for the attraction of technology-based investments

This committee gathers: the Institute for Innovation and Technology Transfer (I2T2), the Information and Communications Technology Cluster (Csoftmty), the Nuevo Leon 4.0 initiative, the Monterrey Digital HUB, the Tec de Monterrey, UANL and Canieti.

Invest Monterrey established a specialized committee for the attraction of technology-based investments, with the objective of increasing the state's competitiveness in order to attract companies that contribute to the transfer of knowledge and technology.

The Committee is made up of representatives from the Institute for Innovation and Technology Transfer (I2T2) of the state government, the Monterrey Secretariat of Economic Development, the Nuevo Leon Information and Communications Technology Cluster (Csoftmty), Nuevo Leon 4.0, Monterrey Digital HUB, Tec de Monterrey, UANL, and the National Chamber of the Electronics Industry of Telecommunications and Information Technology (Canieti).

“The intention is to contribute to the strategy of promoting the arrival of investments in sectors of the future, dictated

by the state Ministry of Economy. This committee brings together important players in the local ecosystem, with many years of experience in issues related to technology-based projects,” said Hector Tijerina, CEO of Invest Monterrey.

The essential resource for this type of projects is talent, which is why universities are making efforts to ensure that graduates have the necessary knowledge and skills to meet the demand for highly qualified human capital required by these projects,” said Abraham Tijerina, Business Developers Leader at Tecnológico de Monterrey.

Martha Leal, Planning and Knowledge Management Director at I2T2, explained that there are more than 120 research and technology centers operating in Nuevo Leon, of which around 30% are located within the Research and Technological Innovation Park (PIIT).

According to Invest Monterrey data, the state has more than 11,000 technical graduates per year and 20,000 bachelor's degree graduates, 5,800 graduate as engineers per year, and 1,000 graduate with master's and doctorate degrees.

INNOVATION DISTRICT PARTNERSHIPS: A WORK SESSION AT THE WORLD ECONOMIC FORUM'S URBAN TRANSFORMATION SUMMIT

BY JULIE WAGNER

When Oslo Science City entered into a partnership with Stockholm Science City and Copenhagen Science City, the ambition was to strengthen the districts as much as the three Nordic countries. Taken together, Norway, Sweden, and Denmark form one of the most competitive regions in Europe and the 18th largest economy on the planet. By joining forces, the districts seek to leverage their collective strengths to boost the Scandinavian health industry.

“Not only will the partnership fuel new collaborations across the districts’ R&D-strong institutions, we want to help develop the startup scene and spur more investment,” observed Christine Wergeland Sørbye, CEO of Oslo Science City.

Oslo Science City, DistritoTec in Mexico, and the Buffalo Innovation District in the United States each presented their global partnerships at the World Economic Forum’s 2023 Urban Transformation Summit held in Detroit. More than 15 innovation districts participated to gain insights and brainstorm where partnerships could accelerate the evolution of innovation districts into regional economic engines.

BRINGING DISTRICTS TOGETHER

Strategic partnerships have the potential to create new avenues for taking on these and other problems in a shared, even synergistic way. While the idea of partnerships is not new, the breadth of challenges before districts are propelling district leaders to revisit this strategy with new energy.

In addition to Oslo City Science, DistritoTec in Monterrey, Mexico, and the Buffalo Innovation District in upstate New York—outlined for WEF attendees the partnerships they had brokered. In the case of Monterrey, Tecnológico de Monterrey, a university, partnered with Science Gallery International and a network of cities united around a singular mission: to ignite creativity and discovery where science and art collide. “We recognize that we have research strengths in a range of disciplines, including health science, education of the future, advance materials, sustainable manufacturing, and nanotechnology, but the power of districts lies in how they invite people into this story of science and how we democratize the process of innovation,” shared Mario Adrián Flores Castro, VP of Monterrey Region at Tec de Monterrey. The focus on the democratization of innovation inspired this district to establish a science gallery, actively working with a global not-for-profit and seven other cities. Collectively, they curate exhibits, share outreach strategies, and exchange works of art.

UNDERSTANDING THE PROS AND CONS OF DISTRICT-LED PARTNERSHIPS

These three examples of district partnerships anchored a work session among districts, where conversations got real—including exposing an unspoken weakness with the concept. With districts positioning themselves to take on such innovation imperatives as decarbonization and diversifying talent, districts cannot afford to strike partnerships that are subsequently shelved.

These partnerships have a clear purpose: to help districts overcome the limitations and barriers faced by these intentional organizations. To get there, district leaders are reaching beyond their borders and working with like-minded counterparts to solve highly complex problems we face as a society, while at the same time driving new waves of regional growth.

NEORIS: PIONEERING DIGITAL TRANSFORMATION FOR BUSINESSES

BY NEORIS



In today's ever-evolving technological landscape, the role of companies facilitating digital transformation is pivotal. One standout player in this arena is NEORIS, a global digital accelerator that fully grasps the speed at which changes occur and the challenges and opportunities organizations face.

Boasting over two decades of experience in the market, NEORIS operates across more than 10 countries, with a prominent base in Miami, Florida, while also extending its reach into the United States, Europe, and Latin America.

NEORIS provides a distinct value proposition to the corporate world by assisting companies in taking the leap towards innovation. Leveraging the technological expertise of their talents, they craft, develop, and implement tailor-made solutions that empower clients to overcome challenges, drive growth, and drive tangible shifts in their business models.

With a workforce exceeding 5,000 professionals, referred to as "NEOS" they serve over 350 active clients, a significant proportion of which belong to the Fortune 500 elite. This distinction has earned them the unique honor of being the sole Latin American IT consulting firm certified for global services by SAP.

NEORIS AND ITS REMARKABLE REACH

In Mexico, NEORIS has established its corporate hub in Monterrey, Nuevo Leon, a state that has recently emerged as a strategic hub for technological investments and productive trends, including nearshoring.

To meet market demands, NEORIS has developed robust strategies in vital sectors such as Financial Services, Telco and Media, Healthcare, Manufacturing, as well as Retail & Consumer Packaged Goods, often in collaboration with tech giants like SAP, Microsoft, Google, and AWS.

APPHAUS: A HUB FOR CO-INNOVATION

A recent testament to NEORIS's commitment in Mexico is the inauguration of the first Spanish-speaking AppHaus, a collaborative effort with SAP. This groundbreaking space, the second of its kind in Latin America, aims to help global companies identify business needs, leverage innovation opportunities, and reimagine their commercial processes.

Their focus revolves around offering clients a wide array of opportunities, regardless of their level of maturity, by delivering scalable solutions that are customizable, technologically feasible, and financially viable.



To bring this vision to life, they have committed an estimated \$150,000 for the launch and approximately \$1 million for projects over the next five years. These projects will draw upon methodologies such as Design Thinking and Architecture Thinking, complemented by the SAP Business Technology Platform.

For more information, please visit their official website at www.neoris.com.

FUTURE AND CLEAN MOBILITY INITIATIVE OF THE SCHOOL OF ENGINEERING AND SCIENCES AT TEC DE MONTERREY

BY DR. JORGE DE JESÚS LOZOYA SANTOS, LEADER OF THE INITIATIVE AND RESEARCH PROFESSOR IN THE MECHATRONICS DEPARTMENT, CAMPUS MONTERREY.

The School of Engineering and Sciences (EIC) at Tec de Monterrey has a trajectory of at least 30 years dedicated to applied research in automotive engineering with various objectives. Our professors have excelled in automotive manufacturing, materials engineering, automation of automotive systems, autonomous vehicles, mechatronic systems, and cabin biometrics.

During 2023, the EIC is propelling the initiative for future and clean mobility. Its aim is to strengthen its leadership in training and retraining talent for the automotive industry, accelerate the transformation of the value chain of mobility technology in Mexico, and enable the validation and innovation of clean and intelligent mobility technology with new laboratories for industrial capacity and prototyping.

In total, there will be over 600 square meters of new laboratories and at least 2 kilometers of an urban low-greenhouse gas emission pilot route.



Additionally, one of the most ambitious goals is to create the first urban laboratory for future and clean mobility in the Tec district using autonomous electric vehicles in service to the community. All of this will be carried out with an estimated investment of 60 million pesos in the next three years. It is expected to attract at least another 60 million pesos from industries and companies that need to validate their technology supported by our experts.

With this initiative, Tec is creating capabilities in the design, prototyping, and validation of different onboard automotive technologies, such as battery packs, electric and hybrid powertrains, power electronics, sensors for autonomous vehicles, intelligent logistics, and mobility as a service.

The group of experts consists of more than thirty research professors across at least five main campuses. **The national laboratory for future and clean mobility will be the first of its kind in Latin America.** Various national automotive clusters, leading companies, and the state of Nuevo Leon will share this space of technological development in collaboration with different regional universities to collectively move Mexico forward.

MONTERREY: GLOBAL TECH HUB WITH THE ARRIVAL OF TECH GIANTS AND UNSTOPPABLE ECONOMIC GROWTH

BY INVEST MONTERREY

MONTERREY, THE GEM OF NORTHEASTERN MEXICO, IS UNDERGOING AN UNPRECEDENTED ECONOMIC REVOLUTION, TRANSFORMING INTO A GLOBAL TECHNOLOGY HUB. THE CITY HAS CAPTURED THE ATTENTION OF SOME OF THE WORLD'S LEADING TECHNOLOGY COMPANIES, INCLUDING ACCENTURE, INFOSYS, IBM, COGNIZANT, HCLTECH, WIPRO, AND TATA GROUP – 7 OF THE WORLD'S TOP 10 MOST VALUABLE TECH COMPANIES, MARKING A MILESTONE IN THE TECHNOLOGICAL AND ECONOMIC DEVELOPMENT OF THE REGION.

ECONOMIC SUCCESS

The recent trade mission led by the Governor of Nuevo Leon, Samuel García, to India has also been a key catalyst for Monterrey's economic surge. During this successful tour, significant agreements were reached, not only involving companies like Tata Group but also other leading tech firms. These agreements have strengthened Monterrey's position on the global economic stage.

Governor Samuel García's trade mission has fortified the commercial ties between Monterrey and India, generating a positive impact on exports and the region's trade balance.

Furthermore, these investments are expected to have multiplier effects, stimulating the creation of local businesses and fostering innovation from within.

INVESTMENTS AND EMPLOYMENT OPPORTUNITIES: SUSTAINABLE ECONOMIC BOOST

Foreign direct investments in Monterrey's technology sector have experienced a significant increase, according to recent economic reports. These investments translate not only into increased employment in highly specialized fields but also into a positive impact on the steady growth of the local Gross Domestic Product (GDP).

With the consolidation of agreements with tech giants, the local economy is expected to undergo considerable expansion. This economic boost not only benefits the industry but also contributes to technology and knowledge transfer, improving infrastructure, public services, and the overall quality of life in the region.

Investments in technology will not only drive innovation and competitiveness but also position Monterrey as a center of excellence in emerging areas such as artificial intelligence, data analysis, and cybersecurity.

This holistic approach to economic diversification ensures sustainable and resilient growth.

TECH COMPANIES IN MONTERREY: DRIVERS OF THE TECHNOLOGICAL REVOLUTION

Monterrey is not only witnessing economic prosperity but also the flourishing of a robust technological ecosystem that spans from startups to established giants. Among them, the following tech companies are making a significant impact on the region's business landscape:

Accenture: A global leader in professional services, Accenture stands out for its expertise in consulting, strategy, technology, and digital services. Its presence in Monterrey makes a substantial contribution to business consultancy and digital transformation.

Infosys: Recognized for excellence in information technology services and consulting, Infosys plays a crucial role in optimizing business operations and implementing advanced technological solutions.

IBM: A giant in the technology world, IBM is known for its hardware, software, and services solutions. Its presence in Monterrey drives innovation in areas such as artificial intelligence, cloud computing, and quantum computing.

Cognizant: Specializing in consulting, technology, and outsourcing services, Cognizant brings expertise in accelerating digital transformation. Its focus on operational efficiency and improving customer experience makes it a key player in Monterrey's tech scene.

HCLTech: With a focus on engineering and research and development services, HCLTech contributes to Monterrey's technological ecosystem through the implementation of innovative solutions and enhancing business efficiency.

Wipro: Known for its information technology services, consulting, and business process services, Wipro plays an essential role in delivering cutting-edge business solutions and driving operational efficiency.

Tata Group: A diversified conglomerate with a presence in various sectors, from automotive to technology, Tata Group has left a significant mark on Monterrey. Its recent investment underscores its commitment to the technological and economic development of the region.



E-MOBILITY AND ELECTRIC VEHICLES: A NEW BOOST TO MEXICO'S SUSTAINABLE GOALS

BY SERGIO ARGÜELLES, CHIEF EXECUTIVE OFFICER OF FINSA

A few months ago, Tesla, a renowned global manufacturer of electric cars, made the decision to install a gigafactory in Santa Catarina, Nuevo Leon, with an initial investment of 4.5 billion dollars, which joins the 8 electric vehicle (EV) manufacturers in Mexico, thus triggering actions to reach the goal of the national automotive sector, which states that by 2030, 50% of the cars assembled in the country should be zero emissions.

Companies like Tesla, pioneers in innovation, open endless possibilities for the development of the EV sector in Mexico since these actions promote the progress of national human capital and the industry at an accelerated pace for the development of an incipient national strategy of e-mobility.

Undoubtedly, the electric vehicle (EV) industry has come to revolutionize the traditional automotive sector. In light of this, the ecosystem must begin analyzing the capabilities and components it possesses to address this market by taking actions such as recognizing new requirements, proposing new investments in spaces and infrastructure, or creating new products.

According to the study "Prospects and Opportunities in (EVs) and the Future of the Automotive Value Chain in Mexico" by the Mexico-US Foundation for Science, it is expected that by 2024 "EVs will become increasingly competitive in terms of market cost (...). This trend will increase as the end of the decade approaches", since in the US, by 2030, and as a consequence of its decarbonization objectives, this type of automobile will predominate in the market.

With its significant history in the automotive sector, Mexico is already conducting an analysis of its capabilities and components, proposing new investments, seeking specialized spaces (next-generation industrial parks), maintaining infrastructure, developing new products, and engaging with customers.

If the aforementioned growth rate is maintained, an analysis conducted by FINSA, a regional developer of industrial parks that currently hosts 20 companies that supply auto parts for EVs nationwide, states that the demand for internal combustion vehicles will soon slow down and the demand for electric vehicles will increase.

Before then, there are a number of opportunities that the automotive sector and industry will need to look at in depth, such as EV training, high-voltage harness manufacturing, charger manufacturing, EV component testing, electrical conversions, recycling, powertrain, EV assembly, as well as the increase of suppliers that manufacture components for EVs and the procurement of raw materials needed for batteries and electric motors.





From now on, and after the arrival of one of the pioneers in the development of e-mobility, the EV industry will hardly stop on national territory, so the transformation of the automotive sector will have to be catalyzed immediately. Otherwise, we will not be ready to face and take advantage of a series of global transitions in sustainability that will take place in the coming years and decades.

This transformation has long been heralded as necessary and attractive for the transport sector. Reducing the use of polluting oil will clean up the energy generation matrices in every market, stimulating green jobs, new business opportunities, and the growth of sustainable mobility.

One should note that the evolution of this strategy not only encompasses regulatory and governance facets but also integral aspects like infrastructure, education, and human capacity development. It is about articulating once again the public and private sectors to ensure a better relationship with the environment while producing technological developments within the industrial sector and a greater demand for renewable energies.

As government, business, and consumers seek to create a more sustainable future, technologies must also be adapted to industry and supply chains. As this happens, it is essential that manufacturers of electric cars, buses, and trucks produce reliable, high-performance components and systems to serve the medium- and long-term adoption of e-mobility.

Experts from the Tecnológico de Monterrey and the School of Engineering and Sciences of Nuevo Leon have recently mentioned that in Mexico, the first thing that should consolidate an e-mobility strategy are the fleets of services for the transportation of things and people; this, they said, will facilitate the infrastructure being available sooner.

For Nuevo Leon and the rest of the country, it is essential to have sustainable projects that contribute to intelligent mobility, which is crucial to having a positive balance with the environment. We must leave in the past the perception that having an e-mobility project is costly and put on the table the benefits that the use of efficient, respectful, and pro-planet technologies brings us.

However, there is still much work to be done. We are facing the major challenge of better distributing electric power. This requires the development of proper energy supply, installation, and maintenance of battery systems, as well as the conversion of services in public infrastructure, particularly in urban areas of the state.

Thus, we will be talking about these objectives being in line with the Nuevo Leon 4.0 project, whose main purpose is a transformation towards the mobility of the future, which implies a technological and user change as well as a fundamental revolution, since we must evolve from car designed cities to cities made for people, all within a framework of ethics and sustainable development, since it is essential not to forget that this re-evolution is totally linked to the environment-human being duality.

Interview with

Marco González

SECRETARY OF REGIONAL AND AGRICULTURAL DEVELOPMENT

In our exclusive interview with Marco González, a multifaceted leader holding key roles in regional development and cross-border cooperation, we delve into the transformative potential of the Colombia Bridge, the vital gateway linking Nuevo Leon with Texas.

As Secretary of Regional and Agricultural Development, Director General of the Corporation for the Development of the Border Zone of Nuevo Leon, and Secretary Executive of the Fideicomiso Puente Internacional Solidaridad, Mr. González offers unique insights into the economic, social, and strategic significance of this crucial international thoroughfare. Join us as we explore the past, present, and promising future of the Colombia Bridge, and its pivotal role in the cross-border dynamics of the Nuevo Leon region.



What specific advantages does the Colombia Bridge offer in terms of connectivity for the supply chains of foreign companies?

Colombia, Nuevo Leon, is currently Mexico's fastest and safest border port, with a unique crossing time of around 5 minutes for companies enrolled in the Joint Dispatch Program, which is also unique throughout the Mexico-United States border region. Companies like Tesla and its suppliers, Lego, Vitro, among many others, who previously used other crossings for their international trade operations, switched to Colombia after realizing that it meant much less time to reach their destinations, resulting in significant time and operational cost savings.

Could you share any relevant data on the increase in traffic and cross-border trade since the construction of the bridge?

As mentioned, for over 30 years, since its creation, previous state administrations abandoned Puerto Colombia, so it never saw a real increase in its economic indicators. In fact, during that entire period, the crossings never exceeded an average of 3,500 per day.

The current Nuevo Leon Government, after receiving these numbers, has managed to increase them to 5,000 daily crossings in less than two years. With the opening of the La Gloria Colombia Highway, scheduled for later this year, this number will increase to around 7,500. Regarding revenue, after remaining stagnant for over three decades, the impetus of the current Nuevo Leon Government led Puerto Colombia to reach the Second Place in Import Tax Collection among all border crossings in Mexico, surpassing Ciudad Juárez, Chihuahua, which has 7 border crossings.

These revenues, like the crossings, will grow even further with the upcoming opening of the La Gloria - Colombia Highway. In the first quarter of 2023, Puerto Colombia recorded 7.869 billion pesos in import tax revenue, compared to 7.662 billion for Ciudad Juárez and 41.406 billion for Nuevo Laredo, Tamaulipas.



Puerto Colombia

In your opinion, how has the nearshoring phenomenon influenced the economic growth of Nuevo Leon, and how has the Colombia Bridge benefited from this economic boom?

With just 14 kilometers, representing only 0.44 percent of the entire Mexico-United States border, Puerto Colombia is and will further establish itself as the Gateway to Nearshoring in the Americas.

The reasons are simple but compelling:

Today, Nuevo Leon is attracting 72.2 percent of all foreign investment coming to Mexico and 45 percent of the total in Latin America. All that investment is coming to produce here and export to the world's largest consumer market, which is the United States. And they are doing it—in exponentially increasing numbers—through Puerto Colombia because it offers more security, efficiency, and speed than all other crossings to the United States.

This is evident in the increase in the number of crossings: At the beginning of this administration, there were around 3,500. Today, there are 5,000 daily crossings, and with the opening of the La Gloria Colombia Highway, scheduled for later this year, this number will increase to around 7,500. And in the specific area of health care, we are addressing issues that many would think that the municipality does not have access to, such as the construction of a Health Center that will serve the northwest area of the municipality, where we have the highest concentration of people without access to a health system, public or private.

“It's simple: If you want to cross to the United States quickly and safely, Puerto Colombia, Nuevo Leon, is your number one choice.”

Are there any cooperation programs or bilateral agreements between Nuevo Leon and U.S. states to promote investment and trade through the Colombia Bridge?

The current laws in Mexico do not contemplate bilateral agreements between our federal entities and their counterparts in other countries.

However, the administrations of the current Governors of Nuevo Leon, Samuel García, and Texas, Greg Abbott, are currently working together on the development of a Comprehensive Development Plan for the Border Region shared by these two important states.

What are the main challenges facing the Colombia Bridge in terms of maintenance and operation to ensure the continuity of its role in facilitating international trade?

The main challenge lies in the exponential growth that the current state administration has achieved in the number of crossings. When it reaches 7,500 daily crossings, it will be very close to reaching the installed capacity of the International Bridge, which is 10,000 daily crossings.

This is estimated to happen between 2024 and 2025, so the Government of Nuevo Leon, in agreement with the Texas authorities, is already preparing an Infrastructure Expansion Plan for the International Bridge, which will require the approval and support of the federal authorities of both countries.

How do you ensure that the bridge's infrastructure remains up-to-date and ready to meet the needs of foreign companies looking to establish themselves in Nuevo Leon?

As evident throughout this text, we are identifying all areas of opportunity in a timely manner and are proactively addressing them.



TESLA TO BUILD WORLD'S LARGEST GIGAFACTORY IN MONTERREY

BY INVEST MONTERREY

TESLA, THE GLOBAL LEADING MANUFACTURER OF ELECTRIC VEHICLES, WILL BE INVESTING OVER \$5 BILLION USD AND CREATING AT LEAST 5,000 NEW JOBS, IN WHAT WILL BE THE WORLD'S LARGEST GIGAFACTORY.

During Tesla's Investor Day 2023, CEO Elon Musk announced that after considering multiple potential locations in North America, the company has finally decided to build their world's largest Gigafactory in Monterrey, well known as 'Mexico's Industrial Capital'.

Tesla has 6 production facilities, 4 of them in the United States (California, Nevada, New York, Texas), one in China (Shanghai), and one in Europe (Berlin).

"We're excited to announce that the next Tesla Gigafactory will be in Mexico, near Monterrey. In 'GigaMexico' we'll build our 'next gen' vehicle.", mentioned Elon Musk.

The investment of over \$5 billion USD not only represents the creation of more than 5,000 high-quality jobs, but will also arguably be the most impactful project in terms of economic development in the recent history of Mexico, as the state-of-the-art factory is expected to be one of the most technologically-advanced operations in the world.

In recent years Monterrey has become 'Mexico's Electromobility Hub', largely due to the establishment of Tesla's most recent production plant in the city of Austin, Texas, which led to the arrival of multiple tier 1 suppliers of the automaker in the northern city of Mexico. These companies have found in Monterrey important competitive advantages such as proximity to the United States, top-notch infrastructure, a mature business environment, and access to a young, skilled, and productive workforce.



"Nuevo Leon is already an Electromobility Hub and we'll continue working hard from the government to attract more high-value projects that bring technological development. Our state is having an 'economic boom' that has not been seen in years, breaking records in foreign investment attraction, exports, and new jobs.", stated Ivan Rivas, Nuevo Leon's Secretary of Economy.

“““

We are extremely happy that after a year of negotiations, we can finally confirm that Tesla has decided to establish its largest operation in the world here in the state of Nuevo Leon.

- Samuel Garcia

In July 2022, an exclusive lane for Tesla’s suppliers exporting components from Mexico to the United States was inaugurated at Nuevo Leon’s Colombia Port, located at the border with Texas. This lane has been very useful for all the automaker’s suppliers that established in Monterrey to supply Tesla’s factory in Austin, just 370 miles away.

“This project makes the whole community in Monterrey very happy, especially as it will bring multiple business opportunities for small, medium, and large local companies.”, mentioned Andres Ochoa-Bünsow, Chairman of the Board of Invest Monterrey, the local investment promotion agency.

The automotive industry in Monterrey has stood out nationally as one of the most dynamic, currently employing more than 100,000 people in the state, with over 200 companies, and producing more than 20% of all the auto parts in the country.

The ‘GigaMexico’ will join the six OEMs currently operating successfully in Monterrey: KIA/Hyundai (light vehicles), Polaris (off-road vehicles), Kawasaki (off-road vehicles), Daimler Mercedes Benz (buses), and International Navistar (heavy trucks).

Since 1999, the state of Nuevo Leon has been the largest recipient of Foreign Direct Investment (FDI) in Mexico, with more than \$64 billion USD.

In the last two years, in the “post-pandemic era”, Monterrey has become one of the most attractive destinations for nearshoring investments, not only in Mexico, but also in North America.

Monterrey has led the country for the past 10 years in industrial absorption, averaging around 8 million square feet per year. Since 2021, the city has been doubling that statistic, posting a record year in 2021 with 16 million square feet, and quickly breaking its own record the following year, with 20 million square feet in 2022.

In 2022, the state of Nuevo Leon recorded \$4.4 billion USD in Foreign Direct Investment, its highest figure since 2010, the year Heineken acquired local brewer Cuauhtémoc Moctezuma. Monterrey is home to major operations of the world’s most successful companies, such as Siemens, Bosch, Lego, Schneider Electric, Whirlpool, Callaway, Carrier, Denso, Hisense, Hyundai, LG, Mondelez, Philips, Mattel, and Hersheys.

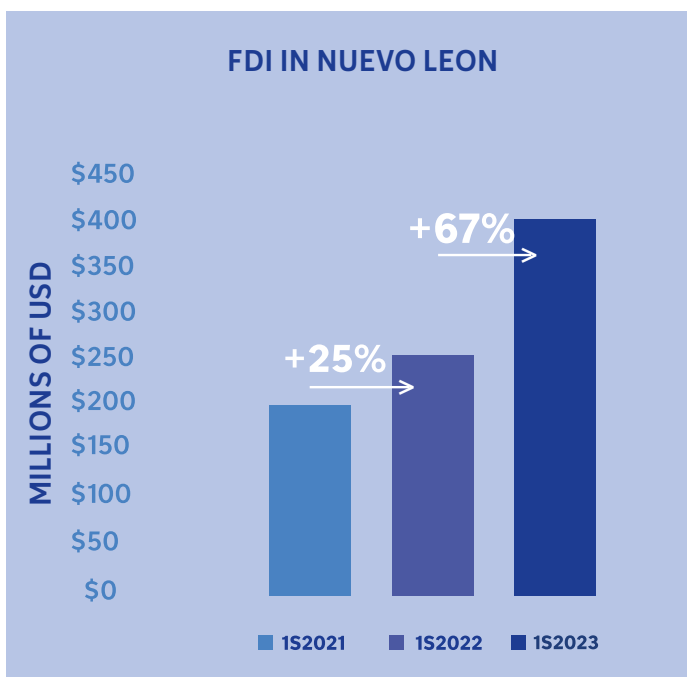


NEARSHORING AND NUEVO LEON

BY ANA BERTHA GUTIÉRREZ/ IMCO

NEARSHORING IS A PHENOMENON THAT HAS RAPIDLY GAINED PROMINENCE OVER THE LAST COUPLE OF YEARS. AT THE BEGINNING OF 2020, FEW HAD EVEN HEARD OF IT; ONLY THREE YEARS LATER, IT HAS BECOME WIDELY RECOGNIZED AS A TREND WITH THE POTENTIAL TO BE A POWERFUL DRIVER OF MEXICO'S ECONOMIC DEVELOPMENT. THE EXTENT OF THIS POTENTIAL, HOWEVER, VARIES SIGNIFICANTLY ACROSS STATES, AND IS CONTINGENT UPON THE LEVEL OF INFRASTRUCTURE DEVELOPMENT AND CONCERTED EFFORTS FROM BOTH THE PRIVATE AND PUBLIC SECTORS WITHIN EACH REGION.

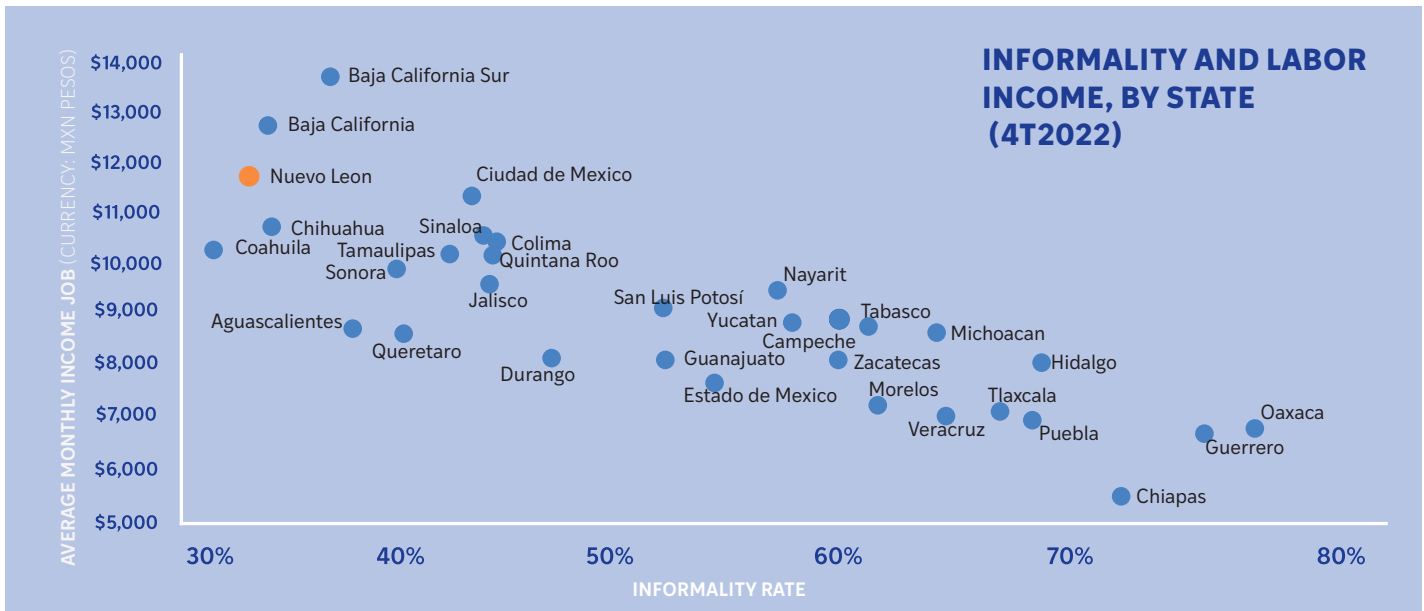
States that are well-prepared and equipped with robust infrastructure and comprehensive investment strategies naturally stand to gain the most from the influx of resources resulting from the relocation of production chains. This is the case in Nuevo Leon, a state that is constantly referenced in discussions about Mexico's economic progress, and the second-largest recipient of Foreign Direct Investment (FDI) in the nation—a position it has maintained for eight consecutive years. In the year 2022, this state attracted 12% of the country's FDI, a proportion second only to that of Mexico City.



Furthermore, amidst the intensification of nearshoring as a prevailing trend, Nuevo Leon has exhibited remarkable growth in foreign investment perception, surpassing the performance of other states. Nationally, investment between the first quarters of 2022 and 2023 experienced an 18% decrease. In stark contrast, Nuevo Leon achieved a surge of 53%, propelled by substantial increments in investment directed towards manufacturing industries, such as beverages, communication equipment, and electrical accessories and appliances manufacturing. When compared with the performance of other border states—like Sonora (with a modest 6% growth), Baja California (which experienced a contraction of 19%), and Coahuila (which maintained a status quo)—Nuevo Leon's performance stands out.

What explains this performance? How does Nuevo Leon manage to capture 12% of the national FDI when its contribution to the national economy stands at 8%? The answer is multifaceted: on one hand, the proactive investment attraction and facilitation initiatives undertaken by both authorities and the private sector within the state serve as pivotal catalysts for FDI. Additionally, these efforts are able to bear fruit because they are supported by an economy boasting infrastructure that is uniquely poised to accommodate transnational corporations and cater to their needs.

A recent study conducted by the Mexican Institute for Competitiveness (IMCO) places Nuevo Leon as one of the foremost states primed to attract resources in the realm of nearshoring. This comprehensive analysis evaluates 15 indicators pertaining to the labor market, availability of



essential resources, urban infrastructure, and regulatory environments across each state. In this evaluation, Nuevo Leon distinctly stands out across 10 of these indicators.

Firstly, the state's labor market conditions are among the most favorable in the country. As of 2022, Nuevo Leon ranked second-lowest in the country in terms of labor informality, with only 35.8% of its employed population engaging in informal work, as opposed to the national average of 55.1%. The prevalence of informal labor is intrinsically linked to limited training opportunities, hindered professional growth, and suboptimal employment conditions. Consequently, a lower informality rate means that the labor force in Nuevo Leon is more prepared, productive, and skilled. Likewise, the state boasts the second-highest percentage (36%) of the economically active population that has higher education credentials, ensuring that potential investors will have access to a substantial pool of qualified personnel for positions demanding advanced qualifications.

Urban infrastructure also emerges as a significant attraction factor. The availability of electricity, plumbing, and living space within the state's housing is notably favorable. A mere 1.3% of homes are considered overcrowded—defined as having more than three occupants per room—marking the lowest rate nationwide. By contrast, the entities with the poorest performance show rates ranging between 10% and 13%. Moreover, only 0.2% of homes in Nuevo Leon lack access to electricity.

The accessibility of adequate housing and essential services for workers and their families constitutes a critical element for optimal economic performance. In this regard,

Nuevo Leon excels, ensuring the presence of a highly skilled and capable workforce, thereby fostering an environment conducive to the establishment of enterprises and the fruition of FDI.

Furthermore, the regulatory framework in the state also emerges as a distinct advantage. 2.5% of operating companies within Nuevo Leon view the regulatory environment as a hindrance to their business objectives, a relatively low rate that is surpassed only by Tamaulipas (2.4%). In contrast, states such as Puebla, Jalisco, and Michoacan exhibit proportions ranging from 48% to 82%.

Nuevo Leon faces a few challenges to maximize its appeal as an investment destination, including access to public transportation and water availability. Even so, the balance is overwhelmingly positive, and the conditions the state offers have enabled it to seize economic growth opportunities more effectively than its peers, consistently positioning it as one of the most developed regions in socioeconomic terms. However, addressing the pending challenges related to service infrastructure will unlock even greater potential for attracting investments and generating jobs and development for its populace. To achieve this, ongoing collaboration between the private sector and the state's public entities will be necessary, and proactive investment attraction endeavors will continue to be key factors.

Ana Bertha Gutiérrez serves as the Foreign Trade and Labor Market Coordinator at the Mexican Institute for Competitiveness (IMCO). An economist hailing from the Instituto Tecnológico Autónomo de México (ITAM), she previously held the role of Research Coordinator at Mexico, Cómo Vamos?

BOOSTING MONTERREY AS A TECHNOLOGICAL HUB

INTERVIEW WITH BETSY ROCHA BY INVEST MONTERREY

IN THIS INSIGHTFUL INTERVIEW, WE ENGAGE WITH BETSABÉ ROCHA, THE SECRETARY OF ECONOMY FOR THE MUNICIPALITY OF MONTERREY. ROCHA SHEDS LIGHT ON MONTERREY'S AMBITIOUS JOURNEY TO TRANSFORM INTO MEXICO'S TECHNOLOGICAL HUB, DISCUSSING KEY INITIATIVES, STRATEGIES, AND SUCCESS STORIES THAT UNDERLINE THE CITY'S COMMITMENT TO FOSTERING INNOVATION, INCLUSIVITY, AND ECONOMIC DEVELOPMENT.

Monterrey has been working to become Mexico's technological hub. What are the main initiatives and projects that the municipality has implemented to foster technological development in the region??

Yes, we are trying to turn it into a technological hub since our city's vocation can no longer be purely industrial. We must reclaim the vocation that made us the industrial city of Mexico. While manufacturing remains crucial, it represents only 9% of our economy, with the rest focused on services and commerce. Foreign direct investment, especially in IT and software, has been key. We have implemented programs focused on developing technological skills and competencies, such as pre-seed funding for entrepreneurs, STEM training, and specific projects for women and automation. Additionally, we aim to boost technology-based startups with a unique and agile approach.

How does the municipality support established companies in their digital transformation?

We recognize that only 3% of SMEs in Mexico use technology to improve processes, a gap exacerbated during the pandemic. We have implemented programs to digitize SMEs, making them accessible through online sales. Additionally, we offer training and mentoring through initiatives like Business Night, which brings together the entire business ecosystem without restrictions, providing specialized insights through programs like Miro for traditional companies and Startup Hour for technological ventures.

What is the municipality's vision for converging into a technological hub?

The municipal government is a facilitator and a doer. We want to be protagonists, not just spectators. Initiatives like Business Night have successfully integrated different actors of the ecosystem on an equal footing, providing platforms for business training. Our bet is to consolidate ourselves as a Technological Hub through programs like Mujer Desarrolla Software, business training, Business Night, and Startup Hour, focusing on elevating the discussion and fostering skill development in the community. The mayor supports these initiatives, recognizing the importance of entrepreneurship and innovation.

How has Monterrey's initiative impacted socially in the training of entrepreneurs and inclusion in the technological field?

Our initiative aims not only to provide training but also to equalize opportunities. Programs like the technology-based fund not only offer financial assistance but also provide six weeks of training to level all participants, regardless of their starting point. Our goal of two hundred and fifty startups for this year is progressing well, and more than eighteen hundred people have been reached by our outreach initiatives.

Monterrey sees itself as a continuous Technological Hub. We are focused on being protagonists and not just facilitators. Our vision includes maintaining a focus on the

person, offering training, opportunities, and access to all, regardless of their background. We want to remain agile and adapt quickly to market needs. Our next steps include strengthening alliances with experts, expanding successful programs, and continuing to generate equitable opportunities for all.

What programs or policies has the municipality implemented to attract, retain, and develop talent in high-tech areas?

We have implemented programs focused on digitization and societal training. We are working on two important fronts: digitization and the inclusion of women in the technological field. We seek to make technology more attractive to society, providing free and accessible training. We are also addressing the gender gap through initiatives that help women enter the tech field, overcoming obstacles such as the work-family balance. We offer training at our center, teaching people how to use technology to start businesses, leveraging available social support. We understand that simply offering jobs in maquiladoras is not enough, so we strive to make technology attractive and valuable to the community.

How has the Monterrey Government worked with different actors to strengthen the ecosystem?

We have established expert panels in four strategic projects, involving citizens and collaborating with us. This has strengthened our alliances and ensured that our projects align with the real needs of society. The Economic Development Steering Council, with approximately sixty people, has worked for four months on project development. We collaborate with commercial missions, both international and regional. We have worked with delegations from Houston and participated in events like the Start-up Fest

in Austin. We are also interested in the orange economy, so we collaborate with Montreal in the technology sector.

Internally, as a municipality, we are focused on improving our services. We implemented the digital window to simplify procedures and are working on an Innovation and Open Government Secretariat. We want to be an example not only in helping citizens but also in involving them in decision-making through Open Government.

What are the next steps to consolidate Monterrey's position as a Technological Hub?

We are working on the certification of strategic programs, such as the **Center for Entrepreneurship**, so that it can be replicated elsewhere. We want to share best practices and ensure that our initiatives do not stay only in Monterrey. We are working to migrate all services municipally online and continue to be a benchmark in innovation and technology. Collaboration with civil society, academia, and other governments is essential to achieve a sustainable and successful technological ecosystem.

We have several success stories that highlight the impact of our initiatives. One of them is "**Mujer Desarrolla Software**," where we have managed to bring women into the technological field, changing their lives and overcoming obstacles. Although they start as a few, each woman we incorporate makes a difference. Another significant achievement is the "**Technology Entrepreneurship Fund**," scheduled for December. This fund is the first time it has been implemented at the municipal level and aims to support and recognize technological entrepreneurs in Monterrey.

In summary, Monterrey is working on multiple fronts to boost technology and economic development, involving society, fostering inclusion, and creating innovative spaces.



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OPPORTUNITIES AND CHALLENGES IN TODAY'S WORLD OF WORK

BY ADECCO

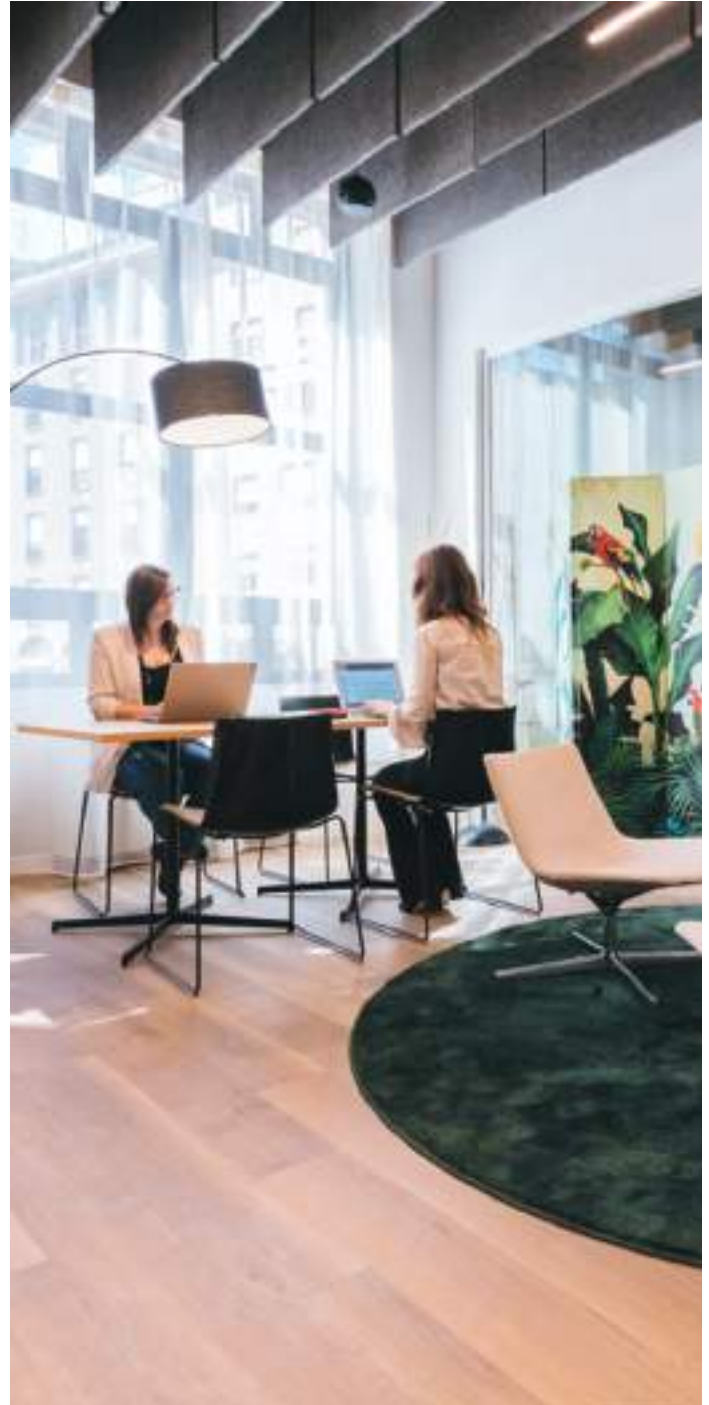
Just as with all things in life, nothing is static; everything adapts to changes in our day-to-day lives. We've seen this in recent years, particularly during the health pandemic that the World Health Organization (WHO) just declared to be over. This event triggered rapid, far-reaching changes that affected all sectors of life. However, this article focuses exclusively on one key area: the world of work.

Faced with a series of adjustments in the current world of work, we find ourselves with opportunities and challenges that are shaping the way we work, the skills and abilities that we must develop, and the models that are best suited to the new way of life in different societies worldwide that, despite their geographical distance and thanks to technology, have become a single global work field.

As part of the opportunities brought to us in recent years, there has been flexibility fostered by digitization. One of the positive impacts of the health pandemic was the massive use of digital tools to carry out work management, which currently allows many people to work when and from where they choose. In fact, this adjustment meant that the number of workers who, thanks to digitization, enter the workforce has increased exponentially, and for thousands of companies, digitization has improved the efficiency of their businesses, boosted internal innovation, and opened up new markets.

Yet, achieving a healthy and efficient work environment for all comes with its own set of challenges. As technological advancements progress, criticisms have arisen concerning ethics and the potential loss of opportunities for people. This suggests we need to strike a careful balance. We must ensure that digitization is advantageous for everyone by upholding rigorous ethical standards that protect workers' rights.

Another challenge is the need to improve and retrain the workforce (Reskilling), since it is estimated that 30% of jobs will be automated by 2030 and digital tools will become a standard for the new worker, so these will require a new set of skills to adapt to this new world of work.



Human Resources and organizational development teams must understand that digital tools, such as gamification and virtual reality, are elements that can facilitate access to training for their work teams. The challenge they face in this regard is to identify the best way to adapt their training strategies based on materials and virtual spaces.

For companies, digital transformation is challenging the way they used to do business and manage people. With this new panorama, the only companies that will continue to be relevant will be those that facilitate a culture of change and innovation. This will definitely have an impact on management styles, which must evolve to induce the participation and empowerment of a workforce that is increasingly remote, dispersed, and digital.

One of the most complex challenges is being able to change the way we think about productivity and worker well-being because what currently matters is maintaining the right balance between the benefits and risks of employment. To find that balance, it is essential that people's interests always be the top priority.

Speaking of which, according to the Global Workforce of the Future study carried out by Grupo Adecco in 25 countries, including Mexico, salary is the main reason why

workers around the world change jobs since 45% of workers who say they will leave their job in the next 12 months will do so to get a better salary. However, according to this same study, salary is less important among workers who are engaged.

All workers who say they will stay with their current company for the next 12 months will do so because:

1. They are happy
2. Work provides stability
3. They have a good work-life balance

(Salary ranks sixth in this ranking).

Finally, it seems that in order to make the most of the potential that digitization brings us, we must understand and internalize as companies, and especially as management, the new ways in which workers and employers can coexist, exchange, and dedicate themselves to their work activities.



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FOREIGN DIRECT INVESTMENT REPORT RESULTS 2022

FDI IN MEXICO BY FEDERAL ENTITY 2022 FIGURES

At the end of 2022, Nuevo Leon maintained its leadership in Foreign Direct Investment attraction, ranking first, after Mexico City, among all federal entities, attracting \$4.40 billion USD, representing 12.5% of the national total.

The preliminary figure of \$35.29 billion USD captured nationally in 2022 is 11.6% higher than the preliminary figure for 2021 (\$31.62 billion USD)

FDI 2022

Figures in million USD

Participation

MEXICO CITY



NUEVO LEON



JALISCO



BAJA CALIFORNIA



CHIHUAHUA



NATIONAL TOTAL
\$35,291.6

FDI 1999-2022

Figures in million USD

Participation

MEXICO CITY



NUEVO LEON



ESTADO DE MEXICO



JALISCO



CHIHUAHUA



NATIONAL TOTAL
\$674,537.7

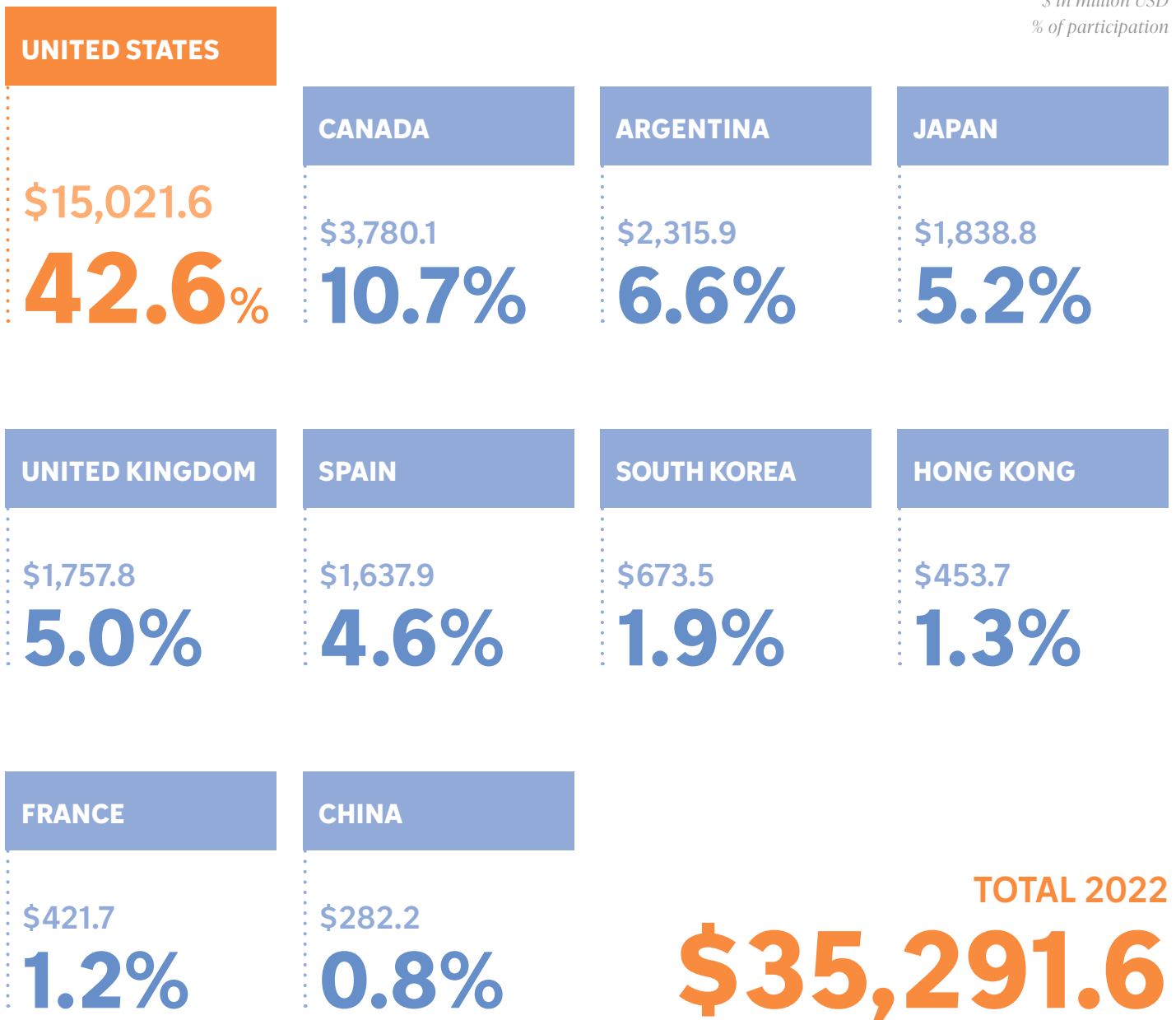
FDI IN MEXICO BY COUNTRY OF ORIGIN

2022 FIGURES

Regarding the origin of FDI in Mexico, the largest investor in the country is the United States, accounting for 42.6% of FDI captured in 2022.

As well as the United States, countries like Canada, Argentina, Japan, and the United Kingdom also stand out.

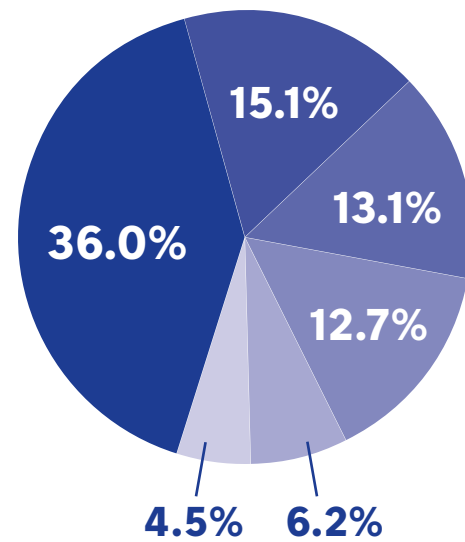
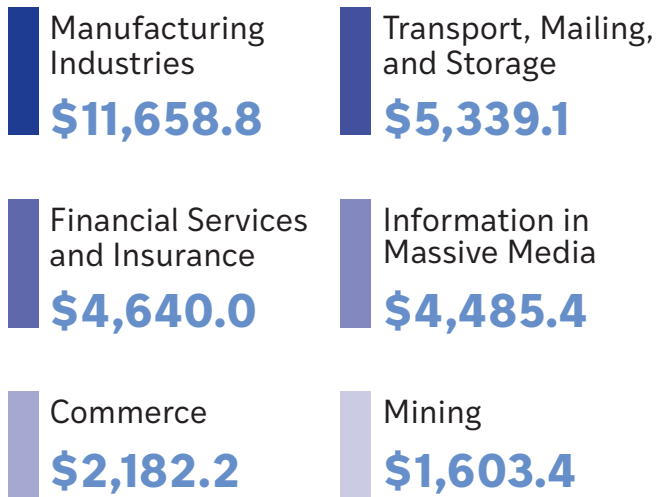
*\$ in million USD
% of participation*



FDI IN MEXICO BY SECTOR 2022 FIGURES

In 2022, the sector with the largest FDI in Mexico was the Manufacturing Industries, accounting 36% of the total investment attracted.

*\$ in million USD
% of participation*



TOTAL 2022
\$35,291.6

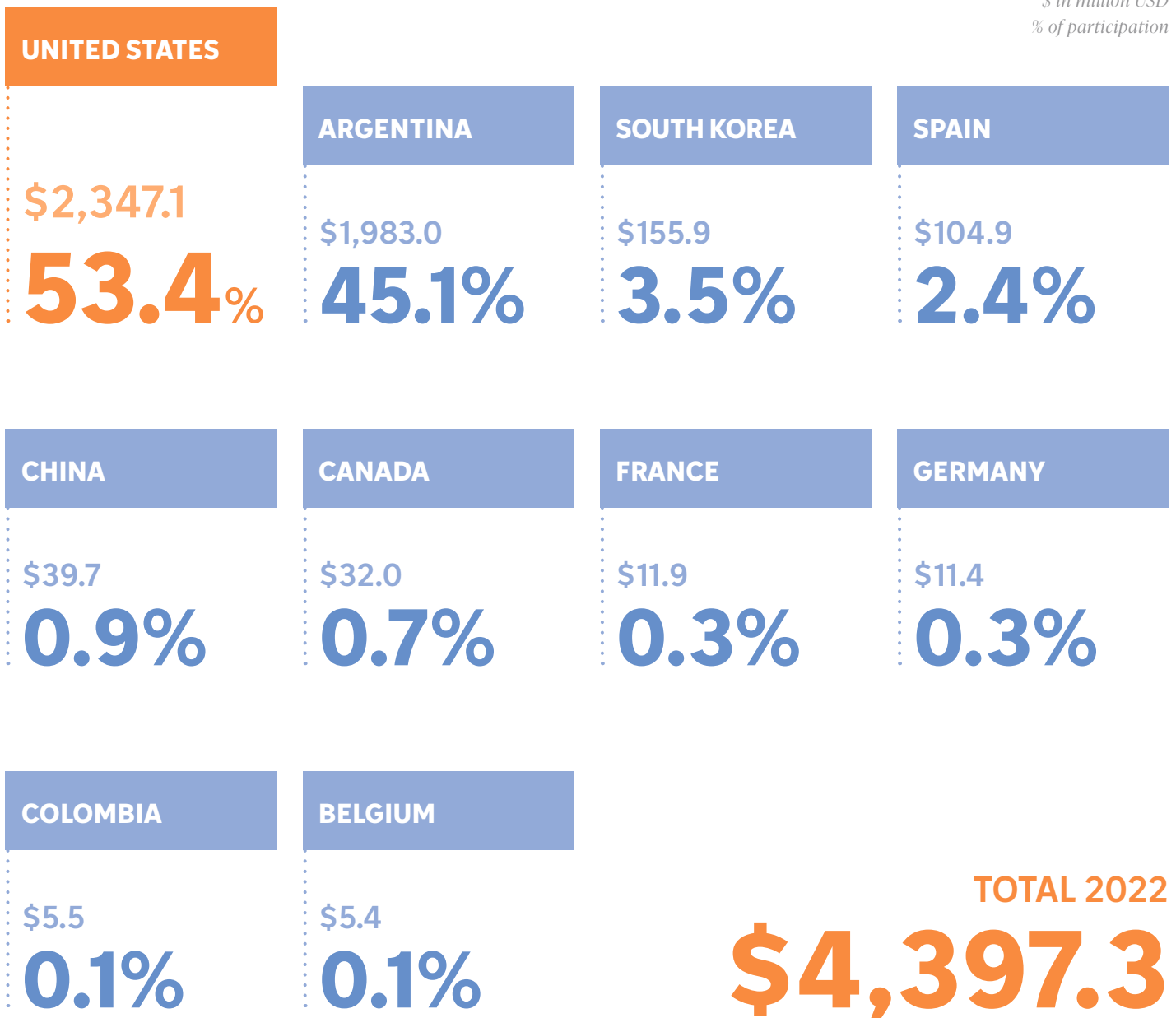


FDI IN NL BY COUNTRY OF ORIGIN 2022 FIGURES

Regarding the origin of FDI in Nuevo Leon Nuevo Leon, the largest investor in the state is the United States, with more than 50% of the FDI attracted in 2022.

As well as the United States, the countries of Argentina, the Republic of Korea and Spain also stand out.

*\$ in million USD
% of participation*

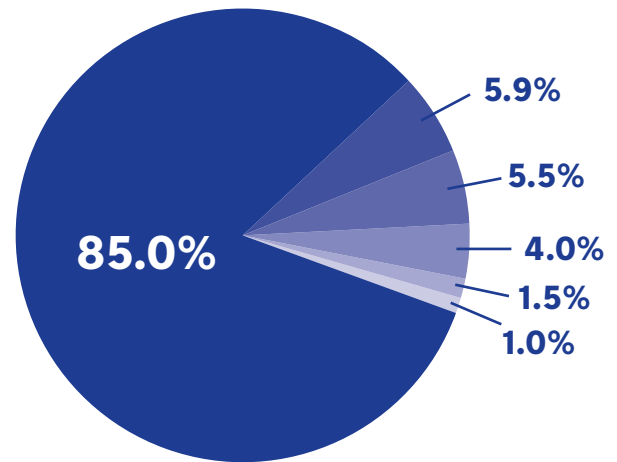
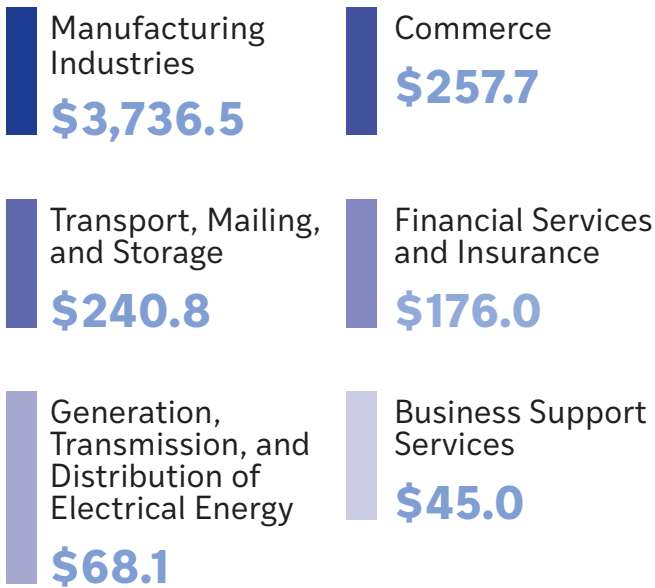


FDI IN NL BY SECTOR

2022 FIGURES

In 2022, the sector with the highest FDI in Nuevo Leon was the Manufacturing Industries, representing 85% of the total investment attracted.

\$ in million USD
% of participation



TOTAL 2022
\$4,397.3

FDI IN THE MANUFACTURING INDUSTRIES SECTOR

Nuevo Leon positioned itself as the first place nationally in FDI attraction from Manufacturing Industries in 2022.

TOP 3

1. Nuevo Leon

2. Chihuahua

3. Guanajuato

INVESTMENT

\$3,736.5

\$1,353.1

\$1,257.5

NATIONAL PARTICIPATION

29.4%

10.6%

9.9%

NATIONAL TOTAL
\$12,711.1

FOREIGN DIRECT INVESTMENT REPORT

FIRST SEMESTER OF 2023

FDI IN MEXICO BY FEDERAL ENTITY

FIGURES FIRST SEMESTER OF 2023

At the end of the first semester of 2023, Nuevo Leon maintained its leadership in the attraction of Foreign Direct Investment, ranking first, after Mexico City, among all the federal entities, attracting \$2.79 billion USD, representing 9.6% of the national total.

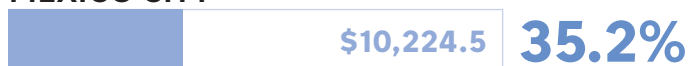
The preliminary figure of \$29 billion USD attracted nationally in the first semester of 2023 is 5% higher than the preliminary figure from the same period in 2022 (\$27.5 billion USD).

FDI FIRST SEMESTER 2023

Figures in million USD

Participation

MEXICO CITY



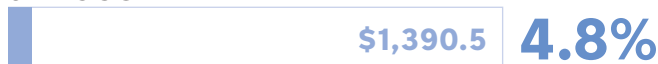
NUEVO LEON



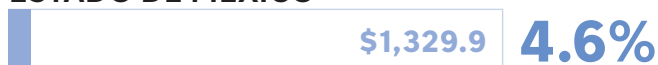
BAJA CALIFORNIA



JALISCO



ESTADO DE MEXICO



National Total
\$29,040.9

FDI 2006 - FIRST SEMESTER 2023

Figures in million USD

Participation

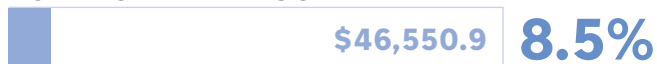
MEXICO CITY



NUEVO LEON



ESTADO DE MEXICO



JALISCO



CHIHUAHUA



National Total
\$549,615.9

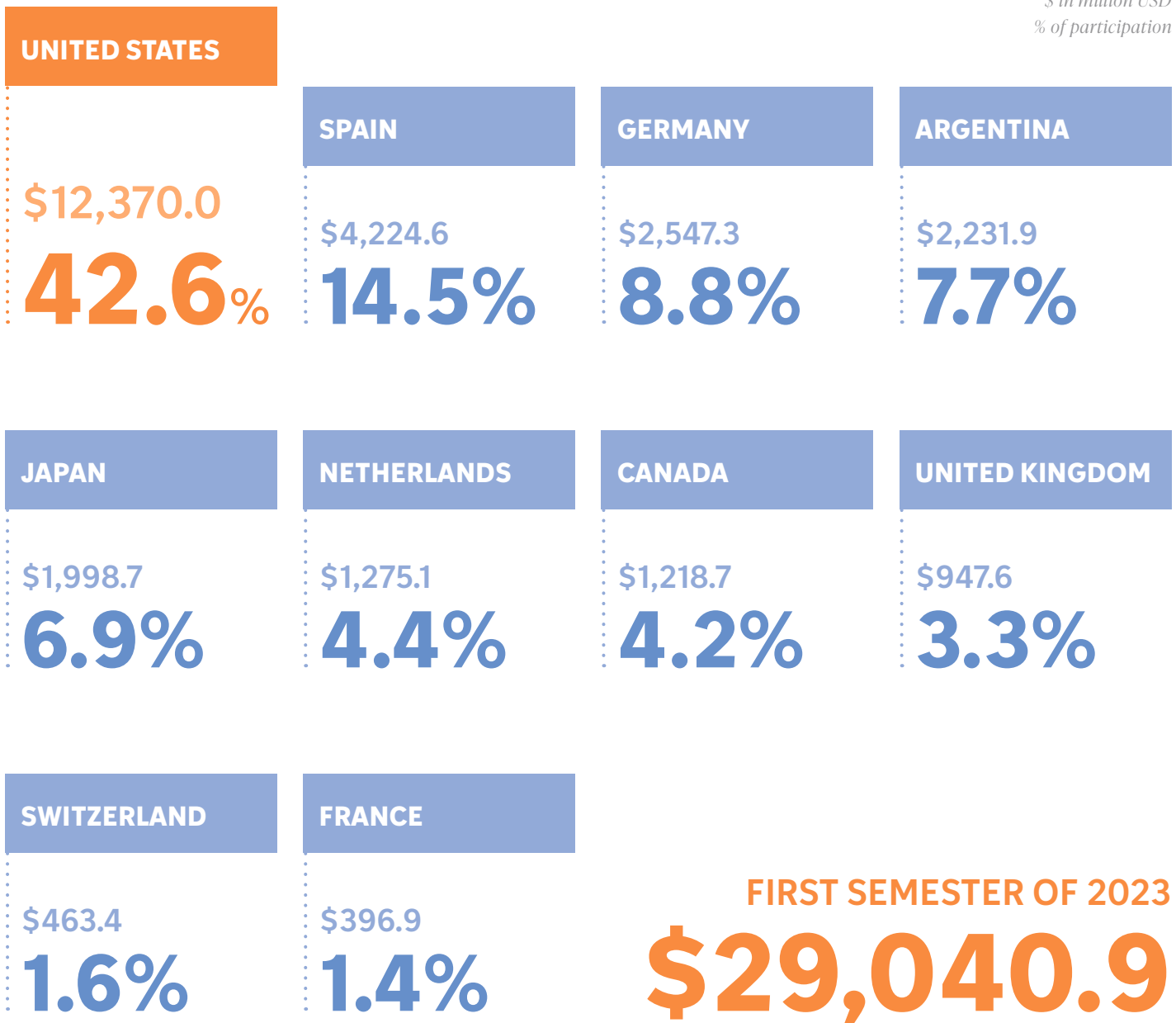
FDI IN MEXICO BY COUNTRY OF ORIGIN

FIRST SEMESTER OF 2023

In relation to the origin of FDI in Mexico, the biggest investor in the country was the United States, representing 42.6% of the attracted FDI in the first semester in 2023.

As well as the United States, countries like Spain, Germany, Argentina and Japan also stand out.

*\$ in million USD
% of participation*



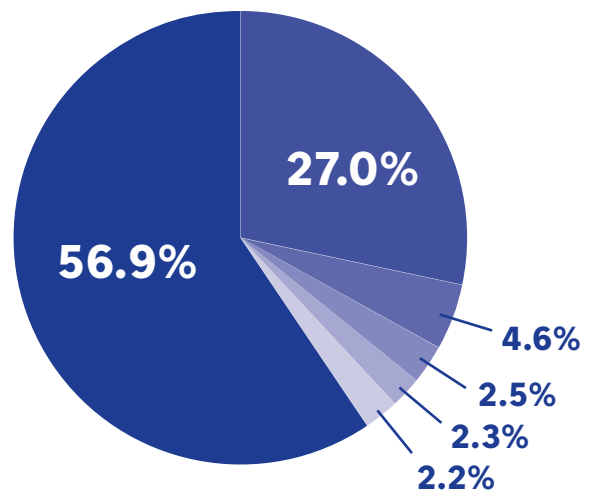
FDI IN MEXICO BY SECTOR

FIRST SEMESTER OF 2023

In the first semester of 2023, the sector with the highest FDI in Mexico was Manufacturing Industries, representing the 56.9% of the total investment attracted.

*\$ in million USD
% of participation*

<p>Manufacturing Industries</p> <p>\$16,524.2</p>	<p>Financial Services and Insurance</p> <p>\$7,841.9</p>
<p>Temporary Housing Services</p> <p>\$1,347.2</p>	<p>Mining</p> <p>\$737.3</p>
<p>Construction</p> <p>\$659.4</p>	<p>Transport, Mailing, and Storage</p> <p>\$650.7</p>



FIRST SEMESTER OF 2023

\$29,040.9



FDI IN NUEVO LEON FIRST SEMESTER OF 2023

In the first semester of 2023, Nuevo Leon positioned itself as the state with the highest Foreign Direct Investment inflows (only after Mexico City), registering \$2.8 billion USD, representing 9.6% of the national total.

FDI in Nuevo Leon in the first half of 2023 increased 5.0% compared to the preliminary figure recorded at the end of the same period in 2022 (\$2.7 billion USD).

Nuevo Leon occupies the first place nationally (after Mexico City) in FDI attraction in the country, with a total figure of \$48.9 billion USD since 2006, representing 9.6% of the total attraction in that period.

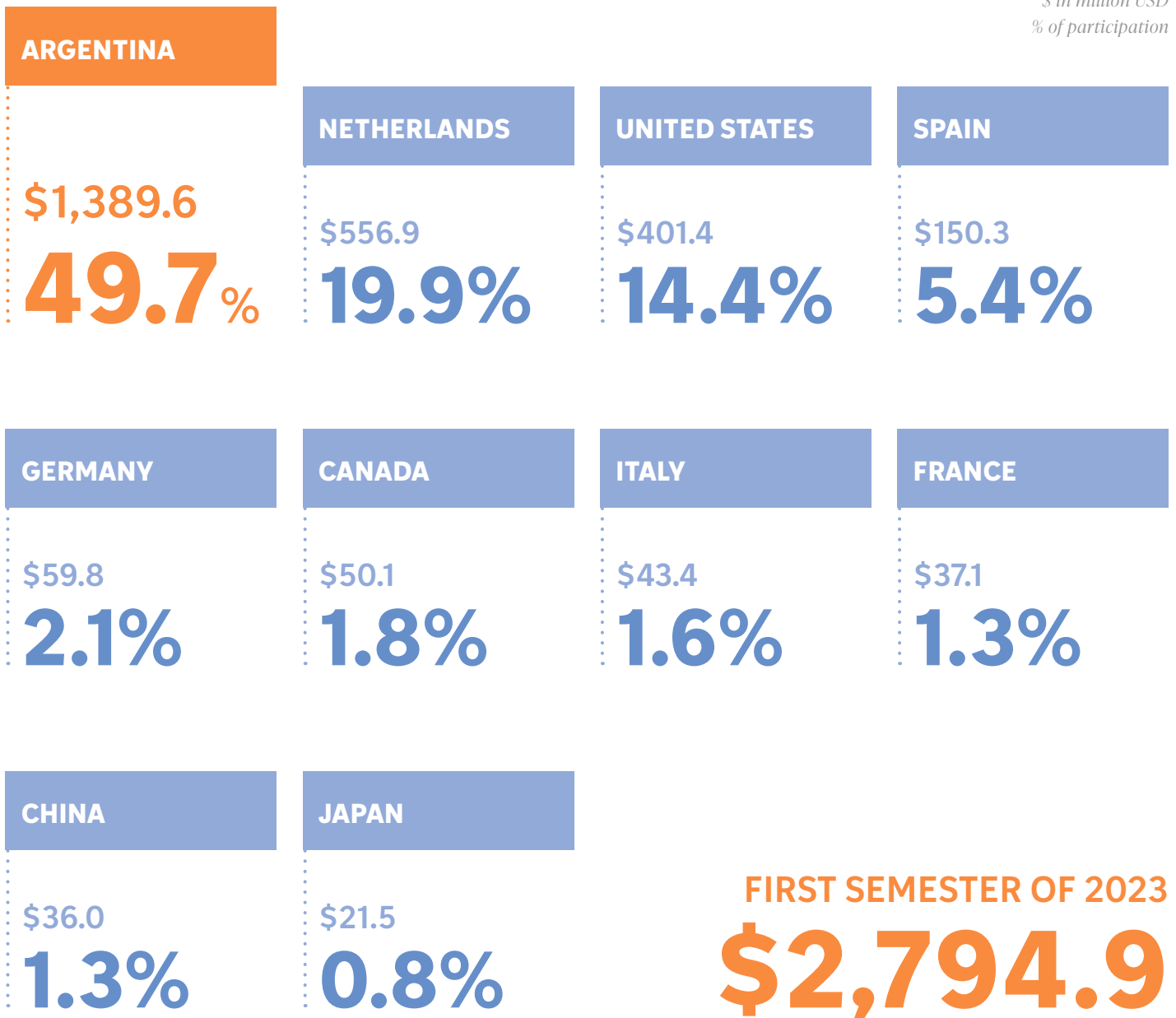


FDI IN NL BY COUNTRY OF ORIGIN FIRST SEMESTER OF 2023

In relation to the origin of the FDI in Nuevo Leon, the biggest investor in the state is Argentina, with almost 50% of the FDI attracted in the first semester of 2023.

As well as Argentina, countries like the United States, Netherlands, Spain, Germany, Canada, Italy, France, China, and Japan also stand out.

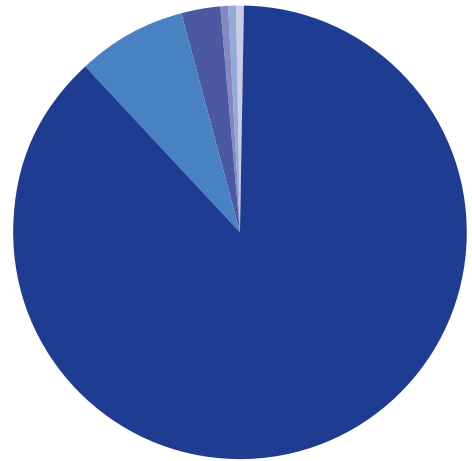
*\$ in million USD
% of participation*



FDI IN NL BY SECTOR FIRST SEMESTER OF 2023

At the end of the first semester of 2023 the sector with highest FDI in Nuevo Leon was Manufacturing Industries, representing 88.8% of the total FDI attracted.

*\$ in million USD
% of participation*



FIRST SEMESTER OF 2023
\$2,794.9

FDI IN THE MANUFACTURING INDUSTRIES SECTOR

Nuevo Leon positioned itself as the first place nationally, after Mexico City, in FDI attraction in Manufacturing Industries during the first semester of 2023.

TOP 3	1. Nuevo Leon	2. Baja California	3. Aguascalientes
INVESTMENT	\$2,482.5	\$1,216.7	\$1,196.6
NATIONAL PARTICIPATION	15%	7.4%	7.2%

NATIONAL TOTAL
\$16,524.2

IMPORTANT FINDINGS REGARDING FDI FIGURES IN NUEVO LEON IN 2Q 2023

BY COUNTRY OF ORIGIN

ARGENTINA

Of the total Argentine investment that arrived in Mexico in the first half of 2023, 62% was attracted by Nuevo Leon.

AUSTRALIA

Of the total Australian investment that arrived in Mexico in the first half of 2023, 42% was attracted by Nuevo Leon.

CHINA

Of the total Chinese investment that arrived in Mexico in the first semester of 2023, 335% (36 Million USD) was attracted by Nuevo Leon, positioning itself as the highest recipient in the country.

COLOMBIA

Of the total Colombian investment that arrived in Mexico in the first semester of 2023, 25% was attracted by Nuevo Leon, positioning itself as the highest recipient in the country.

ITALY

Of the total Italian investment that arrived in Mexico in the first semester of 2023, 44% was attracted by Nuevo Leon, positioning itself as the largest recipient in the country. It was 211% (556.9 million USD) higher than the second place in this list, Quintana Roo (5.1 million USD)

NETHERLANDS

Of the total investment from the Netherlands that arrived in Mexico in the first half of 2023, 44% was captured by Nuevo Leon and positioned it as the largest recipient in the republic. It was 211% (556.9 MDD) higher than the second place state in the list, Quintana Roo (181.7 MDD).

PANAMA

From the total investment from Panama that arrived in Mexico in the first semester of 2023, 95% was attracted by Nuevo Leon, which positioned itself as the highest recipient in the country. It was 41% (7.2 million USD) higher than the second place in this list, State of Mexico (5.1 million USD)

BY SECTOR

MANUFACTURING INDUSTRIES

Nuevo Leon represented 15% of the FDI in Manufacturing Industries nationally in the first semester of 2023.

The FDI in the Manufacturing Industries sector registered in Nuevo Leon at the end of the first semester of 2023 (2.5 billion USD) was 104% higher than the figure of the second state in this list, Baja California (1.2 billion USD)

MONTERREY | NUEVO LEON CONTINUES TO STRENGTHEN ITS LEADERSHIP AS THE NEARSHORING CAPITAL: INVEST MONTERREY

BY INVEST MONTERREY



In a collaborative effort between the Government of the State of Nuevo Leon, led by Secretary of Economy Iván Rivas Rodríguez, the Government of Monterrey, the Nuevo Leon Council, Invest Monterrey, INDEX NL, CAINTRA, NL 4.0, COPARMEX NL, COMCE Northeast, and Deloitte, the event “Monterrey | Nuevo Leon: The Capital of Nearshoring” took place in Mexico City. The main objective of this event was to promote Nuevo Leon as the most attractive destination for investment and business in Mexico, highlighting the excellent results the state has achieved in recent years in the economic field, mainly driven by the nearshoring phenomenon.

The event had an outstanding attendance of over 200 special guests, including embassy representatives, binational chambers, and the most important business organizations that are part of the business community in Mexico City. The delegation from Nuevo Leon, composed of dozens of distinguished representatives from the public, private, and academic sectors, acted as the host of the event.

The day began with welcoming remarks by Andrés Ochoa-Bünsow, President of the Board of Directors of Invest Monterrey, and Miguel Ángel Millán, General Director of Deloitte Marketplace Mexico-Central America, who highlighted the importance of Nuevo Leon as an economic development hub and investment attraction.



““

We are currently experiencing an unprecedented period where Nuevo Leon is gaining visibility. We must capitalize on these efforts and continue positioning the state as the business hub in Mexico.

- Andrés Ochoa-Bünsow

Daniel Zaga, Director of Economic Analysis at Deloitte, delivered a keynote presentation on Mexico’s economic outlook, highlighting the opportunities and challenges in the current global landscape, with Nuevo Leon being emphasized as the leading state in attracting Nearshoring projects in Mexico. “In 2021 and 2022, Nuevo Leon was the state that concentrated the most Nearshoring projects, surpassing the second-place by more than double.”

The panel “Nearshoring in Nuevo Leon: Success Stories, Challenges, and Opportunities,” moderated by Cecilia Montañó, Lead Partner for Foreign Trade and Customs at Deloitte, featured the participation of Ana Fernanda Hierro, Technical Secretary of the Nuevo Leon Council, Betsabé Rocha, Secretary of Economic Development of Monterrey, and Javier González, Vice President of Operations at Acuity Brands Mexico.



The importance of electric power in the context of Nearshoring in Nuevo Leon was addressed by Eduardo Sánchez, Director of Energy and Mining Development at the Ministry of Economy, who highlighted the opportunities this sector offers for the state’s economic development.

Additionally, business tourism in Nuevo Leon was highlighted, with the participation of Maricarmen Martínez, Secretary of Tourism of the Government of Nuevo Leon, who shared with the audience the competitive advantages of the state as a destination for conferences, conventions, and business events.

The highlight of the event was the keynote lecture “Nuevo Leon, the Capital of Nearshoring,” delivered by Iván Rivas, Secretary of Economy of the Government of Nuevo Leon.

Rivas emphasized the privileged position of the state as a central point for business in North America and highlighted the region’s recent positioning as the hub of electromobility in Mexico. “Nuevo Leon is the magnet for foreign investment projects in Mexico and will continue to be so thanks to its strengths and competitive advantages. The society as a whole strengthens the ecosystem, and we will continue working to attract more and better investment that generates economic growth and improves the quality of life for all inhabitants of the state of Nuevo Leon.”



The “Monterrey, Nuevo Leon: The Capital of Nearshoring” event concluded with a successful networking reception, where attendees had the opportunity to establish strategic contacts and strengthen business relationships.

Nuevo Leon reaffirms its commitment to continue being an attractive destination for national and international companies seeking to expand their operations in Mexico. With its solid economic foundation, favorable business climate, and constant focus on innovation, Nuevo Leon positions itself as a benchmark in the global nearshoring landscape.



ALL EYES ON MEXICO: THE RISING COMPETITIVE DESTINATION FOR GLOBAL INVESTMENT

BY NEPANOVA

Mexico's history of cultivating amicable relations with nations worldwide has positioned the country as a strategic intersection of favorable geopolitical, economic, and demographic factors. As the landscape of global commerce continues to shift, Mexico's positioning, skilled workforce, and tech ecosystem have propelled it into the forefront. Nearshoring to the US market has emerged as one of the most impactful ways for expansion and optimized operations, which has captivated the attention of businesses across the globe. To disregard its potential is to overlook a critical opportunity.

In addition to its location, demography, and trade agreements, the stability of Mexico's currency is a significant element influencing the country's popularity as an investment opportunity. The Mexican Peso (MXN) appreciated ~20% against the USD from August 2022 to August 2023, displaying notable stability. The "superpeso" boosts investor confidence and offers a competitive edge in profitability and currency risk management.

Yet, important questions remain: How to determine if it's the right strategy for your business? What uncertainties should be taken into consideration? Why Mexico?

MEXICO'S COMPETITIVE EDGE

Boasting an extensive portfolio of free trade agreements, Mexico enjoys privileged access to major global economies. Its location, bordering the vast US market and both oceans, presents a significant geographic advantage. Central and South America are also key markets that are closely located, which allows for easier collaboration and growth opportunities.

Additionally, Mexico features a young, skilled workforce with rising education levels and a strong work ethic reflected in high retention rates. Not to mention, Mexican students and workers are accustomed to globalized work, fostering seamless integration with foreign firms.

Mexico is also a large country, with states that stand out for their particularities. Selecting the right location in Mexico can have a significant impact on a company's success. Factors such as proximity to suppliers due to the specialized sectors, access to utilities and infrastructure, and security must be carefully evaluated. The following map shows the FDI in 2022, highlighting the prominent particularities of each state.

GEOPOLITICS AND MEXICO'S ADVANTAGE

Current geopolitics highlight Mexico as an outstanding business growth option. The trade conflict between the United States and China has significantly impacted global supply chains, with tariffs making Chinese imports more expensive. Similarly, the war between Russia and Ukraine has severely affected supply chains in Europe as sanctions limit trade and disrupt energy supplies. In this turbulent context, countries like India, Vietnam, and the Philippines have seen certain benefits as companies look for alternate manufacturing locations outside of China.

However, due to its competitiveness, Mexico stands out as the top choice for investments in manufacturing, technology, and even financial services. Equipped with a competitive workforce, robust trade networks, and proximity to major markets, Mexico draws the attention and capital of investors seeking alternatives.

RISKS & CONSIDERATIONS

While expanding to Mexico offers numerous benefits, addressing potential outcomes and considerations is crucial:

Utilities and infrastructure

Reliable access to water, electricity, and utilities is vital for business operations. Assessing the quality and availability

FDI by State, Millions of USD, 2022



Sources: Data Mexico, Ministry of Economy, Mexican Transport Institute

Manufacturing and food are the main industries in every state, accounting for more than ~60% of their total production.

of resources and infrastructure is critical for the efficient movement of goods and raw materials.

Compliance

Legal procedures in Mexico can be bureaucratic and time-consuming. A thorough understanding of the laws, regulations, and legal processes will help the foreign company move forward in time and execution of its expansion.

Security

Although Mexico offers many safe regions for investment, some areas face security concerns. Conducting a thorough risk assessment and implementing appropriate security measures is essential to ensure the safety of employees, assets, and, overall, the whole company.

SAFEGUARDING YOUR MEXICO INVESTMENT AND TAKING THE RIGHT FIRST STEP

Overall, Mexico continues to develop as one of the best places for companies to expand their processes to. The stability of the Mexican Peso (MXN) adds confidence in investors, providing a competitive advantage for profitability and currency risk management.

Mexico's beneficial positioning, workforce, and tech ecosystem propel it to the forefront for expanding operations. However, reducing unpredictable outcomes requires careful planning and execution. Addressing factors like location, culture, utilities, compliance, security, and supply chain management is crucial for thriving in Mexico's dynamic market.

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Mexico's trade alliances, stable currency, and investment prospects make it ideal for North American expansion. By leveraging expert guidance and effectively navigating the complexities with Nepanoa, companies can capitalize on Mexico's immense potential for growth and success.

NEARSHORING: BOOSTING ITS POTENTIAL THROUGH COLLABORATION AND INNOVATION

BY GREENBERG TRAURIG

Mexico is undoubtedly in a privileged position to take advantage of the current nearshoring trend. External political factors, our geographical location, and the network of international treaties and inter-institutional agreements that Mexico already has in place set the country up as the gateway to many countries, including the economy with the largest market in the world, the United States. All these advantages, paired with the country's young demographics and the competitive cost of skilled labor, give Mexico a unique opportunity with enormous potential.

Nuevo Leon, as a border state, is witnessing the nearshoring trend firsthand. Local efforts that have been ongoing for quite some time, including the establishment of higher education institutions to train young people and the close collaboration between the government and the private sector, have started to bear fruit.

While efforts to attract foreign investment are already paying off, future results require continuous commitment from the local government and the business community, especially since we now have more foreign companies that have decided to relocate their production to Nuevo Leon. Fortunately, there is a long-held and firm belief in Nuevo Leon that education can achieve anything, and that should continue being the motivator for continued growth.

Don Eugenio Garza Sada, one of the earliest supporters of growth and development in Nuevo Leon, was questioned about the business reasons for investing significant personal resources to establish the Monterrey Institute of Technology (ITESM), which not surprisingly emulated his alma mater, the Massachusetts Institute of Technology, and his response was: "You argue that it will be very costly to establish an institute like MIT in our country, as if I didn't



know that already. But tell me, isn't it more expensive for young people to lack quality options or to have to go elsewhere for their education?"

Thanks to this belief and commitment, Nuevo Leon is now a region with a large supply of well-educated, skilled labor, which is essential for any industrial operation that wants to take advantage of the opportunity presented by the "Mexico moment," as we are seeing more U.S. and European manufacturers consider nearshoring rather than establishing all their operations in the Far East. According to the Universidad Autónoma de Nuevo Leon, there were 741,123 people with a university degree in Nuevo Leon in 2020, and 23% of those degrees were in the STEM fields (science, technology, engineering, and math).

However, attracting investment alone is not enough. It is also necessary to put in place conditions that will retain that investment in Nuevo Leon. This is where we should continue to create value in a world that demands faster response times, greater efficiency, and continuous improvement. It is through education that we can maintain and further develop the skilled workforce that generates added value and can attract future companies to establish operations in Nuevo Leon.

There's a universal call to action for every professional sector to contribute towards a shared vision: fostering our state's prosperity and promoting the personal growth of its residents.

Legal practitioners are far from excluded from this endeavor. In fact, with their profound understanding of the legal landscape, they are particularly poised to make impactful contributions. One pivotal area where legal professionals can catalyze our collective ambition for growth lies in assimilating cutting-edge technologies into routine industry practices.

In a world where the trend is to digitize and automate processes, collaboration between engineers and lawyers is extremely important to successfully implement technology such as electronic signatures in contracts or other day-to-day operational documents. With good implementation and the use of blockchain technology, we can have absolute certainty about the date of certain developments (including the exact time of execution), which could provide

valuable and irrefutable evidence for the authorities in the near future.

Constant innovation is also a trend in the highly connected world we live in, where protection of intellectual property and data privacy are undoubtedly areas of extreme importance (and also extreme vulnerability). This is where lawyers and operational executives can collaborate to verify intellectual property ownership and also protect personal data and sensitive commercial information. This topic is highly related to cybersecurity, data protection, and privacy, all of which are issues that we will surely be hearing about more and more frequently.

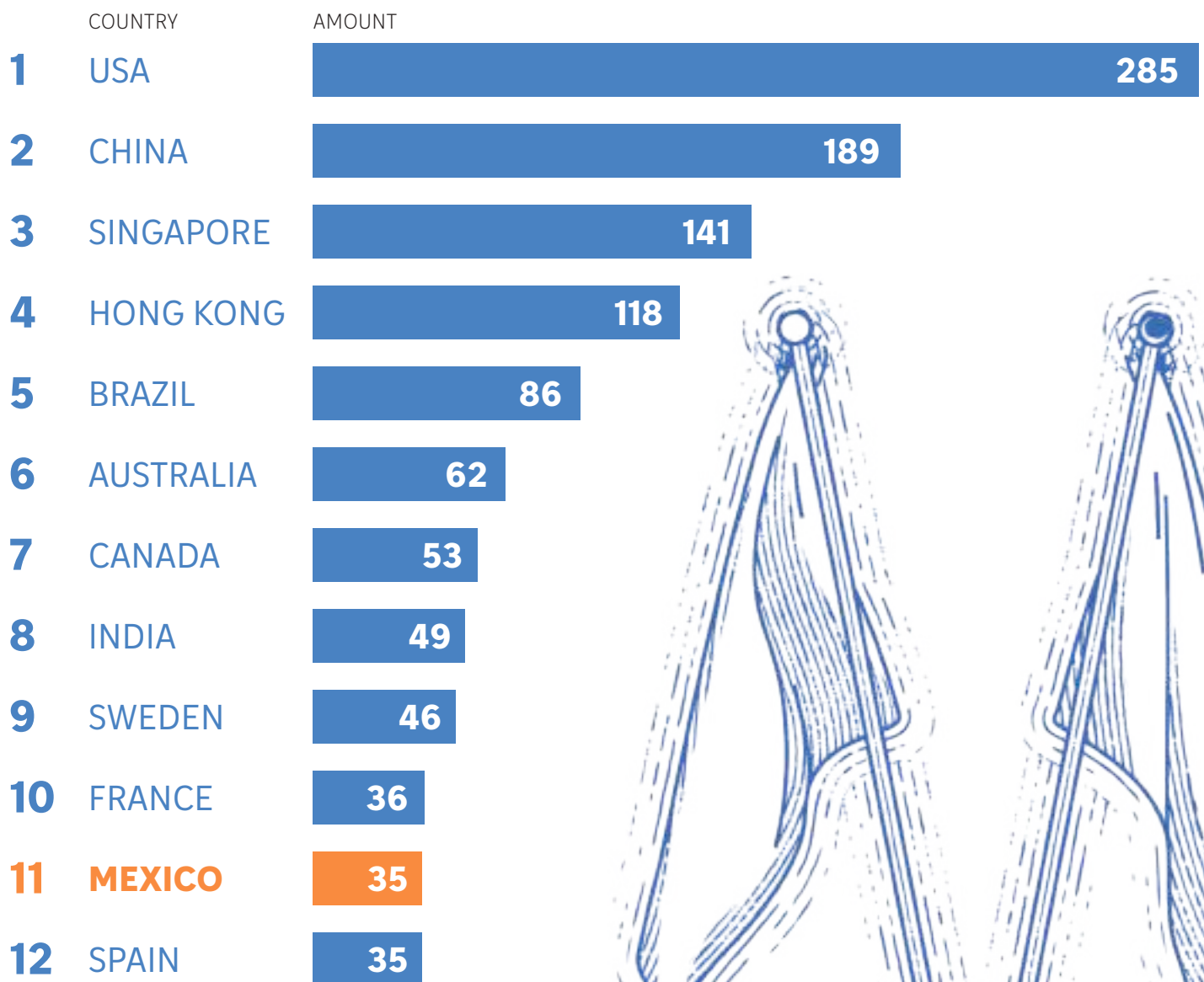
Finally, one topic that we cannot overlook is artificial intelligence. The efficiencies and benefits this technology brings are undeniable, but these benefits come with inherent risks. Even the creators of artificial intelligence acknowledge that this technology could create a catastrophic situation if it falls into the wrong hands. Again, this is where engineers and lawyers must collaborate to seek regulations that meet users' needs while doing justice to the potential of this technology.

In summary, attracting foreign investment to Mexico is not just the result of geopolitical and economic factors aligning in our favor, but it also depends on local communities and the government's continuous cultivation of their resources. Education is key to achieving this, but once trained, interdisciplinary collaboration is essential to ensuring continued success. Each person should make contributions within their professional field aimed at creating value through innovation. The implementation of new technologies in day-to-day operations is an area of opportunity where we should focus our efforts in order to boost the potential of the nearshoring trend.



MEXICO IS THE 11TH COUNTRY WITH THE HIGHEST AMOUNT OF FOREIGN DIRECT INVESTMENT (FDI)

TOP 12 COUNTRIES WITH HIGHEST FDI, 2022



Source: Mexican Ministry of Economy
 Figures in Billion USD

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INVEST MONTERREY BUSINESS MISSIONS



Nuevo Leon's delegation.

““

The exhibitions offered an ideal environment to meet companies from all around Asia in industries that have become highly important for Monterrey as E-Mobility, Semiconductors, and Electronics.

- Hector Tijerina

Invest Monterrey led a business mission to Japan, having a week full of opportunities to showcase why Monterrey is the best place to do business in North America.

The delegation was headed by Hector Tijerina, Executive Director of Invest Monterrey, alongside representatives from the private sector and members of Invest Monterrey: Hiroshi Hasegawa (SUNTAK), Miguel Cavazos (Citius AG), Sofia Flores (TERRA REGIA), Aaron Vera (Finsa), Rogelio Soto (Prodensa), Daniela Pineda (Banco Base), Paulina Gonzalez (American Industries), David Ken Fujii (Fegamo & Vasaf), and Gregorio Canales (DIMSA).

INVESTMENT PROMOTION SEMINAR IN TOKYO, JAPAN

Kicking off the main activities of the business mission in Japan, the delegation successfully organized the investment promotion seminar “Doing Business in Mexico: Monterrey | Nuevo Leon” in Tokyo.

The event was headed by Melba Pría, Mexican Ambassador to Japan, and Atsushi Takata, Senior Director of Global Strategy of JETRO.

More than 80 attendees representing Japanese companies from different industries had the opportunity to hear information from experts in fields like real estate, finance, and human resources, tailored specifically towards the interests of the Japanese companies interested in doing business in Mexico.

After the seminar, the Monterrey delegation held a networking event with all of Japanese companies to discuss in more detail about their potential investment projects.

JAPAN AUTOMOTIVE WORLD / FACTORY INNOVATION / NEPCON / SMART LOGISTICS / WEARABLE EXHIBITION

Invest Monterrey set up a special booth to promote Monterrey at some Asia's most important trade fairs that took place in Japan for three days, at the same convention center: Automotive World/Factory Innovation Week/NEPCON/Smart Logistics/Wearables events in Japan.

This are Japan's biggest exhibitions, with the highest number of participants, attracting a high share of international participants from countries like South Korea, China, and Taiwan.

During the event, Héctor Tijerina, the Executive Director of Invest Monterrey, had the opportunity to participate in a business seminar for Japanese automotive companies, showcasing Monterrey's strengths as one of the most attractive destination for doing business in North America.

Monterrey has the strongest automotive industry in Mexico, with more than 280 companies, including 5 OEMs and some of the most globally-renowned Tier 1s, employing over 100,000 people. In the past 2 years, Monterrey quickly positioned itself as the favorite destination for E-Mobility technology manufacturers.

MEETINGS WITH COMPANIES AND STRATEGIC PARTNERS

Nidec

During the Business Mission, the delegation met with executives from Nidec Motor Corporation, the world's largest manufacturer of high-efficiency electric motors, where they discussed about the company's future plans for the region of North America.

Nidec is one of the largest Japanese companies in Mexico, successfully operating six industrial facilities in Monterrey, with over 5,000 employees.

JETRO

Additionally, they met with Atsushi Takata, Senior Director for Global Strategy of JETRO, the Japan External Trade Organization. As a result of the meeting, Invest Monterrey will be partnering with JETRO to help Japanese companies currently considering establishing operations in Mexico.

Mexican ambassador to Japan

The delegation had the honor of meeting Melba Pria, Mexican Ambassador to Japan.

During the meeting, they highlighted the main competitive advantages of Monterrey, as well as discussed potential cooperation projects to strengthen business relations that will benefit the economic development of Monterrey and Mexico.

JAPAN AS A KEY INVESTOR IN MONTERREY:

Monterrey is one of the leading recipients of Japanese Investment in Mexico.

Since 1999, Monterrey has attracted \$2.14 Billion USD of Japanese Investment, representing 7.12% of all the Japanese Investment registered in Mexico.

2021 was a record-breaking year for Japanese Investment in Monterrey with \$255 Million USD. (Yearly average since 1999: \$88.6 Million USD).

In 2022 (1Q – 3Q), Monterrey attracted \$110.2 million USD in Japanese FDI, accounting for 14.8% of all Japanese investment in Mexico during that period.

Since Denso established operations in Monterrey almost 30 years ago, numerous Japanese companies have followed. Today, more than 60 Japanese companies operate successfully in Monterrey like Denso, Tokai Rika, Panasonic, Nidec, Hamaden, and Toto.

One of the most important investment announcements in recent years in Monterrey was made by Kawasaki, who will soon start operations to produce power sports vehicles.

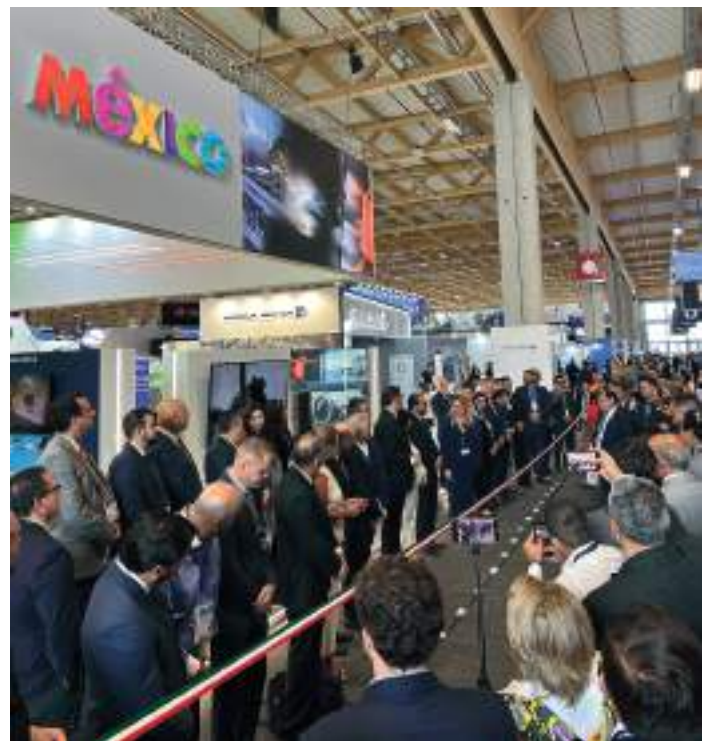

PARIS


*Pie de foto**

With the goal of promoting Monterrey | Nuevo Leon as an attractive investment and business destination, as well as highlighting the significance of the aerospace industry in the state, Invest Monterrey has successfully concluded its participation in the Paris Air Show 2023, the largest and most important aerospace industry event in Europe.

Led by the Mexican Federation of the Aerospace Industry (FEMIA), dedicated to promoting the aerospace industry in Mexico, the delegation consisted of representatives from 14 Mexican states, including a delegation from Nuevo Leon led by the Monterrey Aerocluster and Invest Monterrey, along with partners such as Jaiter, Banco Base, Prodensa, Finsa, Co-Production International, and Ocalta.

During the event, the delegation effectively positioned Nuevo Leon as an immensely attractive destination for national and international aerospace companies. The team held significant meetings, disseminating timely information through various promotional materials, including printed materials, digital resources, and multimedia presentations.





The Paris Air Show 2023, in its 54th edition, hosted over 2,400 exhibitors from 49 countries, more than 300 official delegations from 98 countries, and attracted over 140,000 visitors.

As part of the activities at the Paris Air Show 2023, several seminars, panels, and conferences were organized, offering valuable insights and discussions on the aerospace industry.

Furthermore, Invest Monterrey had the opportunity to showcase Monterrey as the best investment and business destination in North America during the "Mexico – France Business Forum" organized by BPI France and the Ministry of Foreign Affairs. The event gathered numerous French businessmen who expressed a keen interest in investing in Mexico.

Invest Monterrey's participation in the Paris Air Show 2023 has undoubtedly bolstered Nuevo Leon's position as a thriving hub for the aerospace industry, reinforcing its appeal for global investment and highlighting the region's vast potential.



GOVERNMENT BUSINESS MISSIONS

THE COMMERCIAL RELATIONSHIP BETWEEN MEXICO AND ASIA IS OF GREAT IMPORTANCE DUE TO THE ECONOMIC GROWTH AND OPPORTUNITIES PRESENTED BY THE ASIAN REGION. IN RECENT YEARS, THERE HAS BEEN A SIGNIFICANT INCREASE IN BILATERAL TRADE BETWEEN MEXICO AND SEVERAL ASIAN COUNTRIES, WITH A NOTABLE EMPHASIS ON THE RELATIONSHIP WITH SOUTH KOREA.



SOUTH KOREA



Governor Samuel García alongside Park Jin, Minister of Foreign Affairs of South Korea.

Governor Samuel García of the Mexican state of Nuevo Leon embarked on an extensive work tour in Asia during the month of May, driven by a clear objective: to attract new investments. The tour concentrated on fostering stronger economic ties and exploring potential collaborations in South Korea and Taiwan. This strategic initiative underscores the importance of international partnerships and reflects Mexico's steadfast commitment to fostering economic growth and sustainable development.

South Korea, renowned for its advanced technology and manufacturing capabilities, offered significant potential for collaboration with Nuevo Leon. Governor García's trip aimed to foster partnerships in sectors such as automotive, electronics, and advanced manufacturing.

Throughout his tour, Governor García showcased the vast economic potential of Nuevo Leon to Asian investors. His meetings with government officials, including the Minister of Foreign Affairs of South Korea, emphasized the state's commitment to fostering economic growth and sustainable development. These efforts were widely covered in local media, effectively raising awareness of Nuevo Leon's opportunities in the Asian market.

The discussions with the Minister of Foreign Affairs of South Korea focused on exploring collaboration opportunities in various sectors, including automotive, electronics, and advanced manufacturing. As a result of the fruitful negotiations, the government of Nuevo Leon successfully facilitated the expansion of a Korean company, securing

a \$300 million investment in the state's economy. This achievement highlights the trust and confidence that Asian investors have in Nuevo Leon's business environment.

Governor Samuel García's trade mission to Korea has achieved a significant milestone for the Mexican state of Nuevo Leon with the successful announcement of the expansion of the Kia Motors plant. This expansion, which includes the production of electric vehicles, underscores the effectiveness of Governor García's commercial mission in Korea and highlights the state's commitment to sustainable development and advanced manufacturing.

The announcement was made during a meeting with Kia executives in Seoul, Korea. Governor García stated, "We are proud to announce the expansion of the Kia plant in Nuevo Leon, which will bring new opportunities for the state and contribute to our mission of promoting sustainable mobility and economic growth." The expansion of the Kia plant is expected to have a positive impact on Nuevo Leon's economy, creating new job opportunities and stimulating economic growth. Governor García highlighted, "The expansion of the Kia plant will generate thousands of new jobs for our residents, providing them with stable employment and contributing to the prosperity of our state."



Governor Samuel García alongside Eui Chul Jeon, President of KIA's Strategic Business Planning.

In addition to the Governor's visit to Kia Motors he also took advantage of his business tour to engage strategic meetings with representatives from Samsung Electronics and LS Electric, unveiling the immense potential for partnership in various sectors.

The meeting with Samsung Electronics, explored possibilities for collaboration in fields such as healthcare technology, advanced manufacturing, and innovation. The discussions centered around joint ventures that could revolutionize these sectors, propelling Nuevo Leon as a

pioneering region in technological advancements. Meanwhile the meetings with LS Electric, centered around collaborative opportunities in renewable energy and energy efficiency. Both parties expressed keen interest in working together to drive innovative projects that promote sustainability and facilitate the transition towards a cleaner energy model.



Governor Samuel García alongside Samsung executives.

Over the period from 2015 to 2022, South Korea has emerged as a significant player in foreign direct investment (FDI) in Nuevo Leon, Mexico. With over 60 projects, South Korea holds the second position in terms of FDI by projects in the state. These projects have brought in a substantial investment of over \$2.5 billion USD from Korean companies since 1999.

Notably, Nuevo Leon has become the top destination for Korean FDI in Mexico, attracting the largest share of investment from Korean businesses. The state's favorable business environment, skilled workforce, and strategic location have contributed to its appeal as a prime investment location for Korean companies seeking to expand their operations in Mexico.

The strong presence of Korean companies in Nuevo Leon is evident by the presence of more than 245 Korean companies operating in the state. These companies span across various sectors, including automotive, electronics, manufacturing, and technology. Their investments have created job opportunities, driven economic growth, and contributed to the development of the state's industrial ecosystem.

Looking ahead, the positive trajectory of Korean FDI in Nuevo Leon is expected to continue. The state's commitment to maintaining an attractive investment climate, coupled with the growth potential offered by Mexico's vibrant market, creates a favorable environment for Korean companies to further expand their presence and investments in Nuevo Leon.



TAIWAN



Governor Samuel García alongside Vice Chairman of Quanta Group.

NUEVO LEON GOVERNOR SAMUEL GARCÍA EMBARKS ON TRADE MISSION TO TAIWAN

In an effort to bolster economic ties and attract investment opportunities for the Mexican state of Nuevo Leon, Governor Samuel García has embarked on a trade mission to Taiwan. The trip, widely covered in the Mexican media, is part of a broader strategy to strengthen economic relationships with Asian partners. Several key objectives and partnerships have been announced during this visit, indicating the potential for significant economic growth and cooperation.

PEGATRON INVESTMENT IN NUEVO LEON

One of the major highlights of Governor García's trade mission is the announcement of a significant investment from Pegatron, a Taiwan-based multinational electronics manufacturing company. Pegatron has expressed its commitment to establishing a presence in Nuevo Leon. This move is anticipated to create job opportunities and boost the state's manufacturing sector. The investment is seen as a testament to the state's business-friendly environment and its potential as a hub for advanced manufacturing.

STRENGTHENING TIES WITH FOXCONN

During his visit, Governor Samuel García also revealed that Foxconn, a global leader in electronics manufacturing, is considering expanding its operations in Nuevo Leon. Foxconn has a long-standing presence in Mexico, and this potential expansion could further solidify the state's position as a key player in the electronics and technology industries.



Governor Samuel García alongside Foxconn executives.

TRADE AND INVESTMENT OPPORTUNITIES

Governor García's visit has been focused on fostering collaboration and exploring trade and investment opportunities in various sectors, including technology, manufacturing, agriculture, and innovation. Nuevo Leon is known for its skilled workforce, strategic location, and infrastructure, making it an attractive destination for foreign investors.

In his interactions with Taiwanese officials and business leaders, Governor García has underscored the state's commitment to facilitating foreign direct investment and providing support to businesses interested in establishing operations in Nuevo Leon.

The aim is to create a win-win situation for both sides, as Taiwanese businesses can tap into the potential of the Mexican market while Nuevo Leon benefits from job creation and economic growth.

A MULTI-FACETED MISSION

The trade mission has encompassed various aspects, such as political meetings, business negotiations, and cultural exchanges. These efforts are designed to build strong and lasting relationships between Nuevo Leon and Taiwan.

The trip has garnered attention and support from both Mexican and Taiwanese stakeholders, who recognize the importance of international collaboration and the positive impact it can have on economic development.

IN CONCLUSION

Samuel García's trade mission to Taiwan represents a significant step in diversifying and expanding Nuevo Leon's economy.

The commitments from Pegatron and the potential expansion of Foxconn operations in the state signal a bright economic future for Nuevo Leon. By fostering international partnerships and attracting foreign investments, this mission is expected to yield long-term benefits for both Taiwan and the state of Nuevo Leon.



Governor Samuel García alongside executives from the company.

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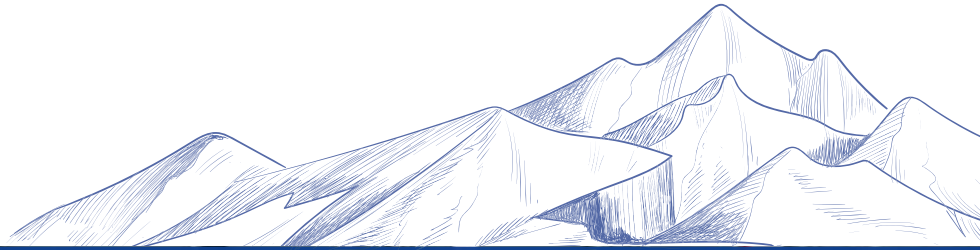
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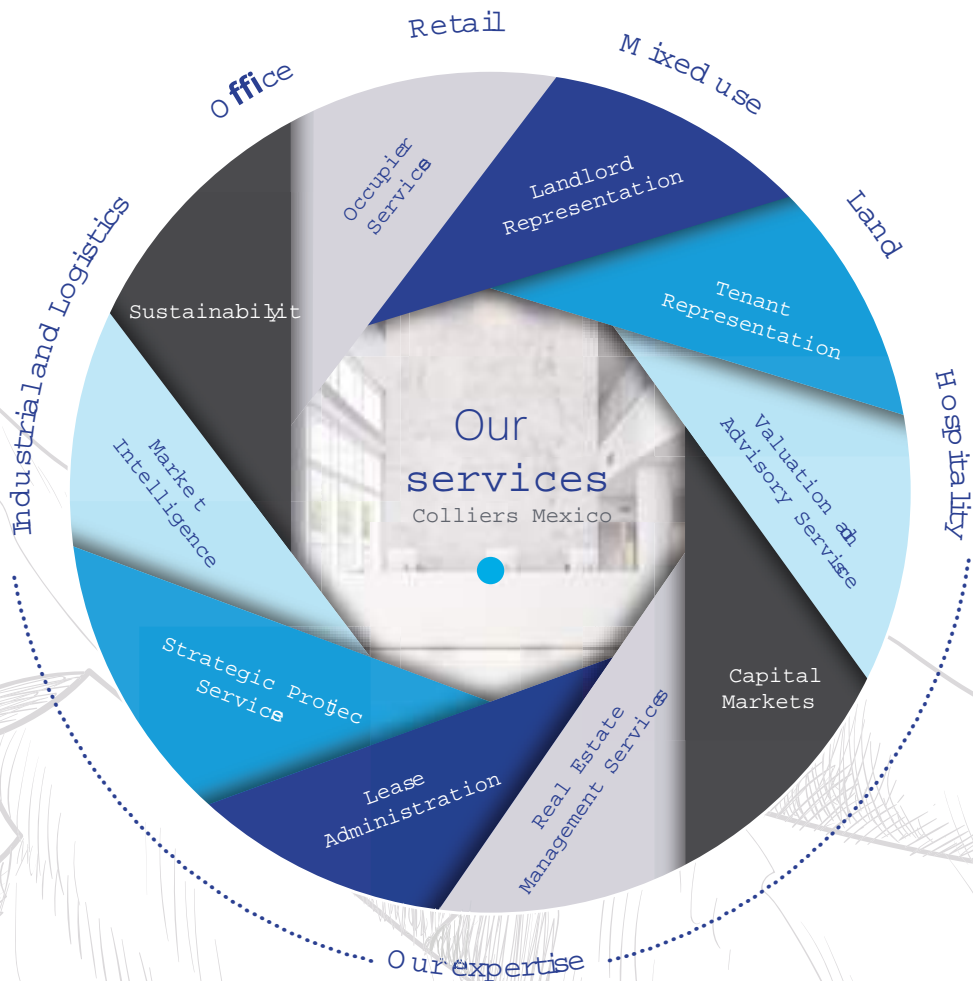
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Ana Fernanda Hierro

Technical Secretary at Consejo Nuevo Leon



How have you been able to create and maintain solid relationships with colleagues, mentors, and other influential professionals in your career?

Our strategy is a question of considering where there is mutual value, a connection based on interests, and we are driven by curiosity. I am interested in what we can build in real partnerships, I consider myself lucky to have good friendships and partnerships. It is very important that we as an institution and as people are transparent about why we approach, what we want, always giving credit to the work and effort and always try to do it on equal terms.

What has been the biggest lesson during your trajectory of leading an organization?

I have learned that you cannot be satisfied even if you have done well. Questions are very important, sometimes even more important than the answers, there must be a work environment open to the possibility of questioning how we do things and that we intend to constantly improve.

Betsabé Rocha

Secretary of Economic Development, Monterrey, N.L.



How have you been able to create and maintain solid relationships with colleagues, mentors, and other influential professionals in your career?

We live in a system where everything is interconnected. We have to be clear that what I help you with today is not necessarily going to reach me directly but eventually what goes well for you and what I manage to help you with will help us as a society. And that society is my children, my generations, and they will benefit from it. There is nothing better than relationships because they are the ones that take you up to the next floor in the elevator of life.

What has been the biggest lesson during your trajectory of leading an organization?

My greatest lesson has been to be able to find that thing in life that you are passionate about, something that has helped me a is to fall in love with what I do, not with a position or a responsibility but with your purpose in life. I think it is very important that as an integral person you know what your purpose is and that there can be many paths and jobs that help you get there faster or simply be developing by implementing your life purpose in the process.

Clelia Hernández

General Director
of Nuevo Leon 4.0



What has been the biggest lesson during your trajectory of leading an organization?

I believe that the biggest lesson is being analytical, reviewing situations very well and not being impulsive. There is a lot of intensity and today more than ever in our state, there is a lot of hurry in many subjects but you have to reflect and analyze the battles well, realize in which battles we must shield ourselves, and realize which we do not correspond to.

What initiatives or plans would help to promote leadership and equal participation within organisms?

Like I said before, increased training at tactical and strategic levels as well as in managerial and directive levels. We have to prepare ourselves in talent management, in process management, in administrative and financial management, it is not just about understanding but being prepared. So for me that is an important part, the constant and updated training.

Do you have any advice for women who seek to grow professionally and become leaders in their area?

A piece of advice that I received from my mother many years ago was to not let anyone rob you of your dreams, no one deserved to take them away. Be loyal to your purpose, be loyal to what you want to accomplish regardless of what is around you, you should work on yourself and what you have inside of you.

Cecilia Carrillo

Director of
COPARMEX Nuevo Leon



How have you managed to innovate and stay at the forefront in your area? Have you had to adapt to technological and market changes?

For me to be at the forefront is to surround myself with people who can give me ideas, advice, and recommendations on how to do what we want through an app or platform or a different way of doing things.

What is the positive impact that generates within organizations when a leadership role is led by a woman?

When we see a woman having an important position in an organization this sparks inspiration in other women, it reassures them that they can achieve their dreams or that they can advance their career professionally if they decide to.

What initiatives or plans would help to promote leadership and equal participation within organisms?

In my opinion, when you have a 10 or 20% of women within an organization and from one day to another that changes to 50%, there has to be not only a job opening, but an opportunity either to develop the skills that are really needed to shine or that the person already has. Not only should there be an opportunity, but also access to tools such as training, lessons on how to participate in projects of different categories and the skills needed to perform.

Grace Lingow

General Director of
AMCHAM



How have you been able to create and maintain solid relationships with colleagues, mentors, and other influential professionals in your career?

I have always sought to generate community with my colleagues since I worked at clusters. Even if it is in other sectors, it's always good to turn around and see someone who you can exchange better practices with or who you can go to when you have any difficulty that this person has possibly also been through and can share ideas and even collaborative projects between colleagues

What is the positive impact that generates within organizations when a leadership role is led by a woman?

It has been demonstrated that women had an important role in the leadership of groups also at the biological level, there is an advantage in female leadership and therefore lately there are even economical studies that demonstrate the good results of female efforts, these undeserving of the great leadership of men.

What initiatives or plans would help to promote leadership and equal participation within organisms?

As organisms we have the opportunity and the responsibility of marking the way and have an impact on guidelines and policies of the companies that we represent regarding equality, diversity and inclusion. We have a program that is dedicated to the development of executive women, in addition to this, we participate in social programs, we have a sustainability committee and social responsibility which also addresses these issues at the national level.

Nery Gracia

Director of Communication
and Marketing UDEM



How have you been able to create and maintain solid relationships with colleagues, mentors, and other influential professionals in your career?

It requires a lot of patience and humility to receive feedback. There is always going to be someone who knows more than you about processes, technologies and innovations, it also requires a lot of discipline to visualize what you want to achieve or those changes in which we want to have some kind of connection, it is also this part of having a link with those people who contribute to us in a relationship where we add value either in different groups or to larger groups.

What initiatives or plans would help to promote leadership and equal participation within organisms?

It is important when considering equal participation to include talent, to look for the best people, in the right place at the right time. This can include men and women who, based on their professional and technical skills, can be helped to become better people and also be in line with the company's business values that are being sought.

Do you have any advice for women who seek to grow professionally and become leaders in their area?

There have been women who have built this road so that other women can come and have greater opportunities, it is up to us to continue in this construction of these roads so that girls and young women dare to be scientists, to be researchers, to be leaders of organizations and companies. I believe that the advice is to dare and move forward on this path and above all not to leave aside this sensitivity that can characterize us and that will help us to build a more equitable society.

Sandra Shaddick

General Consul
of Canadá



What is the positive impact that generates within organizations when a leadership role is led by a woman?

When an organization is led by a woman, I believe in two very positive consequences. One is that organizations always benefit from having a diversity of opinion, of perspective, of styles, of leadership. The second benefit would be in terms of representation if they have never had a woman as a leader in non-conventional sectors. That serves as a signal to women who see the possibility someday soon of leading their organization.

How have you been able to create and maintain solid relationships with colleagues, mentors, and other influential professionals in your career?

Human relationships are the basis of everything. I don't think there is any magic or any secret, what I always try to do is to be authentic, direct, also to respect the other person totally and to try to understand as much of their experience, their objectives, to think about where our objectives align.

What initiatives or plans would help to promote leadership and equal participation within organisms?

When the organization is trying to improve, to increase participation in women's leadership, there are several mechanisms and initiatives that can be used. One in our organization, which is very common in many, is a mentoring program, so to match women in the organization with others who have positions of greater responsibilities, that is a way to have a space to think about the future, to have better, that would explain the next steps in the organization.

Zelina Fernández

General Director of
INDEX Nuevo Leon



How have you been able to create and maintain solid relationships with colleagues, mentors, and other influential professionals in your career?

This is a very important point to maintain relationships with the people who surround you in the professional field, and it is to add value to receive value. For me, networking is most important, creating those relationships, recognition, camaraderie, but above all I feel lucky to have colleagues who have become friends and friends who have become family.

What has been the biggest lesson during your trajectory of leading an organization?

My biggest lesson while being a leader in an organization is that you never finish, you are always open to learn and understand each area of your work, but without a doubt my biggest lesson is constantly listening and contributing and generating that trust as a team so that we can all always grow, for me it is very important work together.

Do you have any advice for women who seek to grow professionally and become leaders in their area?

The piece of advice that I would give to women is that every position comes with preparation, with consistency and with effort. So constantly learning, constantly updating and uniting with more women whom you can grow with, it is said that we are the average of the five people with whom I surround ourselves with, so being surrounded with people who inspire, who generate value, that is very important for the growth of each individual.

ENTREPRENEURSHIP

Cabrito Valley

Cabrito Valley is a community that started in November 2020 as a form of protest, in the sense that there was a discussion about the current business mentality in Monterrey.

Fernando Huerta and I started recruiting people, at first we were people related to academia but we opened up to more people who could recommend or invite to the group. Currently, we are more than 650 entrepreneurs, investors, and businessmen, including 3 unicorn companies. We never wanted to open the link to the general community because we wanted to maintain the level of the conversation and the level of the people in the group. In the end, we were establishing certain rules that will help us define the objectives as well as the path that the group was going to take.

The main objective is to be able to educate and inspire the next generation of high-impact entrepreneurs. The main objectives are to have a clear map of the entire Monterrey entrepreneurship ecosystem, develop a mindset of thinking big for new founders, share knowledge, improve practices among founders, and finally have networking events and parties to grow as an ecosystem. As we grew, we had the initiative to found an entrepreneurship club, where we could meet physically. This entrepreneurship club is called Co-Founders House, where we get together to work or network. Wednesdays are free days where you can go to work, meet more people in the group and you can bring

guests that even if they are not in the group can go. The co-founders' house is a space to work, make recordings, and organize talks.

Soon a new program will start called Hacks for Founders, where they will help entrepreneurs, the first-time founders, to learn hacks, tips, or very simple things that can help them to develop their businesses in a simpler and faster way. Many of those who are in the group are also interested in participating and sharing all these hacks, in this way, we will see a benefit as a community.

None of the proposals or everything that has come out of the group has been lucrative, however, it requires that someone is aware, and 100% in love with the vision of the group and also the mission which is to continue educating and having new and better companies, taking them to a higher level, as well as scaling them faster to create more unicorns in Monterrey and Mexico with formidable founders who are supported by a complete ecosystem. Cabrito Valley Army does not represent any institution, person, political party, or social group.





**FOUNDERS:
GERRY GIACOMÁN COLYER
& DIEGO GARCÍA**

As a successful entrepreneur at such a young age, what was your motivation for founding Clara, and what has your experience been like so far?

Clara was born as a result of our experience working together with Diego Garcia (co-founder) in a startup that had a rapid growth and where we experienced firsthand the lack of digital solutions that allowed good management of resources. Faced with this need, we came up with the idea of founding Clara in 2020, to bring to companies not only in Mexico but in Latin America, technological products that would allow them to grow sustainably through short-term financing solutions; agile, without bureaucracy and 100% digital.

Mexico and the rest of Latin America have always been a fertile ground for investment and Clara has become a reference example of this, so we are very proud to see that more funds are betting on investing in emerging ventures in the region.

In terms of logistics, what are the main areas of opportunity facing companies in the nearshoring era and how has Clara addressed those challenges?

There are great challenges for companies looking to start up or establish operations at this time, especially in the areas of human capital, financing, and legal incorporation; that is why we recently allied with Tally, a company that helps national and foreign companies to legally incorporate in the country, to reduce the bureaucratic procedures that this process usually implies, and where Clara will be the ally of these companies by providing technological and financing solutions that can boost their growth.

How has Clara's growth and expansion process been, and what has been the strategy to establish your presence both nationally and internationally?

Clara was founded in 2020 and officially launched in 2021, to boost the growth of startups and Small and Medium-sized enterprises (SMEs), not only in Mexico but also at a regional level. Only two years after starting operations, our product has begun to experience strong demand from companies belonging to the Mid-market and Enterprise segments.

As a result of this need, Clara currently operates in three of the most important economies in Latin America (Mexico, Brazil, and Colombia), forming local teams in each market.

In Clara, we have maintained a focus on profitability and consolidation of our solutions in the countries where we operate, to grow sustainably to consider possible expansions in the future.

Nuevo Leon has become an important and attractive industrial center for foreign direct investment. How has Clara taken advantage of the industrial growth in the region and what opportunities has it generated?

We have begun to form a team in Monterrey to attend to the needs of companies that are part of this business hub, generating connections with associations and companies making strategic alliances that will allow us to consolidate our position as financial allies of the companies in this region.

For young entrepreneurs in Nuevo Leon who are looking to start their own business, what advice would you give them to face the challenges and succeed in the business world?

Not giving up is both good and bad advice. You should always do your best in everything you do. But also, be willing to change the direction of even your life. Allowing yourself to change your trajectory opens the door to greater learning and greater satisfaction.



**FOUNDERS:
ANGEL ORTIZ, FRANCISCO MACEDO
& HUMBERTO DELEON**

How did the idea of creating your start up come about? What was the motivation behind its creation?

In 2015, when it was created, we identified that the trend of living in gated communities and apartment towers was increasing exponentially.

However, this modality, which for many people could be aspirational or considered good living, comes with new challenges, such as collaboration for a community good, group finance management, voting, and group communication.

People try to achieve security, capital gains, and the tranquility of living in harmony with their family.

Unfortunately, the neighbors, boards of directors, and property managers began to use social networks such as WhatsApp and Facebook to try to reach an agreement, but they only managed to generate lawsuits and group conflicts. And, if we add to this a lack of coordination, visibility, and use of the economic resources of the community, it generates a vicious circle that ruptures the social fabric.

The lack of formal processes, the use of isolated manual tools, and inadequate security contribute to ongoing conflicts among millions in familial and community circles in Mexico and Latin America.

This is where Kolonus produces a solution that regenerates and strengthens the social fabric using technology.

What has been the biggest challenge you have faced as a start up and how did you overcome it?

Kolonus is the first digital platform in Latin America to integrate the three fundamental links of these communities: Residents / Inhabitants, Neighborhood Leaders / Administrators and Security Guards.

We implemented QR Code technology for residential area access control before it became widespread during the pandemic. As pioneers in integrating technology into the traditional Real Estate industry, we faced significant challenges. Overcoming traditional mindsets and convincing management companies, security guards, and developers of our role as their technological ally took considerable time.

Initially, there was apprehension that Kolonus would render existing roles redundant due to its process automation. Over time, however, we not only formed alliances and strengthened relationships with these companies but also enhanced their service capabilities and generated more business opportunities.

What has been the most significant achievement your startup has accomplished so far, and how did you achieve it?

Kolonus today is the benchmark in Latin America; we have regulated the market with our operating model, business, and vision. Some companies that emerge by copying what we have done try to use our price and marketing margins. This trajectory has made Kolonus win the award for "The Best Proptech Technology Solution in Latin America" in June 2022.

What advice would you give to someone who wants to start a business based on your experience?

If the product or service you are launching is so innovative that it challenges the status quo of a traditional market, prepare yourself with a lot of patience, enormous resilience, and alternative income since this is not achieved overnight and you will have to be trying and improving what you offer even without sales for a long time.

If you really are an entrepreneur, you should know that it is not easy and that this is not a sprint but a marathon. Sometimes it is not enjoyable and it hurts, but when you manage to break that first barrier, the rest comes with work and love for the problem that you are solving.



**FOUNDER:
ALFONSO DE LOS RÍOS**

As a successful entrepreneur at such a young age, what was your motivation for founding Nowports, and what has your experience been like so far?

I grew up looking at traditional logistics processes and always knew there were more efficient ways to do things. Coupled with my passion for technology, this sparked the idea to establish Nowports. It has been a challenging experience, but what keeps me motivated is our vision to develop a complete supply chain service offering in emerging markets, providing unparalleled visibility, traceability, and advice.

What were the main challenges you faced when founding Nowports, and how did you overcome them?

I believe that one of the first challenges for any company is to gain the trust of its investors, suppliers, and customers. To create a strong sales presentation, we showcase the market potential, the track record of the founding team, and our business strategy.

A big challenge was the disruption of the traditional logistics market, which had worked the same way for decades. Resistance to change was notable, but we persisted because we knew digital transformation was the way to go. We decided not to charge for the use of the platform so that the more traditional clients could gradually adopt its benefits and become convinced of digitalization.

The COVID-19 pandemic, although devastating in many ways, accelerated the need for digital solutions in logistics, which allowed us to gain traction. We adopted a visibility and tracking strategy for our clients, keeping them updated about port closures and delays.

What lessons did you learn from those experiences?

From these experiences, we learned that strategic alliances and transparent communication are key to building trust in our solution and in the logistics sector in general. We could not have overcome those challenges without the support and collaboration of our business partners, our investors, and the community we have built around Nowports.

In terms of logistics, what are the main areas of opportunity facing companies in the nearshoring era, and how has Nowports addressed those challenges?

In the nearshoring era, companies are faced with the need for greater visibility and control over their shipments. Nowports addresses this challenge with a digital platform that provides visibility of the shipments at each stage of the supply chain and facilitates decision-making for our clients with automatic and personalized reports.

What has been your strategy to establish your presence both nationally and internationally?

Our strategy has been to focus on the markets with the greatest port movement in Latin America, seek strategic alliances in each country (both suppliers and chambers of commerce), and form multidisciplinary teams with different levels of experience.

Nuevo Leon has become an important and attractive industrial hub for foreign direct investment. How has Nowports taken advantage of the regional industrial growth and what opportunities has it created?

Nuevo Leon is a crucial industrial hub for all of Latin America, and since the early days of Nowports, we have sought to take advantage of its growth.

We adapted our product strategy to develop ideal solutions that make a significant impact on medium and large retail and automotive businesses.



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A BOLD JOURNEY BEGINS: NUEVO LEON UNVEILS ITS NEW DESTINATION BRAND

BY INVEST MONTERREY



In a momentous leap towards redefining its identity and re-igniting the spirit of adventure, the State of Nuevo Leon has launched its brand-new destination logo and campaign, setting the stage for an exciting chapter in the region's history.

As the world evolves, so does Nuevo Leon, and it's all captured in a symbol that embodies the essence of this dynamic Mexican state.

Nestled in the northeastern corner of Mexico, Nuevo Leon is a land of contrasts, where modernity harmoniously coexists with its rich cultural heritage and the untamed beauty of the great outdoors. It's a place where the bustling city of Monterrey gives way to breathtaking mountain vistas, and centuries-old traditions meet cutting-edge innovation.



The new brand identity, unveiled by the State's Tourism Secretariat, encapsulates this incredible fusion. The emblem, which features a stylized mountain range symbolizing the state's rugged terrain, is a true testament to Nuevo Leon's resilience and the upward climb of its people.

Nuevo Leon has been long celebrated for its industry and innovation, but now it seeks to make its mark as a premier destination for adventure and culture enthusiasts. The brand's launch is more than just a marketing initiative; it's a declaration that Nuevo Leon is ready to take on the world and welcome travelers from all corners of the globe.

The official presentation, held at a grand event attended by government officials and local luminaries, showcased the brand's dynamic spirit. Guests were greeted with traditional northern Mexican music and dance, as well as an interactive exhibit highlighting the diverse attractions that await explorers within the state.



Mariana Rodriguez and Samuel Garcia at the official presentation of the new brand identity.

As part of this transformative journey, Nuevo Leon invites visitors to experience the exhilarating blend of nature, culture, and adventure. From the majestic peaks of the Sierra Madre Oriental to the vibrant streets of Monterrey, this destination beckons travelers to embark on a voyage of discovery.

Nuevo Leon's commitment to preserving its rich heritage is exemplified in the brand's cultural emblem—a stylized "N" that pays homage to the region's artistic traditions and historic architecture. This, coupled with the vibrant colors and bold design, speaks to the state's aspiration to be a top cultural destination.

The campaign extends far beyond the logo, offering a series of immersive experiences that allow travelers to fully embrace Nuevo Leon's multifaceted identity.

Whether it's hiking in the lush Parque Nacional Cumbres de Monterrey, tasting the world-famous carne asada, or exploring the historic districts, this state has something for everyone.



Nuevo Leon's new destination brand is not just a symbol; it's an invitation to be part of the region's exciting transformation. As travelers seek unique and authentic experiences, this Mexican state is ready to offer a vibrant tapestry of adventure, culture, and natural beauty. Welcome to Nuevo Leon: A World of Wonders Awaits!



MONTERREY: WORLD SOCCER VENUE

BY INVEST MONTERREY

Monterrey is a city located in northeastern Mexico and is known for its passionate love of soccer. Both Tigres and Rayados are two important and emblematic soccer teams in the city and have forged a strong rivalry over the years.

Club Tigres from Universidad Autónoma de Nuevo Leon, commonly known as "Tigres", is a professional soccer team based in Monterrey, Mexico. Founded in 1960, the club has forged a rich history and a strong passionate fan base. Tigres competes in Liga MX, the top tier of Mexican soccer, and plays its home games at the Estadio Universitario. Over the years, Tigres has won several league and cup titles, establishing itself as one of the most successful and recognizable teams in the country. With a roster of talented players, including star player Andre-Pierre Gignac, Tigres has contributed significantly to the soccer scene in Mexico and the Monterrey region.

Club de Futbol Monterrey, commonly known as "Rayados", is a soccer team based in Monterrey, Mexico, founded in 1945. Competing in Liga MX, the top tier of Mexican soccer, Rayados plays its home matches at the modern BBVA Stadium, a participating stadium in the FIFA 2026 World Cup. Throughout its history, the club has achieved numerous successes, including league titles and national and international cups. With a fervent fan base and a reputation for competitiveness, Rayados has left a significant mark on Mexican soccer and the passionate city of Monterrey.



BBVA Stadium, Nuevo Leon



Official logo for Fifa World Cup 2026

As for the World Cup, Monterrey was selected as one of the venues for the FIFA World Cup tournament in 2026.

This event will be historic, as it will be the first time that the tournament will be held in three countries: the United States, Canada and Mexico. Monterrey will be one of the venues for the exciting matches of this tournament, and the city is preparing to welcome teams and fans from all over the world.

The choice of Monterrey to host the World Cup is a recognition of the passion and enthusiasm that the city and its inhabitants have for soccer. In addition, this opportunity provides an opportunity to showcase Monterrey's culture, hospitality, and beauty on the international stage. The city will benefit not only economically, through tourism and investment, but also in terms of prestige and global exposure. Tigres and Rayados, as important teams in the region, contribute to Monterrey's rich soccer tradition, and the city's participation in this event adds even more excitement and relevance to the FIFA World Cup experience.



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Find information about the city, places of interest, where to stay and go, food to eat, events to attend and more.

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NUEVO LEON'S 'PUEBLOS MÁGICOS': WHERE MAGIC MEETS ADVENTURE

BY INVEST MONTERREY

PREPARE TO BE ENCHANTED AS WE EMBARK ON A THRILLING JOURNEY THROUGH THE CAPTIVATING PUEBLOS MÁGICOS OF NUEVO LEON, MEXICO. IN THIS ENCHANTING QUEST, WE'LL DELVE INTO THE MAGIC OF BUSTAMANTE, LINARES, SANTIAGO, GENERAL TERÁN, AND GENERAL ZARAGOZA. EACH OF THESE HIDDEN GEMS HAS BEEN BESTOWED WITH THE PRESTIGIOUS TITLE OF "PUEBLO MÁGICO," A DESIGNATION THAT ELEVATES THEM INTO A LEAGUE OF THEIR OWN. BUT WHAT EXACTLY IS A PUEBLO MÁGICO? LET'S START BY UNRAVELING THIS MYSTICAL CONCEPT.



WHAT IS A 'PUEBLO MÁGICO'?

The term "Pueblo Mágico" translates to "Magical Town" in English, and it is a prestigious designation awarded by the Mexican government to towns that possess a unique blend of cultural, historical, and natural treasures. These towns are recognized for their ability to transport visitors to a different realm, where history, tradition, and enchantment converge. Being named a Pueblo Mágico is like receiving a golden ticket to explore Mexico's most bewitching destinations.

"Where history, tradition, and enchantment converge."

Now, let's dive into the magic of Nuevo Leon's Pueblos Mágicos:

1. BUSTAMANTE: A LIMESTONE WONDERLAND



Nestled amidst a surreal landscape of towering limestone formations, Bustamante emerges as a true jewel among Nuevo Leon's Pueblos Mágicos. Here, you can explore the mystical Cueva de Los Murciélagos (Bat Cave), where thousands of bats take flight at sunset, creating a spectacle straight out of a fantasy tale. The Pozas Azules, a series of natural blue pools amidst lush greenery, offers the perfect spot for a refreshing swim. With every step you take, Bustamante unveils its magical allure, immersing you in the wonders of the natural world.

2. LINARES: WHERE HISTORY COMES TO LIFE



Linares, a town steeped in history, is a living testament to the resilience of Mexican culture. Wander through the well-preserved colonial streets, where centuries-old facades and architecture evoke a sense of timelessness. Explore the Museo Hacienda del Muerto, a former hacienda turned museum, and delve into the rich history of the region. Linares is a place where the past seamlessly intertwines with the present, offering a glimpse into the soul of Nuevo Leon.

3. SANTIAGO: AN OASIS IN THE MOUNTAINS



Nestled in the embrace of the Sierra Madre Oriental, Santiago is a haven for nature enthusiasts. As you wind your way through scenic mountain roads, the town emerges like a mirage amidst lush greenery. Sail across the serene waters of Presa de la Boca on a boat ride, framed by towering cliffs. Santiago's town center is a culinary delight, offering a chance to savor authentic Mexican dishes, while its rustic market is a treasure trove of handmade crafts.

4. GENERAL TERÁN AND GENERAL ZARAGOZA: WHERE TRADITION THRIVES



In General Terán, history thrives, and magic abounds. Explore the meticulously preserved Hacienda San Pedro, an 18th-century estate that once belonged to Spanish nobility. Meander through the cobblestone streets of the town center, where colorful facades and traditional architecture transport you to a bygone era.

Just a short drive away, General Zaragoza offers another dose of enchantment. This charming town boasts an iconic bullring and the Hacienda El Águila, which provides a glimpse into the region's rich cultural heritage. Both towns embody the enduring traditions of Nuevo Leon, where history is celebrated, and magic resides in every corner.

Nuevo Leon's Pueblos Mágicos invite you to embark on an adventure filled with enchantment, discovery, and unforgettable experiences.

From the surreal landscapes of Bustamante to the timeless charm of Linares, and from the natural wonders of Santiago to the historical allure of General Terán and General Zaragoza, each town unfolds its unique narrative with a touch of magic.

Whether you're a history buff, a nature lover, or simply seeking an authentic cultural experience, Nuevo Leon's Pueblos Mágicos will captivate your senses and leave you with memories that last a lifetime. Pack your bags and set forth on a journey where magic is not a fantasy but a reality waiting to be explored.

Interview with

Miguel Treviño

MAYOR SAN PEDRO GARZA GARCÍA



What is your vision of the quality of life in San Pedro Garza García and what are the areas in which you consider the greatest progress has been made?

I am convinced that the quality of life in a city is given in the public space. In any place, but even more so in a municipality like San Pedro, there can be many differences between the resources a person may have, but public space belongs to everyone and it is what makes us equal. From the door of your house, you can have a mansion or a modest house, but outside, in what belongs to everyone, you have in public spaces everything you need to live with quality: clean air, spaces to exercise, access to culture and education.

What are the main challenges facing the municipality in terms of improving the quality of life of its residents?

I put the challenge in two parts: the city's infrastructure and culture - the hardware and software - are not oriented towards public space but towards private space.

In your opinion, what are the key factors that contribute to the high quality of life in San Pedro Garza García?

There is a geographical position that lays the groundwork: being at the foot of the mountains, being part of a thriving metropolis like Monterrey, and at the same time having relatively few accesses. But the determining factor has been the demand of its citizens. In San Pedro, there are 130,000 "little majors", very involved in every detail of what happens in their city. That can be a pressure for the mayor, but it is a blessing for the city.

What programs or initiatives have been implemented during your term of office to promote the health and well-being of the citizens of San Pedro Garza García?

We have put a lot of effort into public spaces. Many people recognize the change in our emblematic parks, from being considered gardens that should not be touched, to being spaces full of life, of people exercising, of children outdoors. This has a lot to do with people's quality of life and health.



And in the specific area of health care, we are addressing issues that many would think that the municipality does not have access to, such as the construction of a Health Center that will serve the northwest area of the municipality, where we have the highest concentration of people without access to a health system, public or private.

And we are also supporting those who need home care, a task that has been unfairly given to women. When there is a sick person, an elderly person, or a person with a disability, it is generally the mother, the wife, or the daughter who takes care of them, a task that benefits all of us and that nobody pays them. That is where we are entering with a home respite program in which health professionals and volunteers go and take charge of the person's care so that the caregiver has time for herself and to think about her quality of life.

How has the issue of citizen security been addressed in the municipality and how has this influenced the residents' perception of quality of life?

It is the urban municipality with the best perception of security in the country and has been for five consecutive years according to INEGI. This speaks of a perception that is based on the reality of a municipality that has the best security standards, compared to any other city in the world. This has been achieved by betting on human talent, on the police. In San Pedro, recruitment and training, to the operation and constant training of our police officers have been the key to permanent security. There are no shortcuts in this matter, it is about building an institution brick by brick.

Concerning mobility, what actions have been taken to improve public transportation and encourage the use of more sustainable means of transportation in San Pedro Garza García?

Public transportation is another of those issues that by law does not touch the municipality, but we have to get involved because it affects everyone. Our task has been to expand the alternatives, first with projects that favor active mobility, widening sidewalks, building walkways, and ensuring safe infrastructure for cyclists. And secondly, working on transportation alternatives such as school and business transportation, which are mixed alternatives that can help us reduce the saturation of roads and public transportation lines.

What strategies are being implemented to preserve and improve green spaces and recreational areas in the municipality?

We completely renovated many of our emblematic spaces, such as Manuel J. Clouthier Park, Mississippi Park, Bosques del Valle Park, and Calzadas del Valle and San Pedro, in addition to the brand-new El Capitan Park. We are now working on two districts that we call Centro Valle and Casco San Pedro, to rescue urbanistically two sectors that were deteriorating rapidly. Between all these projects we have planted around 3,000 trees per year.

To make them sustainable, we created the San Pedro Parques organization, the first of its kind in Mexico, which is in charge not only of their maintenance but also of their financial viability and their cultural and sports activation, looking at our public spaces in a much more integral way.

What measures have been taken to promote cultural and artistic development in San Pedro Garza García and how does this contribute to the quality of life of its inhabitants?

Under this same idea that culture should be accessible to everyone because it is an intangible good to which we all have a right, we have turned our public spaces into the ideal place to enjoy cultural activities. So you can attend a concert in Bosques del Valle Park, an astronomical evening in El Capitan Park, or a Parque Cinema event in Clouthier Park.



What is your approach to ensuring accessibility and inclusion in the municipality, especially for people with disabilities or special needs?

All of our spaces are built with the principles of universal accessibility, every sidewalk and park is accessible for people with wheelchairs, mobility, or reduced vision.

We are also building a 100% inclusive park that will be the first of its kind in Nuevo Leon and probably in Mexico, with the ability to integrate people with any type of disability.

How have you worked in collaboration with civil society and the private sector to improve the quality of life in San Pedro Garza García?

Companies have participated in the renovation of our spaces, even donating part of the furniture. All the playground equipment in our parks has been donated by important companies in our community. And they are first-world playground equipment, with a beautiful design that really challenges the children to be physically active.

And on the citizens' side, they have been an important part of the activation of our spaces, with initiatives that range from practicing yoga in the park to organizing cultural activities, all done by the citizens and for the citizens, which is the best thing that can happen to us because it implies that the citizen feels ownership and feels responsible for his public space.

FROM HYBRID WORKING TO WORKING FLUIDLY: WORK FROM ANYWHERE

BY HAWORTH, INC.

IT'S NOT JUST THE HOME OR OFFICE—IT'S AN INTEGRATED ECOSYSTEM

Over the last few years, workplaces have transformed significantly. Before the pandemic, few workers had the option to regularly work from home—but that changed overnight. As we've settled into today's patterns of living and working, much more of the workforce has become a part of a hybrid work ecosystem that balances the office, home, and third places.

We've been studying this seismic shift in the workplace. We've discovered that the office is more dynamic, experiential, and valuable than ever in an ecosystem where more people can work in a multitude of spaces.

THE EVOLUTION OF THE OFFICE

As people move among workspaces, the office has become more important as a place of social context. It's now a hub—where organizational culture is built, where we connect face-to-face, and where collaboration takes place. Interactions with colleagues make us happier and more engaged at work—and the office is best suited for groups focused on creativity and client-facing activities.

The office has evolved quickly. Spaces have been redesigned to better fit organizational cultures. Designers have



emphasized community and ancillary spaces to support interaction while people are in the office. They've also built in flexibility so organizations can use their space in a variety of ways.

ADVANTAGES OF HOME AND THIRD PLACES

In many organizations, people can be more productive at home for focus work and reading, as well as virtual meetings and scheduled calls. Not having a commute also gives workers more time for work-life balance.

Third places—like a coffeeshop or coworking space—are ideal for activities such as informal chats, socializing, and even focus work. They also provide places to work while traveling, so productivity doesn't lag while employees are on the road.

PEOPLE WANT FLEXIBILITY THAT INCLUDES OFFICE TIME

While people value being able to work at home and third places, they still want time in the office. People want



options to work outside the home and third places because they struggle with finding the right work-life balance, integrating physical activity into their day, and connecting to their organization and colleagues.

There's great value in remote work, but the office remains the epicenter of what makes work happen and helps people perform their best.

BENEFITTING FROM A FLEXIBLE WORK ENVIRONMENT

It's vital to find a balance between personal interaction and collaboration—both virtually and physically. Organizations that recognize this embrace the Work from Anywhere ecosystem to support the well-being of their teams. Plus, that ecosystem supports talent attraction and retention strategy because it offers improved work-life balance through flexible schedules.

WHERE DOES THE BEST WORK HAPPEN?

What We Know about How Work Happens Work is happening from an integrated ecosystem with three physical locations: office, home, and third places. Based on our research, Haworth understands what activities can and should happen in each of these locations, with the office as the hub for connection and collaboration. Most employees have shown they can fulfill the majority of their responsibilities without incurring the costs of commuting to the workplace. And most organizations struggle to explain the value of coming together with coworkers in a

well-designed space. When given the choice, people are drawn to places that make them feel comfortable and productive. Therefore the “office” is increasingly becoming a place of social context—more collaborative than ever and a place to bond. After all, interaction with colleagues makes us happier and more engaged at work. These activities are just as critical to the creative process as high-focus work—and significant for innovation to occur.

As business leaders contemplate how to best accommodate a hybrid work model, they are actively planning spaces that support both remote and in-person tasks and workstyles.

ORGANIC WORKSPACE

To support the Work from Anywhere ecosystem, the workplace floorplate needs to respond—creating environments that provide connection and adapt for occupancy levels. Organic Workspace is Haworth's perspective and process for understanding the work environment and how people use it. We start by looking at the entire ecosystem—where interaction and collaboration take place—right down to the individual workpoint—whether in the office, home, or a third place. Then we help our customers create solutions that ensure people perform their best and organizational culture is supported, while leveraging existing products and enabling reconfiguration with ease and reduced cost.

FINDING THE RIGHT BALANCE

The office continues to evolve to keep pace with the experience and expectations of what it means to go to work. Ultimately, we expect work to change for the better. Not every job requires a daily presence in the office. With an emphasis on the office as a hub for innovation, real estate utilization has shifted. Space is optimized for activities that foster collaboration and creativity to drive innovation. Digital technology is leveraged to support a Work from Anywhere ecosystem. The epicenter of what makes work happen is the office, designed to help people perform their best. Supporting the evolution of your workplace is an ongoing process. Starting with the office, we will partner with you to explore the right balance for your ecosystem. We can provide flexible solutions to accommodate a continuous flow of work in multiple environments, allowing people to be effective and real estate to be efficient.

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THE OFFICE

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