

# INVEST MONTERREY MAG



**FIVE YEARS OF  
STRATEGIC MILESTONES:  
CELEBRATING INVEST  
MONTERREY'S JOURNEY**  
PG.70

**WHY NEARSHORING IS  
MAKING MEXICO—AND  
ESPECIALLY MONTERREY—  
THE STRATEGIC HUB OF  
THE AMERICAS**  
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**N°05**

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# MONTERREY

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**M**onterrey 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, willpower, and sheer determination of its population. It takes one look at our history to confirm that

there's nothing comparable to a regio'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, the land of possibilities.

## INVEST MONTERREY MAG FIFTH VOLUME, 2025

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Monterrey, Nuevo Leon, Mexico

# MESSAGE FROM ANDRÉS OCHOA-BÜNSOW



**Andrés Ochoa-Bünsow**

Dear readers,

Welcome to the latest edition of Invest Monterrey Mag, 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 blue ink, appearing to read 'Andrés Ochoa-Bünsow', written in a cursive style.



# A NEW CHAPTER FOR NUEVO LEON'S ECONOMY



## THE PILLARS OF HER STRATEGY

The 2025 Economic Strategy, recently launched, is not limited to attracting foreign capital. It seeks to balance regional development through six interconnected pillars that together trace a path toward a more competitive and fairer Nuevo Leon.

- **Investment with territorial vision.**  
For the first time in decades, growth is intentionally directed beyond the metropolitan area. Tax incentives and logistical advantages aim to ensure prosperity reaches every corner of the state.
- **Local supply chains and internal market.**  
A strong industrial fabric depends on robust local companies. Programs encourage large corporations to purchase goods and services from Nuevo Leon suppliers, fostering more integrated value chains.
- **Boosting SMEs.**  
Eight out of ten businesses in the state are micro or small enterprises. Supporting them is not symbolic—it is a strategic cornerstone to sustain formal employment and open doors for new entrepreneurs.
- **Inclusion as a driving force.**  
The creation of the “Women Entrepreneur Desk” reflects a conviction: economic development must have a human face and create space for those historically left behind.
- **Talent and workforce development.**  
In a world of rapid industrial transformation, preparing the workforce is essential. The strategy includes labor reconversion, scholarships, and training programs in collaboration with academia and the private sector.
- **Simplification and financing.**  
With digital platforms, state-backed credit guarantees, and greater access to fairs and markets, the business ecosystem is finding clearer, more agile conditions to grow.

The economic course of a state is never defined in a single day, yet there are moments that mark a clear before and after. The appointment of **Betsabé Rocha Nieto** as Secretary of Economy of Nuevo Leon is one of those moments: the beginning of a new chapter in the construction of a more inclusive, decentralized, and forward-looking model of development. At a time when competitiveness is measured not only by investment figures but also by the

capacity to create equitable and sustainable opportunities, Rocha’s vision opens the door to a renewed horizon for the state. Her proposal does not start from scratch; rather, it builds on Nuevo León’s industrial strength and projects it into the future through strategies designed to expand prosperity beyond the metropolitan area, strengthen local businesses, and shape the talent that will sustain tomorrow’s economy.



## A SHARED HORIZON

The true value of a strategy is not measured solely in decrees or programs but in the way it transforms everyday life. Rocha’s vision aims for Nuevo León’s economic success to translate into dignified jobs, opportunities for MiPymes, empowered women entrepreneurs, and young people who see a promising future in their own land.

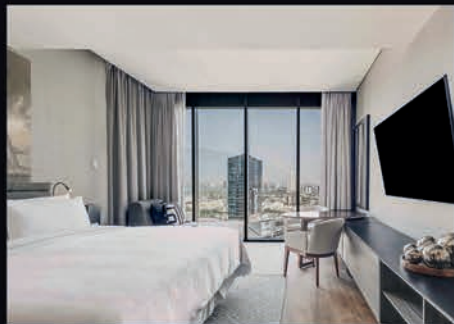
In this new cycle, Nuevo Leon is not only attracting investment—it is sowing development. And along this path, the leadership of the Secretary of Economy represents more than an appointment; it is an invitation to build together a stronger, more balanced, and more human state.

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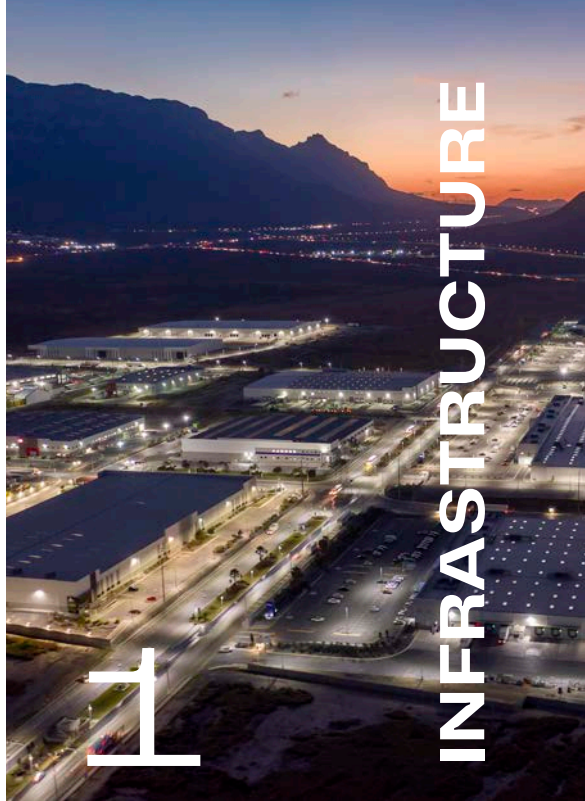


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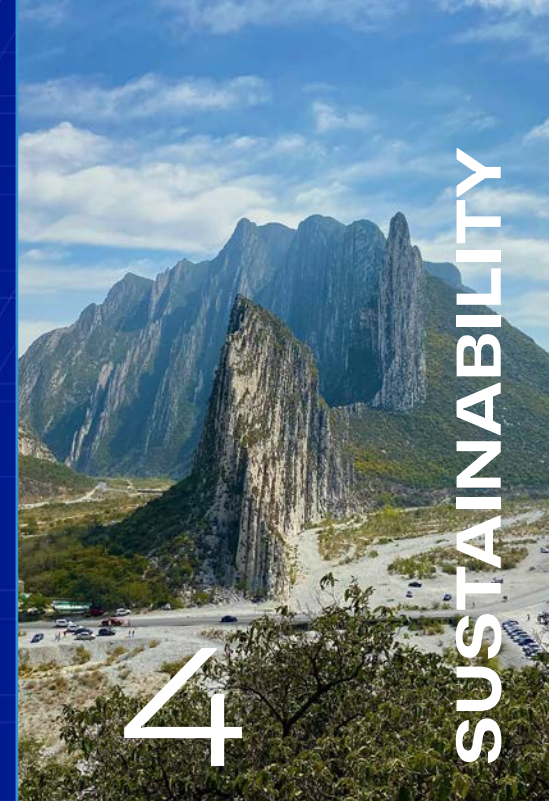
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# INFRASTRUCTURE

# INDUSTRIAL PARKS OF THE FUTURE: HOW MONTERREY ATTRACTS COMPANIES LOOKING TO EXPAND IN MEXICO

BY: **CPA**

Monterrey isn't just an industrial powerhouse—it's a dynamic launchpad for the future of manufacturing and logistics in Mexico. With deep experience in industrial real estate, Corporate Properties of the Americas (CPA) has positioned itself at the vanguard of this transformation, leveraging more than 25 years of expertise across Mexico's key business hubs. But what's driving Monterrey's appeal now, and how is the city shaping the industrial parks of tomorrow?

## A CATALYST FOR FOREIGN INVESTMENT

Nuevo Leon, home to Monterrey, has attracted over **US \$69 billion in FDI**—largely funneled into advanced manufacturing and logistics infrastructure across some 250 industrial parks. The region pulls in **40 % of Mexico's industrial absorption since 2020**, with nearshoring driving massive space demand.

Between 2021 and 2024, Monterrey itself secured **22 % of all nearshoring investment in Mexico**, drawing electronics, automotive, toys, and consumer goods companies. Renowned brands like Lego, Volvo, and Bosch, have all committed to operations in the city—Volvo alone is investing US \$1 billion in a truck plant on the outskirts of Monterrey, slated to begin production in 2026.

## STRATEGIC LOCATION & INFRASTRUCTURE EDGE

Monterrey's logistical assets are a core advantage. It boasts:

- Efficient multimodal connectivity via highways, rail, and airports throughout Nuevo Leon.
- New cross-border infrastructure like the La Gloria–Colombia road, boosting trade routes to Texas.
- Development in mass transit—including the proposed suburban train linking the airport with industrial municipalities like Apodaca and García.

This integrated transport network minimizes delays and optimizes supply chains—crucial for corporations shifting operations closer to North America.

## TAILORED INDUSTRIAL ENVIRONMENTS

CPA's robust footprint in Monterrey—most notably its **Apodaca and Ciénega de Flores parks**—offers customizable spaces combining ready-to-occupy facilities with build-to-suit options. These modern parks feature:

- Flexible warehouse, distribution, and light vAdvanced utilities, sustainability-focused energy solutions, and logistics-ready layouts.
- A client-centric development process, including virtual tours and personalized support throughout each stage of the project to ensure a seamless and responsive customer experience.

This agility appeals strongly to nearshoring companies requiring quick market entry with minimal friction.

## TALENT & INNOVATION ECOSYSTEM

Monterrey's booming industrial parks thrive due to the region's exceptional human capital and innovation capacity:

- Producing ~5,800 engineers and 11,000 technicians annually.
- Governed by leading universities like Tecnológico de Monterrey and UANL, which fuel partnerships with industry.
- Home to the PIIT technology park in Apodaca—a 70 ha innovation cluster dedicated to R&D in aeronautics, biotech, mechatronics, and ICT.

This synergy of academia, skilled workforce, and specialized infrastructure makes Monterrey a compelling destination for companies pursuing advanced manufacturing.

## THRIVING AMID GLOBAL SHIFTS

Monterrey's industrial corridor has demonstrated resilience in the face of evolving international trade dynamics. Despite periods of uncertainty in global economic policy, the region continues to attract investment, driven by its cost competitiveness and strong integration with North American supply chains.

In addition, Monterrey has become an important destination for international manufacturers, including companies from Asia. Most institutional industrial real

estate developers have welcomed several firms leveraging Mexico's trade agreements—such as the USMCA—to access key export markets efficiently, even as global trade conditions remain complex.

## LOOKING AHEAD: SMART SUSTAINABLE GROWTH

The future of industrial parks in Monterrey is being shaped by a strong commitment to innovation, sustainability, and infrastructure modernization.

Initiatives like the proposed commuter rail system are expected to improve labor mobility and strengthen access between key industrial zones and the metropolitan area. At the same time, developers—CPA among them—are focusing on ESG-oriented designs that incorporate renewable energy sources, efficient water systems, and green building practices.

With industrial park investments projected to approach US \$6 billion nationally by 2025, Monterrey is well-positioned to capture a significant portion of this momentum. Established manufacturing leaders across the automotive, home appliances, and steel sectors continue to reinvest in the region, reinforcing its role as a preferred location for both production and logistics operations in northern Mexico.

**Monterrey's logistical assets are a core advantage**





## MONTERREY'S ROLE IN CPA'S STRATEGIC VISION

As CPA continues to evolve its industrial offerings, this is what's on the horizon:

### 1. Attracting global clients:

Leveraging Monterrey's success, CPA's parks are ideal for FDI in automotive, electronics, aerospace, and logistics.

### 2. Upgrading digital infrastructure:

From smart utilities to data networks, CPA integrates Industry 4.0 capabilities.

### 3. Sustainability-first designs:

Future developments will incorporate environmentally conscious features, efficient resource management, and certifications aligned with international green building standards.

### 4. Integrated ecosystems:

Parks are transforming from industrial zones to mixed-driver hubs—melding warehousing, R&D, training, and even urban amenities.

## WHY MONTERREY MEANS BUSINESS

Monterrey's industrial parks represent the next generation of manufacturing destinations due to:

- **Proximity** to the U.S. border, integrated logistics, and growing mobility infrastructure.
- **Competitive cost structure**, with average wages in Nuevo Leon (~US \$33/day) far lower than Texas (~US \$292/day).
- **Robust talent pipelines**, supported by top-tier technical and university graduates.
- **Government and institutional support**, from airport railways to investment incentives, mass transit, and education partnerships.
- **Global manufacturer confidence**, reflected in major investments like Volvo's billion-dollar plant, continues to strengthen the region's reputation as a strategic hub for industrial growth—especially within CPA's development zones.

## IN CONCLUSION

In a shifting global landscape—defined by nearshoring, supply chain fragmentation, and ESG demands—Monterrey shines as a model industrial hub. Thanks to smart infrastructure, skilled talent, cross-border connectivity, and tailored real estate solutions from CPA and others, it's rapidly becoming the future focal point for companies expanding into Mexico—and beyond.

**CPA stands ready at the forefront, offering the industrial parks of tomorrow: sustainable, tech-enabled, and engineered for growth.** For companies aiming to expand in Latin America, Monterrey is more than a location—it's a strategic advantage.



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# REDEFINING THE INDUSTRIAL PATH: MONTERREY'S MODEL FOR THE NEW GLOBAL ECONOMY

BY:  **FINSA**

In an era marked by global economic uncertainty—trade tensions, inflation, and fragmented supply chains—nearshoring and sustainable industrial infrastructure have emerged as Mexico's key strategy for resilience. This transformation is most evident in Monterrey, Nuevo Leon, where **FINSA**, Latin America's leading industrial park developer, is redefining the manufacturing landscape to attract global companies.

## STRATEGIC INFRASTRUCTURE AMID UNCERTAINTY

As geopolitical tensions impact global trade routes, foreign direct investment (FDI) in Mexico has gone through periods of caution. For example, tariffs imposed by the U.S. in 2024 led several companies to temporarily pause their expansion plans in Mexican industrial parks. However, FINSA's CEO, **Sergio Argüelles**, clarified that this is merely a "pause, not a cancellation," and recovery is expected by mid 2025. In fact, 70% of companies already operating in Mexico plan to increase their production this year, showing consistent confidence in the market.

Rather than slowing down, FINSA is forging ahead. In July 2024, the company began developing its fifth industrial park in Nuevo Leon: **FINSA Monterrey Apodaca II**, located on a strategically positioned 79-hectare site. This project will offer cutting-edge, environmentally focused infrastructure, with space for up to 20 companies and the potential to generate approximately **35,000 direct and indirect jobs**.

## MONTERREY: A SUSTAINED COMPETITIVE ADVANTAGE

What sets Monterrey apart is not just the scale of its industrial development, but the quality and connectivity it offers. With 149 industrial parks distributed across Apodaca, Santa Catarina, and other areas, the region recorded over 2 million m<sup>2</sup> of leased space in 2023—and demand continues to rise.

**Monterrey's industrial momentum isn't just anecdotal—it's backed by data.**

Nuevo Leon ranked first in FINSA's Industrial Development Index (IDI) in both 2023 and 2024, securing its leadership for a second consecutive year. This recognition highlights the state's continued strength in key industrial indicators such as infrastructure, construction capacity, manufacturing GDP, export volume, and foreign direct investment attraction.



## KEY FACTORS REINFORCING MONTERREY'S STRATEGIC POSITION INCLUDE:

- Proximity to the U.S.:**  
 Located just 200 km from the U.S. border, Monterrey enables overland deliveries in 2 to 5 days—far faster than the 30 to 45 days required for ocean freight.
- Competitive operating costs:**  
 Skilled labor costs range from \$8 to \$12 USD per hour—about one-third of U.S. rates—with lower energy and logistics expenses as well.
- Talent and industrial ecosystem:**  
 The city hosts renowned research centers (PIIT), universities such as Tecnológico de Monterrey and UANL, and a business environment focused on Industry 4.0, additive manufacturing, artificial intelligence, and more.



### SUSTAINABLE DESIGN AND SCALABLE GROWTH

FINSA Monterrey Apodaca II represents the new generation of eco-efficient industrial facilities. Features include a water treatment and reuse plant, solar-powered common areas, and a dedicated 20 MVA electrical substation.

This sustainable approach aligns with global ESG trends and the growing demand from multinational companies for greener supply chains. FINSA now boasts **48 years of experience, 28 industrial parks, 14 million square meters developed, and 3.7 million square meters under management.** Furthermore, **17% of all LEED-certified industrial buildings in Mexico** are part of FINSA's portfolio.

### SEIZING THE NEARSHORING MOMENT

The post-pandemic reconfiguration of supply chains and ongoing geopolitical conflicts have led many companies to seek proximity and stability. Monterrey has emerged as a key hub for nearshoring: industrial space leasing grew by nearly 70% between 2019 and 2023, with Nuevo Leon accounting for 76% of that growth.

### TOWARD THE INDUSTRIAL MODEL OF THE FUTURE

Looking ahead, industrial cities like Monterrey must continue investing in electrical grid improvements, logistics corridors, specialized technical training, and streamlined permitting processes.

FINSA actively collaborates with governments and universities to design parks tailored to high-value industries. A prime example is the **ZF campus** located in FINSA Guadalupe, which specializes in autonomous and electric vehicle technologies.

### TOWARD THE INDUSTRIAL MODEL OF THE FUTURE

Global economic uncertainty remains, but it also opens new opportunities. Monterrey—driven by developers like FINSA—continues to bet on modern infrastructure, sustainability, and a skilled workforce.

At this pivotal moment of global transformation, **strategic investment isn't optional—it's essential to leading Mexico's industrial future.**



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# SEAMLESS RELOCATION: HOW MONTERREY EMPOWERS GLOBAL EXPANSION THROUGH INDUSTRIAL REAL ESTATE



In response to evolving global supply chain trends, companies are prioritizing the relocation of their operations closer to North America. As a result, Mexico has emerged as a strategic hub for business expansion, with Monterrey leading as the industrial capital of the country. This dynamic city is increasingly recognized as a prime destination for manufacturers, logistics providers, and high-tech companies seeking seamless relocation and long-term growth.

Over the past four years, Monterrey has experienced a significant increase in demand for industrial space, leading to the development of new inventory and a sustained wave of construction activity. In turn, this momentum has positioned the city as one of the most dynamic and competitive industrial real estate markets in Mexico.

## WHY COMPANIES ARE OPTING FOR MONTERREY

Monterrey's economic and cultural identity has long been defined by its role as both a manufacturing hub and a center for entrepreneurship. The city hosts a strong presence of international companies and is also home to many of Mexico's leading corporations. This foundation of domestic industry plays a stabilizing role during economic downturns, as production often shifts to meet internal demand when external markets contract, reinforcing Monterrey's reputation for financial resilience and economic stability.

In addition, the city offers a highly integrated industrial real estate ecosystem, making it a reliable and attractive market for companies and investors, even amid less favorable global cycles.

Moreover, the city's industrial parks are among the most sophisticated in Mexico, featuring Class A speculative and build-to-suit facilities tailored to diverse business needs. These initiatives are driven not only by institutional capital such as Real Estate Investment Trusts (REITs) and CKDs (Mexican investment instruments backed by pension funds), but also by proactive family-owned groups that are increasingly investing in the region's industrial real estate market.

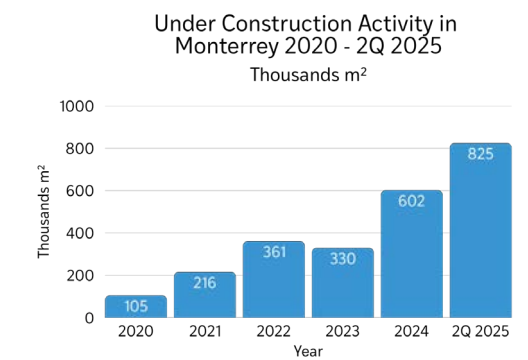
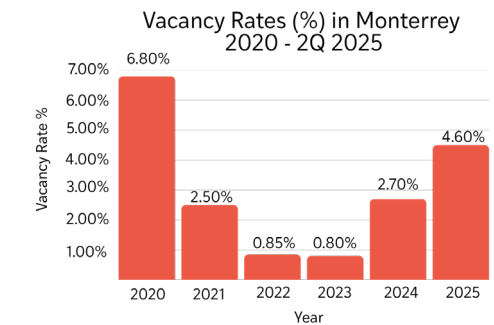
As a result of this strategic positioning, Monterrey has experienced record-breaking demand, reflected by low vacancy rates over the last years, high absorption levels, and a sustained increase in construction activity.

## MARKET INDICATORS SUPPORTING MONTERREY'S INDUSTRIAL DEMAND

Historically, Monterrey's industrial market has maintained a stable annual gross absorption, ranging from 557,000 and 743,000 m<sup>2</sup>. However, over the past four years, the total occupied space has more than doubled, reaching 1.6 million m<sup>2</sup> in 2022, driven by both new investments and the expansion of existing operations.

By the end of the first half of the year, total leased space reached approximately 500,000 m<sup>2</sup>, further enhancing Monterrey's position as a robust industrial hub. Total market availability has reached 1.7 million m<sup>2</sup>, including 834,000 m<sup>2</sup> currently available for lease, 825,000 m<sup>2</sup> under construction, and additional sublease options.

This sustained level of construction activity reflects continued investor confidence and a proactive response to persistent demand from companies operating in the city. Between 2021 and 2024, available space was rapidly leased, with vacancy rates averaging a remarkably low 1.70%, a clear indicator of market competitiveness. At the end of 2Q 2025, the vacancy rate increased to a still-healthy 4.6%, signaling a gradual rebalancing of supply and demand.



## SECTOR TRENDS AND GLOBAL PLAYERS

During the first half of 2025, the manufacturing sector continued to lead market activity, accounting for 69% of completed transactions. Logistics and e-commerce followed, representing 24% of total activity. In terms of company origin, Sweden held the largest share at 43%, mainly due to Volvo's recent investment, followed by Mexico (18%), the U.S. (15%), and Italy (6%).



## Real Estate Solutions to Support Strategic Expansion – By Citius AG

In a fast-moving industrial market like Monterrey, partnering with an experienced advisor who understands the local market's complexities is essential. With ongoing demand from global manufacturers, logistics providers, and high-growth sectors, companies require more than just a space – they need tailored, end-to-end solutions that accelerate entry, mitigate risk, and support enduring success.

Expanding into Monterrey is not just about leasing a building – it's about building a lasting future. At Citius AG, we've supported companies of all sizes and nationalities in establishing a strong and sustainable presence in Mexico. In addition to strategic site selection, we support our clients in integrating into the local business ecosystem, enabling faster development, stronger positioning, and more effective collaboration with regional suppliers and partners.

Our advisory services span the full real estate cycle, including lease and transaction strategies, construction advisory, corporate services, and capital markets consulting. We also specialize in sale-leaseback structures, which help clients optimize capital allocation while maintaining operational flexibility.

Everything we offer is focused on minimizing risks and maximizing opportunities, enabling companies entering the country to move forward with confidence and achieve long-lasting impact, particularly in a thriving and globally connected market like Monterrey.

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# THE NEW FACE OF INDUSTRIAL REAL ESTATE DEVELOPMENT: WHY GLOBAL COMPANIES ARE TURNING TO MONTERREY

BY: **VYNMSA**  
BUILDING GROWTH TOGETHER

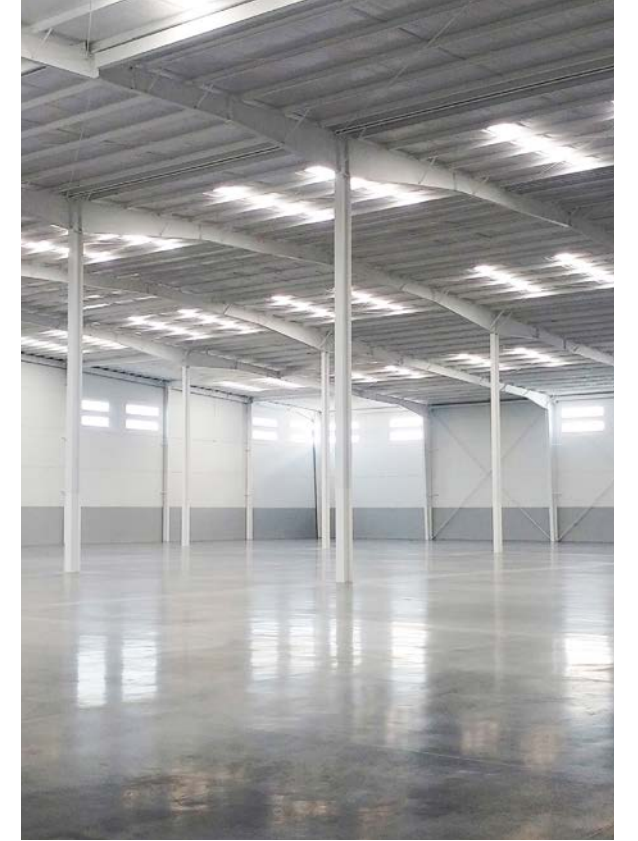
In the last ten years, Monterrey has quietly become one of the most strategic locations for industrial growth in North America. What started as a regional manufacturing hub has evolved into a magnet for global companies. What's behind this shift? A combination of smart infrastructure, talent, and a new kind of industrial developer that's changing the rules of the game.

One such developer is VYNMSA—a Monterrey-based company that's been reimagining what industrial real estate can look like. Their focus? Class A buildings that aren't just about space—they're about speed, sustainability, and scale.

## MONTERREY: MEXICO'S GATEWAY TO THE NORTH

If location still matters (and it absolutely does), Monterrey checks all the boxes. Just a few hours south of the U.S. border, the city connects effortlessly to major highways, rail lines, airports, and border crossings. Add in the advantages of the USMCA trade agreement, and you've got a powerful logistics setup for any business looking to serve the North American market.

But it's not just infrastructure that draws companies here. Monterrey has something equally valuable: people. With a highly skilled workforce—many trained at top institutions like Tecnológico de Monterrey—and lower operational costs compared to U.S. cities, Monterrey is a win-win for industries like automotive, electronics, aerospace, and especially tech-focused manufacturing tied to nearshoring.



## MORE THAN JUST BUILDINGS: A SMARTER INDUSTRIAL MODEL

Today's companies aren't just looking for a place to park machinery. They want spaces that grow with them—tech-ready, efficient, and aligned with their long-term goals. That's exactly where VYNMSA stands out.

With over 25 years of experience and 3 million square meters developed across Mexico, VYNMSA specializes in both speculative and build-to-suit (BTS) facilities that meet the highest international standards. Their parks are designed for Industry 4.0, offering fast internet, green technologies, and round-the-clock security—everything a modern logistics or manufacturing operation needs to hit the ground running.

## WHEN TIME IS MONEY: SPEED AS A COMPETITIVE EDGE

For companies relocating or expanding in response to global supply chain disruptions, timing is critical. That's why VYNMSA emphasizes fast-track development. Their sites are pre-permitted, strategically located, and built with efficiency in mind.

A recent example? A major electronics brand leased over 500,000 square feet in one of VYNMSA's Monterrey parks. From signing to fully operational in just six months—a feat made possible by tight coordination with local authorities and expert project management. That kind of execution isn't just impressive—it's business-critical.



**Monterrey has something equally valuable: people.**

### MONTERREY: RIDING THE NEARSHORING WAVE

There's no denying it: nearshoring is reshaping the global industrial map, and Monterrey is right at the center of it. Companies are moving closer to the U.S. to reduce risks, cut transportation times, and bring operations under tighter control—without losing cost advantages.

VYNMSA has been ready for this shift. Their BTS projects are already accommodating companies from North America, Europe, and Asia, all looking for modern, scalable facilities that can adapt to changing demands. And demand is growing fast—especially for Class A space that's built to international specs.

### SUPPORT THAT MAKES A DIFFERENCE

One of Monterrey's biggest advantages? It doesn't leave investors on their own. Organizations like Invest Monterrey actively help companies set up shop—from legal processes and site selection to hiring and community integration.

VYNMSA works closely with these public and private partners to ensure each project aligns with broader economic goals. It's a win-win: businesses get the support they need, and Monterrey continues to grow as a world-class industrial destination.

### WHAT'S COMING NEXT

The future of industrial development in Monterrey isn't just about growth—it's about smarter, more sustainable growth. Here's a look at what's already happening across the region:

Green, Net-Zero Parks: With energy-efficient designs and renewable power.

- AI-Driven Operations: Smarter buildings with predictive maintenance and real-time data.
- Multimodal Hubs: Integrated access to highways, rail, and air cargo routes.
- People-First Design: Facilities with wellness spaces, commuter access, and upskilling programs for workers.

These aren't trends on paper—they're becoming standard in VYNMSA's developments and across Monterrey's industrial ecosystem.

### FINAL THOUGHTS: WHY MONTERREY? WHY NOW?

Monterrey is showing the world what the next chapter of industrial real estate looks like. It's where infrastructure meets innovation, where global companies find not just space, but a long-term strategy.

And behind the scenes, companies like VYNMSA are making it all possible—building more than just warehouses, but platforms for real growth.

Whether you're entering Mexico for the first time, reshoring operations, or expanding your footprint, Monterrey offers something unique: speed, talent, cost-efficiency, and world-class support.

And that's what makes it the smart choice for the future.

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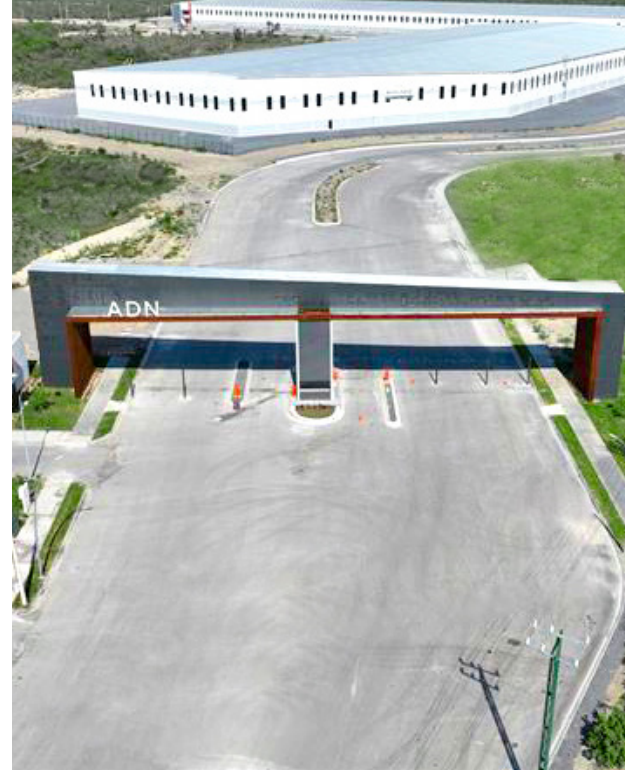
# RELOCATING WITH CLEAR DIRECTION AND STRATEGIC SUPPORT: MONTERREY'S FORMULA FOR INDUSTRIAL GROWTH

BY: **terra regia**

**W**hen a company decides to grow, it needs more than just space. It needs certainty, connectivity, and partners that enable smooth progress. In this regard, Monterrey has become one of the most reliable and strategic destinations for companies seeking to consolidate their presence in North America. Supporting this transformation, developers like Terra Regia have played a fundamental role by offering industrial land in key locations with world-class infrastructure.

Located just 200 km from Laredo and McAllen, Texas—two of the four border crossings with the highest volume of trade—Monterrey connects directly to one of the most important markets in the world. This proximity not only facilitates exports but also significantly reduces logistics costs and transit times. Beyond geography, what sets this city apart is its robust industrial ecosystem, with modern infrastructure, reliable services, and a dynamic business environment.

Companies arriving in Monterrey find a city ready to operate. The network of highways, railway routes, and specialized airports offer efficient mobility options, while the supply of electricity, water, and telecommunications enables large-scale projects to start without



delays. Additionally, there is a strong focus on technical and professional training, with universities and institutes actively collaborating with industry to prepare specialized talent.

This environment has not arisen by chance. The nearshoring phenomenon has put Mexico on the radar of major industrial decisions, and Monterrey has responded with vision. Thanks to collaboration across different levels of government, fiscal incentives, financial support programs, and workforce training schemes have been activated to facilitate new investments. Today, more than 76% of nearshoring-related investments in Mexico are concentrated in Nuevo Leon.

This sustained growth would not be possible without developers capable of adapting to the pace of the industry. One of the key players in this process has been Terra Regia, a company with more than two decades of experience in industrial land development. Their approach has been clear: offering strategically located industrial macrolots, well-connected and equipped with the necessary infrastructure to start operations quickly and efficiently.

Terra Regia has contributed to strengthening two industrial zones that now concentrate much of the dynamism of northern Mexico: the Northern Industrial District and the Eastern Industrial District. In the northern zone, their developments—Industrial ADN and Industrial Salinas—comprise more than 325 hectares (803 acres) of industrial land. They are surrounded by global companies and distribution centers such as The Home Depot and Walmart, and have immediate access to strategic routes like the Monterrey–Laredo highway and Monterrey International Airport, making them highly efficient logistics hubs.

In the eastern zone, Terra Regia participates in one of the region's most promising developments. With more than 5,400 hectares (13,342 acres), the Eastern Industrial District, which includes projects like Global Park and Terrasol, connects directly with railways such as Ferromex and Canadian Pacific Kansas City, becoming an ideal platform for national and international distribution. This railway connectivity, uncommon in other industrial hubs in the country, represents a significant advantage for companies requiring multimodal routes and extensive operational control.

Beyond location, what truly defines the value of these developments is the urbanization process we carry out on each industrial land plot. Urbanizing means ensuring the availability of essential services such as electricity, wide roads, water, and logistics access, as well as managing the necessary permits so everything is ready to operate. By handling these aspects, our clients save time and energy, allowing them to focus on what really matters: growing and consolidating their operations. This vision has enabled companies from various sectors to find not only space but a solid operational base to confidently scale their operations.

Industrial expansion involves complex decisions. But when there is a reliable environment, clear policies, and developers with experience, vision, and support throughout the entire process, that path becomes clearer and more secure. Monterrey offers this combination: a region with talent, infrastructure, location, and land ready to build the future.



**Today, more than 76% of nearshoring-related investments in Mexico are concentrated in Nuevo Leon.**

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We create cities

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Projects: Global Park / Terrasol

---

- ➔ North Industrial District      +325 ha / +803 ac  
Projects: Terra Regia Industrial ADN / Salinas

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# Nuevo Leon Travelers Guide 2025



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## AN IN-DEPTH TRAVEL GUIDE TO HELP YOU NAVIGATE THE CITY.

Discover everything you need to know about the city: explore iconic landmarks, hidden gems, the best places to stay, must-visit spots, delicious local cuisine, exciting events, and so much more!

# HUINALA INDUSTRIAL PARK

BUILDING 01: **12,068 m<sup>2</sup>**

**INDUSTRIAL BUILDING AVAILABLE**

BUILDING 02: **6,344 m<sup>2</sup>**

**4Q 2025**



# AEROPUERTO INDUSTRIAL PARK

BUILDING 01: **13,891 m<sup>2</sup>**

BUILDING 02: **13,891 m<sup>2</sup>**

BUILDING 03: **10,087 m<sup>2</sup>**

BUILDING 04: **12,843 m<sup>2</sup>**





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NEARSHORING IN NORTH AMERICA: WHY MEXICO HAS BECOME THE EPICENTER

# NEARSHORING

# WHY NEARSHORING IS MAKING MEXICO—AND ESPECIALLY MONTERREY—THE STRATEGIC HUB OF THE AMERICAS

BY: *Colliers*

The COVID-19 pandemic redefined the way of doing business around the world. Global supply chain interruptions, rising labor costs in Asia, geopolitical tensions, and a growing demand for just-in-time delivery have forced companies to rethink the location of their operations. In this context, nearshoring has emerged as a strategic solution—and Mexico, particularly the industrial powerhouse of Monterrey, has taken center stage.

## WHAT IS NEARSHORING?

Nearshoring refers to relocating business operations—especially manufacturing and services—from distant countries to those geographically closer to the end market. For North American companies, this means moving operations from Asia (notably China) to Mexico, to benefit from proximity, cost efficiency, and reliable logistics.

## WHY MEXICO? PROXIMITY, TRADE, AND WORKFORCE

Mexico offers a combination of advantages that are hard to match:

- Proximity to the United States, the world's largest consumer market.
- USMCA trade agreement, ensuring tariff-free access to North American markets.
- Lower labor costs compared to the U.S. and increasingly competitive with Asia.
- A young, skilled, and bilingual workforce, particularly in industrial regions like Monterrey.

According to data from the Mexican Institute for Competitiveness (IMCO) and Deloitte, companies can save up to 40–50% in engineering and technical labor costs without sacrificing quality, thanks to Mexico's strong technical education system and bilingual talent.

## MONTERREY: THE HEART OF MEXICO'S NEARSHORING BOOM

As of 2024, Monterrey leads the country with over 2 million m<sup>2</sup> of industrial space under development, representing 36% of all industrial construction in Mexico. Vacancy rates in corridors like Apodaca and Santa Catarina have dropped below 1.9%, nearing full occupancy. Over 190 new industrial facilities are under construction, with more expected in the coming years.

Notable recent arrivals include Volvo Trucks, Kuka Robotics, Hisense, Quanta Computer, and U.S. giants like Amazon, Mattel, and Caterpillar. These firms are attracted by Monterrey's:

- Strategic location, just 200 km from the U.S. border.
- Robust logistics and industrial infrastructure.
- Strong ecosystem of developers and service providers.

## A WORKFORCE BUILT FOR GLOBAL INDUSTRY

Monterrey's educational ecosystem is central to its industrial strength. The city is home to over 100 institutions of higher learning, including the Tecnológico de Monterrey, ranked #1 in Mexico.

## ACCORDING TO INVEST MONTERREY AND THE SECRETARIAT OF EDUCATION:

**5,800** Engineers graduate annually

**11,000** Technicians join the labor force

**Over 20,000** university graduates enter the market, many bilingual and business-ready



## BUSINESS CULTURE

Monterrey's business environment is marked by:

- Entrepreneurial spirit
- Accountability and discipline
- U.S.-aligned communication and professionalism

### EXPERT GUIDANCE

Organizations such as Invest Monterrey have played a vital role in attracting foreign companies. As a public-private initiative, it coordinates with investors, developers, and government entities to streamline operations setup. Their collaboration with seasoned advisors—such as global real estate services firm *Colliers*—enhances site selection, decision-making, and planning. These partnerships offer critical insights on market trends, location strategy, infrastructure viability, and local incentives, allowing companies to confidently navigate the setup process and maximize their investment outcomes.

One recent success involved a European automotive supplier establishing its first North American facility. The project—managed in partnership with strategic advisors—included site selection, permits, and workforce recruitment, all delivered under tight timelines. Similar results have been achieved for American and Chinese firms expanding in northern Mexico.

### CHALLENGES AND CONSIDERATIONS

Despite the momentum, companies must consider:

- Scaling of utilities: CRE forecasts a 15% energy increase needed in Nuevo Leon by 2027.
- Regulatory processes: Require local expertise for efficiency.
- Strategic partnerships: Essential to avoid costly delays and missteps.

### QUALITY OF LIFE IN MONTERREY

Beyond industrial performance, Monterrey offers a high quality of life. With top hospitals, international schools, vibrant culture, and access to nature, it's one of Latin America's most livable cities according to the *Economist Intelligence Unit*. This lifestyle edge is key for companies relocating executives or attracting global talent.

### CONCLUSION: MONTERREY, THE STRATEGIC HUB OF THE FUTURE

As global dynamics shift, Monterrey has emerged as the strategic hub of the Americas. Its unmatched mix of infrastructure, talent, location, and culture positions it not just to absorb nearshoring demand—but to lead it.

To any international company evaluating its next investment: now is the time to explore Monterrey. Whether you're in manufacturing, logistics, or tech, the city offers the scalability, certainty, and workforce needed for long-term success in North America.

### HOW COLLIERS CAN SUPPORT YOUR EXPANSION

If your company is considering establishing or expanding operations in Monterrey or elsewhere in Mexico, Colliers is here to help.

We offer comprehensive, end-to-end advisory services that cover every phase of the relocation process—including:

- Strategic site selection
- Market intelligence and location analysis
- Transaction structuring and negotiation
- Government liaison and incentives support
- Project management and implementation oversight

With deep experience across advanced manufacturing, logistics, electronics, and automotive sectors, our multidisciplinary team ensures your project is executed with speed, precision, and long-term value creation.

## Expanding Horizons: Colliers Mexico, your partner in Corporate Real Estate

In an increasingly interconnected world, Nearshoring has become the key strategy for business growth. At Colliers Mexico, we understand the importance of finding the right location for your operations.

Our expert real estate team in industrial, retail & offices, will guide you through the process, from identifying emerging markets to selecting the perfect location for your company.

Trust Colliers Mexico to take your business beyond borders and towards global success.



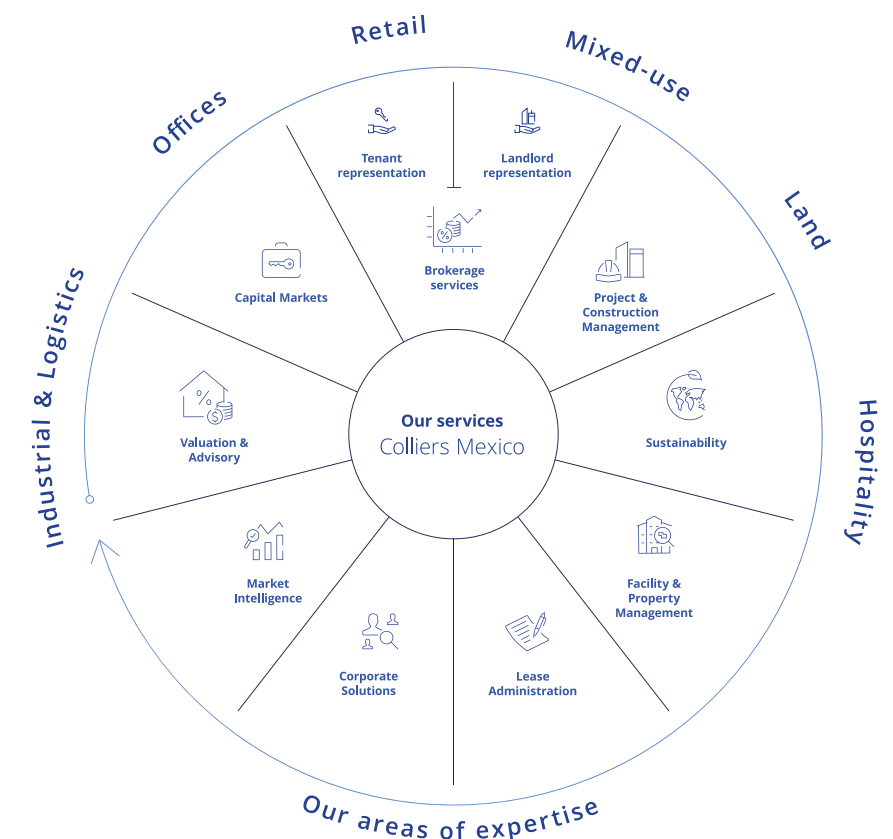
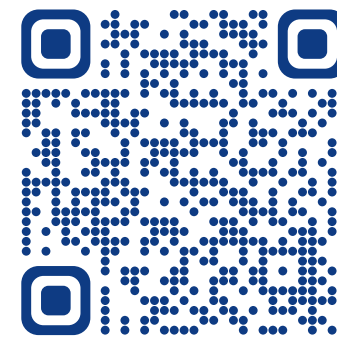
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# LOGISTICS INFRASTRUCTURE IN MEXICO: A CORNERSTONE FOR NEARSHORING SUCCESS

BY: **BEYOND**  
LOGISTICS

In recent years, international trade has experienced profound transformations spurred by the global pandemic in 2020 and ongoing geopolitical shifts. Within this evolving landscape, nearshoring has emerged as a key strategy to strengthen supply chains. Mexico stands out as one of the primary beneficiaries, thanks to its strategic location, robust trade ties with the United States, and skilled, competitive labor force.

Yet, what truly has the power to cement Mexico's role in nearshoring is the strength of its logistics infrastructure. A modern, efficient, interconnected logistics ecosystem supports sustainable economic growth and offers a competitive edge over other markets. In this regard, the continued development of logistics capabilities is essential for maintaining resilient and agile international trade operations.



## MEXICO'S ROLE IN THE GLOBAL TRADE NETWORK

Mexico enjoys a privileged geographic position, sharing over 3,100 kilometers of border with the United States—the world's largest consumer market. This proximity positions the country as a strategic bridge between North and South America while also serving as a gateway between Asia and Western markets through Pacific ports and to Europe via Gulf Coast terminals. This translates into shorter transit times and lower shipping costs than more distant suppliers, such as those in Asia.

Additionally, Mexico's network of over 40 trade agreements—including the United States–Mexico–Canada Agreement (USMCA)—provides favorable tariff conditions and preferential access to key international markets. This framework has made the country particularly attractive for foreign direct investment in high-value sectors such as automotive, aerospace, and electronics.

## CORE COMPONENTS OF MEXICO'S LOGISTICS INFRASTRUCTURE

Mexico's logistics system is built on four pillars: highways, railroads, seaports, and airports. These components create a multimodal network that enables efficient domestic and international freight movement.

### 1. Road Network

With over 400,000 kilometers of roads—including extensive modern highways—Mexico ensures seamless connectivity between major industrial hubs and the U.S. border. Critical corridors such as Monterrey–Laredo are vital in bilateral trade. Nonetheless, challenges like road maintenance, congestion, and security persist in certain areas. Strategic investments in smart mobility, surveillance systems, and infrastructure upgrades are imperative.

### 2. Railway System

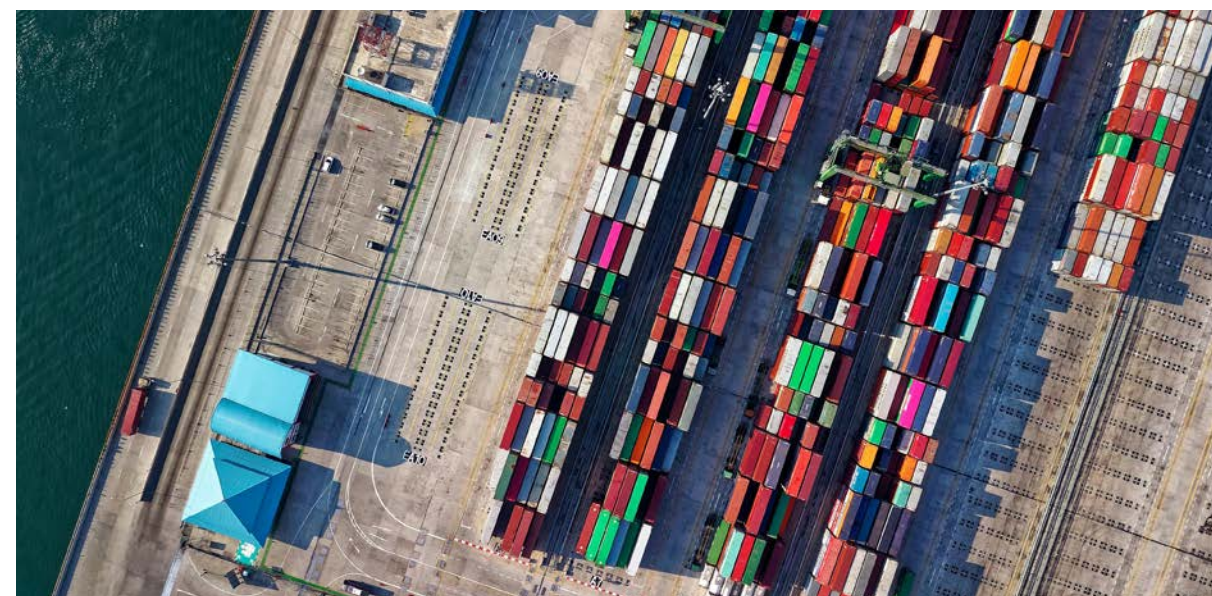
Spanning around 27,000 kilometers, Mexico's rail network is primarily managed by private operators such as Ferromex and KCSM. Rail transport is crucial for moving bulk commodities, automobiles, and containers. The 2023 Canadian Pacific and KCS merger to form CPKC has created a continuous rail corridor from Canada to Mexico, enhancing regional connectivity and trade fluidity.

### 3. Seaports

Key ports such as Manzanillo, Lázaro Cárdenas, Veracruz, and Altamira are critical for international trade. Pacific ports facilitate commerce with Asia, while Gulf ports enable connections with Europe and the eastern Americas. Continued investments in port modernization, customs optimization, and inland connectivity are essential to leverage nearshoring trends fully.

### 4. Air Freight

While air cargo represents a smaller share of total freight volume, it plays a vital role in high-value, time-sensitive sectors such as technology and automotive. Cargo-focused airports in Mexico City, Guadalajara, Querétaro, and Monterrey have expanded in response to the e-commerce boom and industrial relocation, offering specialized facilities and services.



### MEXICO'S ROLE IN THE GLOBAL TRADE NETWORK

Despite notable progress, several challenges remain:

- Lengthy and bureaucratic customs procedures
- Security risks along key logistics corridors
- Uneven infrastructure quality between the central-northern and southern regions
- Environmental concerns related to congestion and emissions

However, these obstacles also present clear opportunities for innovation and growth. Investing in digitalization, customs automation, real-time traceability, and sustainable mobility—primarily through rail expansion and clean energy adoption—can significantly enhance logistics performance.

### PUBLIC AND PRIVATE SECTOR COLLABORATION

The Mexican government has taken decisive steps in promoting infrastructure megaprojects, such as the Interoceanic Corridor of the Isthmus of Tehuantepec—an initiative to provide an alternative to the Panama Canal by linking the Pacific and Gulf coasts. These efforts, combined with growing private sector investment in logistics assets and industrial real estate (particularly in border regions), reinforce Mexico's strategic appeal.

Private enterprises—both domestic and foreign—continue to invest in the logistics sector, driven by the expanding need for industrial space, warehousing, and integrated logistics solutions prompted by evolving sourcing strategies and digital commerce.



### CONCLUSION

Mexico's logistics infrastructure is a strategic asset in the global shift toward nearshoring. Its geographic advantage, robust trade agreements, and expanding multi-modal connectivity make it a compelling international trade and investment location.

However, to secure its position as a global logistics hub, the country must continue addressing its current limitations through forward-looking investments, digital transformation, and sustainable infrastructure development. If seized effectively, this pivotal moment could elevate Mexico's logistics capabilities and strengthen its role in driving regional and global economic progress.



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### COMPLIANCE & CERTIFICATIONS



# SMARTSHORING: THE NEXT STEP BEYOND NEARSHORING AND BBVA MEXICO'S STRATEGIC ROLE IN MEXICO'S NEW INVESTMENT WAVE

BY: **BBVA**



**N**earshoring has become one of the most relevant trends in the reconfiguration of global supply chains. Companies around the world are seeking to move closer to key markets to reduce logistics costs, minimize geopolitical risks, and respond more quickly to demand. However, a new strategy is beginning to take

center stage: smartshoring. This evolution goes beyond simple geographic relocation — it involves rethinking operational efficiency, supply chain resilience, sustainability, and the adoption of digital technologies across every link in the production process.

## NEARSHORING VS. SMARTSHORING: A STRATEGIC EVOLUTION

While nearshoring focuses on reducing physical distance, smartshoring adds layers of strategic intelligence. This approach considers automation, data analytics, ESG integration (Environmental, Social, and Governance), and the design of resilient and sustainable operations from the outset.

According to a 2024 Kearney report, 72% of companies that implemented nearshoring strategies in North America plan to evolve toward smart models by 2026<sup>1</sup>.

## MEXICO AND MONTERREY: KEY TERRITORY FOR SMARTSHORING

Mexico has capitalized on its strategic location, trade agreements (such as the USMCA), and its advanced industrial network. According to the Ministry of Economy, during the first quarter of 2025, the country received a record \$21.4 billion USD in foreign direct investment (FDI), with Nuevo Leon capturing 13% of that total — representing a 65.5% increase compared to the same period in 2024. This positions Nuevo Leon as the second state with the highest FDI in Mexico.<sup>2</sup>

Monterrey, in particular, has strengthened its role as an industrial hub with key advantages: land and air connectivity, an advanced manufacturing ecosystem, highly skilled technical talent, and public policies that facilitate investment.

According to ProMéxico, 62% of industrial investment projects in northeastern Mexico in 2023 were located in the Monterrey metropolitan area<sup>3</sup>.

## BBVA MEXICO: FINANCIAL SOLUTIONS FOR EVERY STAGE OF SMARTSHORING

BBVA Mexico is fully prepared to meet the financial needs of companies investing, expanding, or relocating in Mexico. Its portfolio includes:

- Site selection and establishment: market advisory, bank guarantees, multi-currency accounts (MXN, USD, EUR), FX hedging.
- Supply chains and logistics: letters of credit, trade finance, multibank cash management.

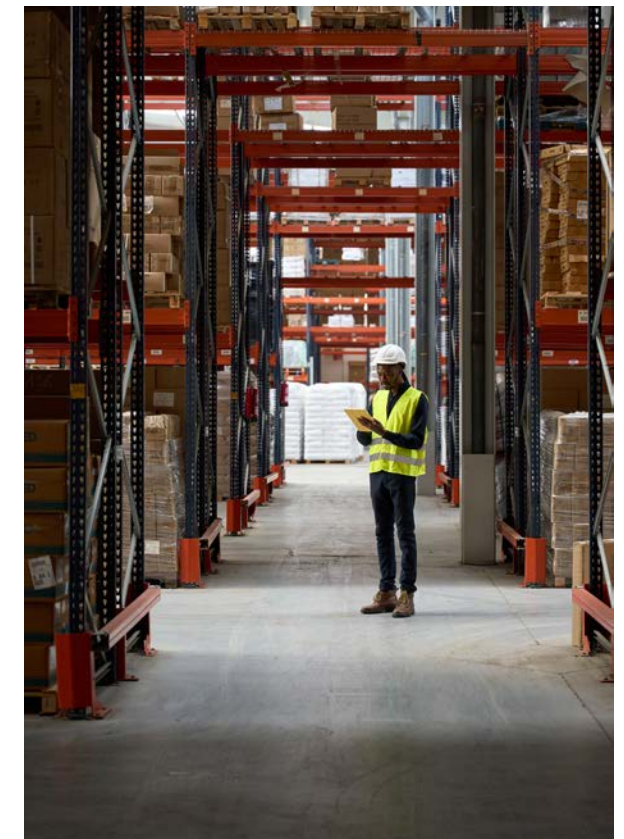
- Commercialization and distribution: export finance, forfaiting, FX derivatives, refinancing of trade instruments.

Thanks to its local teams in both Mexico and the United States, BBVA Mexico provides agile, contextualized, and coordinated advisory services at every stage of the relocation and productive integration process.

## A GLOBAL NETWORK WITH A SUSTAINABLE FOCUS

Through BBVA Pivot, the financial group offers global treasury solutions, multi-format platforms (BAI, PAIN, XML), and API integration tools. In addition, the firm promotes sustainable financial products such as KPI-linked loans, green financing, and sector-specific ESG advisory.

In 2024, BBVA Mexico announced a new ESG credit line designed to finance smartshoring operations with measurable impacts on energy efficiency and CO<sub>2</sub> emission reduction<sup>4</sup>.

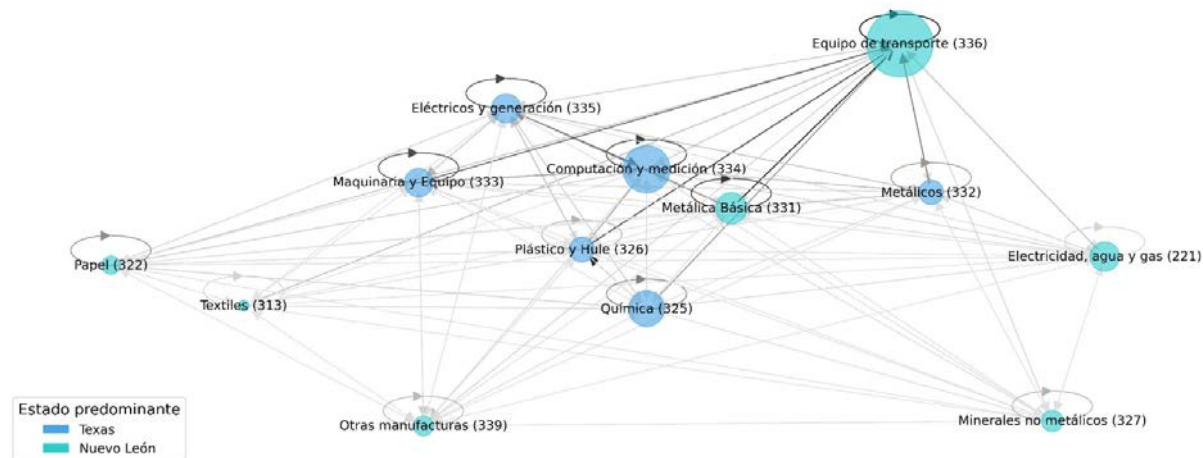


**PRODUCTIVE NETWORKS: STRENGTHENING THE ECOSYSTEM**

As part of its integrated vision, the group’s research unit<sup>5</sup> is analyzing Productive Networks. Inspired by network economy principles, the team identifies strategic sectors where productive interconnections can trigger multiplier effects across value networks.

This network-based perspective — as opposed to a traditional linear supply chain view — is key to identifying critical nodes: sectors whose impact can ripple across regional economies. For the financial institution, this translates into financing for key suppliers, support for domestic demand, and investment in strategic industries to foster competitive regional production.

Regional integration between Mexico and the United States remains a pillar of industrial competitiveness. The cross-border relationship between Texas and Nuevo Leon stands out as a leading example, driven by proximity, infrastructure, and long-standing trade ties.



According to BBVA Mexico Research, two-thirds of transportation equipment manufactured in Nuevo Leon is exported (mainly to the U.S.), but production heavily depends on regional suppliers of plastics, metals, chemicals, and electricity located on both sides of the Texas-Mexico border. This presents a major opportunity to consolidate local industrial hubs that reduce external vulnerabilities and increase regional competitiveness.

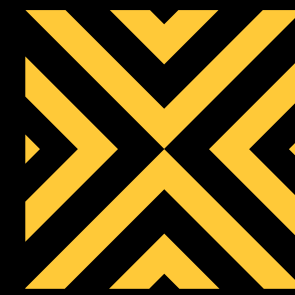
**Regional integration between Mexico and the United States remains a pillar of industrial competitiveness.**

**CONCLUSION**

Smartshoring is not a passing trend — it is a strategic evolution. Mexico, and especially Monterrey, is well-positioned to lead this transformation, and BBVA Mexico emerges as a comprehensive and trusted financial partner. With global reach, dual-country presence, tailored solutions across every investment stage, and a strong sustainability focus, the institution is uniquely equipped to support companies adopting smartshoring as a catalyst for growth in North America.

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# WORLD-CLASS INFRASTRUCTURE: MONTERREY'S AND MEXICO'S ADVANTAGE IN AN UNCERTAIN GEOPOLITICAL LANDSCAPE

BY:  **American Industries®**

**W**ith growing geopolitical uncertainty, rising global trade tensions, and increasingly fragile supply chains, international manufacturers and logistics operators face a critical question: **Where can we grow securely and sustainably?**

For many, the answer lies in moving away from distant, risk-prone areas toward regional manufacturing hubs that provide resilience, talent, and infrastructure. In this new era of nearshoring and strategic relocation, Mexico, and particularly the city of Monterrey, has become a top choice.

Located just a few hours from the U.S. border, Monterrey is a logistics hub with strong industrial infrastructure, economic stability, and cross-border integration. For companies seeking to reduce risk, shorten their time-to-market, and remain competitive globally, Monterrey offers a compelling and future-ready solution.

## MONTERREY: STRATEGIC GEOGRAPHY, INDUSTRIAL MATURITY

Monterrey, the capital of the state of Nuevo Leon, has long been considered the industrial capital of Mexico. With an established base of manufacturing talent, a robust network of suppliers, and extensive transportation infrastructure, Monterrey offers the essential elements manufacturers need for growth: stability, connectivity, and scalability.

Due to its strategic location, Monterrey serves as a gateway to North America. Its proximity to Texas enables quick access to the U.S. market through land transport. Two international airports, Monterrey International (MTY) and Del Norte International Airport (NTR), provide global air cargo connections. The city also lies

along key rail and customs routes, streamlining operations for companies with complex logistics needs.

Mexico's and Monterrey's integration into the USMCA framework provides companies operating in the country with benefits such as tariff advantages, simplified trade protocols, and a stable regulatory environment for cross-border trade.

## NEARSHORING AND THE NEW MANUFACTURING REALITY

In response to global disruptions, such as geopolitical tensions in Asia, manufacturers are increasingly adopting nearshoring strategies, relocating production closer to the markets they serve.

This shift is not just about cost. It is also related to control, continuity, and customer responsiveness. Mexico has become a top beneficiary of the nearshoring trend, attracting significant foreign direct investment (FDI) into industrial zones and infrastructure.

Monterrey is one of Mexico's most competitive regions, offering companies a prime location and a comprehensive industrial ecosystem.

**Due to its strategic location, Monterrey serves as a gateway to North America.**



## AMERICAN INDUSTRIES APODACA II INDUSTRIAL PARK: INFRASTRUCTURE AT SCALE

Within this competitive landscape, the American Industries Apodaca II Industrial Park stands out as a world-class industrial development, offering ready-to-operate infrastructure and comprehensive support for international companies.

Developed and managed by American Industries Group—a trusted partner for global manufacturers in Mexico for over 45 years—the park was designed to accelerate time-to-operation and simplify the process of establishing or expanding operations in Mexico.

### Key Features

- 30 MVA substation capacity, with 1,500 MVA already connected and operational
- Underground high-voltage power distribution and LED-illuminated streets
- EDGE and LEED certification processes underway, supporting sustainability and energy efficiency initiatives
- Direct connectivity to major highways and Monterrey's international airports
- Strategic location near Apodaca, an area renowned for its available and skilled industrial labor force
- Fully integrated systems for natural gas, voice and data, and sewer services
- 24/7 private security and controlled access, with booths monitored by the Secretariat of Public Security
- Public transportation access, waste collection services, and landscaped green areas under development
- Shared FM-compliant fire protection system featuring an underground cistern and pressure regulation

This park offers more than industrial zoning—it serves as a turnkey platform for scalable manufacturing, combining robust infrastructure, essential services, and operational support under a single, proven framework.

### INTEGRATED SUPPORT FROM AMERICAN INDUSTRIES GROUP

Infrastructure alone isn't enough. What truly sets Apodaca II apart is the comprehensive ecosystem of services offered by American Industries Group—a one-stop partner for international companies entering or expanding into Mexico.

From site selection and build-to-suit solutions to shelter administrative services and regulatory compliance, American Industries provides the expertise and hands-on support that global manufacturers need to succeed.

#### Our services include:

- Site selection and Industrial Real Estate solutions tailored to meet your operational goals
- Shelter Services to streamline HR, payroll, tax compliance, and customs processes
- Environmental and legal guidance to navigate regulations
- On-site operational support
- Full compliance with Mexican labor, tax, and trade laws

For manufacturers new to Mexico—or those seeking to expand rapidly—this end-to-end support model mitigates risk, reduces start-up times, and ensures long-term success.

### THE MONTERREY ADVANTAGE, DELIVERED WITH CERTAINTY

In a world where global disruptions are no longer just hypothetical, companies need to build on strong, proven, and future-ready foundations. Monterrey offers precisely that.

At the American Industries Apodaca II Industrial Park, global manufacturers gain a strategic advantage, where infrastructure, services, and location come together to drive growth.



## YOUR NEXT MOVE STARTS HERE

If you're considering North America for your next market—or looking to strengthen your operations closer to your supply chain—now is the time to take action.

Two Class A inventory buildings are available for immediate lease in Monterrey:

- **100,070 sq ft (Inventory VI)**
- **216,121 sq ft (Inventory VII)**

These facilities are built for high-performance operations and backed by over 40 years of industrial development experience. And with our Shelter Services, you can simplify HR, payroll, tax compliance and customs, accelerating your start-up while minimizing risk.

Contact us today to schedule a visit or request full specifications.

Let American Industries help you launch with certainty, backed by the right location, the right infrastructure, and the right partner.



We've helped **over 300 international companies** from more than **18 countries** and diverse industries to startup their manufacturing and distribution operations in Mexico through our comprehensive solutions:

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# FROM MONTERREY TO THE WORLD: BANKING BUILT FOR GLOBAL BUSINESS

BY:  **BASE**

**W**hy are more global companies choosing Mexico, and specifically Monterrey, to drive international growth? In an increasingly volatile and complex global economy, the ability to navigate international financial operations with agility and confidence has become a critical competitive advantage. For companies with operations in Mexico — or looking to enter the region — the question is no longer why Mexico, but rather how to bank smarter within it.

With strong regulatory foundations, a robust financial system, and specialized institutions, Mexico is steadily emerging as one of the most reliable financial hubs in North America. This article explores why banking in Mexico offers the right mix of security, efficiency, and global reach for international businesses.

## A SOLID AND REGULATED FINANCIAL SYSTEM

Mexico's financial system is widely recognized for its strict regulatory oversight, mainly supervised by institutions such as Banco de México (Banxico), Comisión Nacional Bancaria y de Valores (CNBV), and Secretaría de Hacienda y Crédito Público. These bodies ensure stability, transparency, and adherence to international banking standards.

In fact, the rigorous compliance framework in Mexico often makes it more challenging — but ultimately safer — for foreign companies to open accounts. While some banks may take up to two months to onboard corporate clients, BASE can open business accounts in less than 5 business days, offering both speed and compliance.



## WHY MONTERREY? THE INDUSTRIAL AND FINANCIAL POWERHOUSE OF NORTHERN MEXICO

Strategically located near the U.S. border, Monterrey is more than just Mexico's industrial capital — it's a gateway to North America's economic corridor. It is home to global manufacturers, exporters, and multinational corporations, all of whom rely on efficient financial operations to manage complex supply chains, payrolls, vendor payments, and foreign exchange risks.

With a daily volume of over 400 million USD in international transactions, BASE plays a central role as one of the top 5 foreign exchange operators in Mexico. BASE serves as a trusted financial partner to over 30,000 clients, including global corporations, exporters, and foreign investors.

## OPERATING IN MEXICO WITH GLOBAL STANDARDS

Unlike large retail banks, BASE specializes in corporate banking with a sharp focus on international operations. Here's what sets BASE apart:

- **Tailored service for global clients**

A personalized advisory allows companies to work with the same bilingual financial advisor who understands their business and can recommend relevant financial products — a rare feature in large, retail-focused institutions.

- **Fast, flexible account opening**

BASE reduces the friction of landing in Mexico by providing a fast, compliant onboarding process, with corporate accounts opened in less than 5 business days.

- **24/7 foreign exchange access**

Companies can hedge or settle FX transactions across multiple currencies at any time — even during holidays — thanks to BASE's 24/7 FX trading desk.

- **Multilingual international desks**

BASE's Asian Desks are staffed with advisors who understand the culture, business practices, and language of Asian markets — helping executives avoid costly misunderstandings and delays.

- **Global reach through correspondent banking**

BASE's network of correspondent banks ensures that your international transfers arrive on time and securely— with ≈100% success rate in completed transactions — and the close relation with your advisor ensures support through every step of the way, answering any question you may have opportunistically.

- **Flexibility and security in your payments**

Your international transfers are simpler and more efficient with a multi-currency layout and the widest available banking hours in the market.

## BANKING BUILT FOR THE REALITIES OF INTERNATIONAL BUSINESS

International companies operating in Mexico often rely on two or more banking partners: one for payroll and domestic services, and another — like BASE — for international payments, FX, hedging, and treasury services. What distinguishes BASE is the ability to consolidate these needs into a single platform, with powerful capabilities such as:

- Treasury management tools to optimize batch payments
- Competitive rates on international transfers (as low as \$5 USD per transaction)
- Hedging instruments tailored to each company's risk profile
- Investment solutions for both corporate and individual needs
- Lines of credit to support working capital or asset acquisition

Besides, the onboarding process for new businesses working with BASE is seamless and handled with the proximity that you need. From the moment you open your account, you can count on personalized, close and expert advice from your advisor in processes such as hiring electricity, paying taxes, and more, on top of your usual banking necessities.



**SECURITY, SCALE, AND SIMPLICITY  
— ALL IN ONE BANK**

BASE's core value proposition is to make international banking in Mexico simpler, safer, and more strategic. With four decades of experience, 16 nationwide offices, and over 3 million annual transactions in pesos and other currencies, BASE is a stable partner in an unstable world.

The bank's ratings from agencies such as S&P Global Ratings, Moody's, and Fitch Ratings further reflect its financial health and prudent risk management — crucial factors for any company assessing banking partners in new markets.

In addition, BASE received the STP 2024 recognition from Deutsche Bank for the efficiency of transfers sent to this bank for international payments



**The bottom line:  
why choose  
BASE?**

For global companies, especially those entering or scaling in Mexico, the choice of a banking partner is about more than just convenience — it's about protecting financial operations, gaining strategic insights, and navigating regulatory complexities.

Choosing BASE means:

- Banking with a specialist, not a generalist
- Gaining faster time to market with rapid onboarding
- Operating in multiple currencies with ease
- Relying on expert human support, not just digital tools
- Partnering with a bank that understands both Mexico and the world


As global businesses face mounting pressure to manage risk, increase efficiency, and expand in emerging markets, Mexico stands out as a secure and reliable financial hub — and BASE as the ideal partner to make that journey successful.

Whether you're establishing operations in Mexico, optimizing cross-border cash flows, or looking for a more agile FX strategy, BASE delivers a banking experience built for international business.

**Grow globally. Bank intelligently.  
Start with BASE.**

# Agile banking for global companies in Mexico


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# NEARSHORING IN NORTH AMERICA: WHY MEXICO HAS BECOME THE EPICENTER

BY: Pérez-Llorca

## THE STRATEGIC CASE FOR MEXICO: A CONFLUENCE OF OPPORTUNITY

A huge shift is happening in how businesses operate globally, sparked by things like political tensions, shaky supply chains, and a fresh look at risks. This big trend, often called “nearshoring,” has put Mexico right at the center of attention for foreign companies looking to serve the North American market. In fact, in 2023, Mexico actually traded more with the U.S. than China did, which really shows how money and factories are moving around. For international investors, this is a golden chance, but it’s one that needs a really good grasp of Mexico’s legal, financial, and operational environment.

The main reason for all this activity is the clear and stable legal and economic rules set by the United States-Mexico-Canada Agreement (USMCA). With all the trade drama between the U.S. and China, the USMCA offers a reliable way to get goods into the world’s biggest consumer market without tariffs, as long as they meet the origin rules. This special treatment is a big contrast to the unpredictable tariffs on Chinese exports, giving a strong reason for companies to move their production. However, investors need to remember that the USMCA will be reviewed in 2026. There’s some concern in Washington that Mexico might be used as a “backdoor” by Chinese companies to get around tariffs, which could lead to calls for stricter enforcement of origin rules. So, sticking to those rules precisely is super important for reducing long-term risks.

Beyond the USMCA, Mexico is attractive because of its deep-rooted advantages. Decades of economic collaboration have built up a really sophisticated manufacturing industry, especially in cars, aerospace, and electronics. This isn’t just about simple assembly; it’s an advanced manufacturing hub that churns out over 120,000 engineers and technicians every year. And this skilled workforce is available at a great price. Average manufacturing wages in Mexico are still much lower than in China, offering a lasting competitive edge that boosts returns for complex, high-value operations.

## UNDERSTANDING HOW TO INVEST: TAX BREAKS AND LEGAL STRUCTURES

To take advantage of this momentum, the Mexican government has introduced specific tax programs. A presidential order, in effect since October 2023, provides two key benefits for companies in important export sectors. First, it allows a faster, one-time write-off for new fixed assets at rates between 56% and 89%, which significantly improves the financial picture for projects that require a lot of capital. Second, it offers an extra 25% tax deduction for additional employee training costs, directly helping with workforce development. These benefits are on top of the long-standing IMMEX program, which lets companies temporarily import goods and materials for export production without paying duties—an essential tool for managing customs and value-added tax.

***Beyond the USMCA, Mexico is attractive because of its deep-rooted advantages.***



## A REALISTIC VIEW: MANAGING RISK FOR LASTING SUCCESS

Even with these fantastic advantages, it’s crucial to realistically assess the real risks. The main worries for foreign investors aren’t financial. Ongoing uncertainty about the rule of law and the independence of the judiciary, especially after recent changes, can affect how enforceable contracts are perceived. Plus, there are still significant infrastructure problems, like water shortages in the dry northern industrial states and limitations on reliable electricity. Finally, security issues, such as cargo theft, are a real operational cost that must be considered in any business plan.

To effectively reduce risk, you need a proactive, multi-pronged approach. Legally, investments should be set up through companies based in countries that have strong Bilateral Investment Treaties (BITs) with Mexico. This provides access to international arbitration if there’s any adverse action from the state. Operationally, you need to do incredibly detailed due diligence, checking water and energy availability at the exact site level instead of just relying on national data. Strategically, working with experienced, local legal and business advisors is absolutely vital for navigating Mexico’s ever-changing regulatory environment and making sure you comply with its complex labor, tax, and corporate laws.

The nearshoring trend is a solid, long-term opportunity. While the operational and political risks are real, they are not impossible to overcome. For investors who approach the market with thorough due diligence and smart legal and strategic planning, Mexico offers a truly compelling platform for strong and profitable growth within the North American trade group.

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MONTERREY



*Year Anniversary*



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MONTERREY 2026:  
BUILDING A LEGACY  
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# INVEST MONTERREY

# FIVE YEARS OF STRATEGIC MILESTONES:

# CELEBRATING INVEST MONTERREY'S JOURNEY

Invest Monterrey was founded in 2020 as the investment promotion agency of the state of Nuevo Leon, with the mission of consolidating the region as a strategic destination for attracting foreign capital. From its origin, it was born under a collaborative vision that brings together the public, private, and academic sectors, establishing a unique platform to drive economic development and project Monterrey onto the global stage.

## THE BEGINNING

# 2020

Invest Monterrey kicked off its international promotion efforts with the launch of the first “Invest Monterrey Business Talks Europe” in September 2021. The event showcased Mexico-Europe business potential and featured executives from Mercedes-Benz Buses and LEGO Mexico. It marked the agency’s early steps in building a bridge between Monterrey and Europe.

## LAYING THE FOUNDATION

# 2021



## STRENGTHENING GLOBAL OUTREACH

# 2022

April 2022 marked the Annual General Assembly of Invest Monterrey, reaffirming leadership, transparency, and strategic alignment. The same year saw the execution of high-impact trade missions to Germany and the United Kingdom. In Germany, a triple-helix delegation participated in Hannover Messe and visited Baden-Württemberg to position Monterrey within Europe’s advanced manufacturing corridors.



In July, Invest Monterrey led a mission to the UK, establishing presence at the Farnborough International Airshow and hosting a business seminar in London with support from the Mexican Embassy and Baker McKenzie. Key British firms such as BAT were also visited to foster investment dialogue.



Later that year, Invest Monterrey was honored with three Excellence in Economic Development Awards from the IEDC, recognizing the agency’s global-standard marketing materials.



In October, the agency conducted a business mission to South Korea. The program included an investment seminar in Seoul, participation in the Korea Auto Industry & Global TransportTech Show, and strategic meetings with Korean companies.

## DEEPENING BILATERAL TIES

# 2023

January 2023 began with a business mission to Japan. Led by Invest Monterrey’s Executive Director, the delegation held investment promotion seminars in Tokyo and met with organizations like NIDEC and JETRO, showcasing Monterrey as a key location in North America.



In June, the team participated in the Paris Air Show under the leadership of FEMIA, solidifying Monterrey's relevance in the global aerospace sector.



By November, the agency had hosted the inaugural "Business Talks China," a high-level event to enhance cooperation between the Chinese business community and local stakeholders, held at Deloitte Business Center in Monterrey.



## REINFORCING REGIONAL LEADERSHIP

# 2024

In January, the economic outlook event "Panorama 2024" brought together industry, academic, and government leaders to analyze trends and opportunities for Monterrey.



April saw the 2024 Annual General Assembly, with participation from regional and municipal leaders, reaffirming Invest Monterrey's commitment to economic development.



Mid-year, the agency led a business mission to California, including a seminar in San Francisco and participation in Semicon West 2024 to explore semiconductor sector investment.



In September, a European roadshow took Invest Monterrey through Belgium, the Netherlands, Spain, Switzerland, and Germany. The delegation held seminars, company visits, and strategic engagements with multinationals like Philips and Heineken. Events like "Mexico Day" in Zurich and Autom-echanika in Germany showcased Monterrey's strengths across sectors.



In November, the second edition of Business Talks China convened 150 attendees, focusing on U.S. policy impacts, energy sector outlook, and Chinese companies' success stories in Monterrey.



## POSITIONING FOR THE FUTURE

# 2025

The year began with "Panorama 2025," where economic experts, led by Altigracia Gómez Sierra, explored Mexico's evolving industrial policy. Later that month, Kenneth Smith headlined the "Trump 2.0: Tariffs and USMCA Review" event in partnership with CLAUT, addressing trade policy's impact on regional strategy.

In February, Roadshow 2025 was held in Mexico City with 21 strategic meetings involving embassies and chambers from Europe, Asia, and the Americas. The initiative bolstered international alliances and reaffirmed Monterrey's competitiveness.



April's Annual General Assembly presented five years of achievements, consolidating the agency's role in supporting multinational investments.



Throughout the year, Invest Monterrey expanded outreach by participating in FAMEX 2025, SelectUSA Summit, and executing business development missions in New York and Europe. These missions included engagements with aerospace leaders in France, investment seminars in Brussels, and strategic visits to companies like Volvo in Sweden, which announced a \$1 billion USD investment in Monterrey.



A key aftercare milestone in June included a working session with Jones Plastic & Engineering to reinforce long-term collaboration. Later that month, Invest Monterrey co-hosted a high-level networking event with CCI France and CLAUT to connect French investors with local stakeholders.

# FIVE YEARS, ONE VISION

Over these five years, Invest Monterrey has built the foundation for long-term economic development. Through strategic missions, high-impact events, and aftercare programs, the agency has positioned Monterrey as a leading destination for global investment. Looking forward, Invest Monterrey remains committed to strengthening its international outreach and supporting the continued growth of multinational operations in the region.

# FIVE YEARS OF RECOGNIZING THOSE INVESTING IN MONTERREY

As part of its fifth anniversary, Invest Monterrey reaffirms its mission to strengthen the regional economy by honoring companies that have firmly bet on Monterrey's future. Through the Invest Monterrey Awards, the organization has recognized, year after year, global companies whose vision, innovation, and productive investments have positively transformed the region, generating quality jobs, knowledge transfer, and stronger value chains.

## 2021 A RECOGNITION THAT BEGINS A TRADITION

In 2021, during its first General Assembly of Associates, Invest Monterrey launched the inaugural **Invest Monterrey Awards** to honor companies whose transformative projects demonstrated trust in Monterrey as an investment destination. That year, the award recognized three remarkable companies whose investments marked a turning point for the region.

**Hunter Douglas**, originally from the Netherlands, established a high-quality blinds manufacturing facility in Apodaca's Davisa Industrial Park, creating opportunities for local suppliers and strengthening Monterrey's manufacturing network. Meanwhile, **Hisense**, a leading Chinese electronics and appliances company, invested \$260 million in its operations within the Hofusan Industrial Park, generating more than 7,000 jobs dedicated to producing refrigerators, washing machines, and air conditioners, with over 80% of supplies sourced locally. **Stanley Black & Decker**, from the United States, invested \$40 million to manufacture advanced power tools and battery packs, creating over 6,000 jobs and applying cutting-edge technology to increase productivity and sustainability.

These projects not only showcased advanced manufacturing capabilities and high added value but also laid the groundwork for a strong ecosystem of quality employment and innovation in Monterrey, setting the tone for future investment recognitions in the years to come.

## 2022 DRIVING SCIENCE AND MOBILITY

In 2022, Invest Monterrey recognized **Thermo Fisher Scientific**, a global leader in scientific instrumentation, for expanding its operations in Apodaca, creating more than 2,000 jobs and demonstrating trust in Monterrey's talent and applied science potential.



**Huajie**, specialized in electrical and electronic components, was also honored for establishing operations in Apodaca, creating 500 quality jobs while serving global clients like Stanley Black & Decker, and positioning the region as a hub for advanced manufacturing.

**ZF**, from Germany, was distinguished for its ambitious "3-in-1" project in the FINSA Guadalupe Industrial Park, combining an advanced manufacturing center, an R&D center, and a North American administrative hub, with more than \$100 million invested and 1,000 jobs created.



## 2023 GLOBAL CONSOLIDATION AND STRATEGIC MANUFACTURING

In 2023, **Kawasaki Motors** was awarded for its production facility in Monterrey and its commitment to high-quality local talent for manufacturing off-road vehicles and personal watercraft.

**Coficab**, from Tunisia, was honored for strengthening the regional automotive industry with its automotive cables plant and its plans to expand further in North America from Monterrey.

**Mattel**, the iconic toy brand, was recognized for expanding its Montoi plant, the largest in its global network, producing lines such as Barbie, Power Wheels, and Mega Blocks, reinforcing Monterrey's role in its international growth strategy.



# 2024

## GROWTH, INNOVATION, AND INDUSTRIAL EXPANSION

In 2024, **Polaris** was recognized for consolidating more than 13 years of operations in the region, investing over \$500 million in 15 expansions, and reaffirming its leadership in the off-road vehicle sector.



**LGMG**, a Chinese construction equipment company, received the award for announcing its first Mexican facility, generating 5,000 new jobs and establishing Monterrey as its North American base.



**B/S/H**, part of the Bosch Group, was honored for its project to produce 500 refrigerators per day for the North American market, creating 1,500 jobs and demonstrating the German industry's confidence in Monterrey's competitiveness.



# 2025

## CUTTING-EDGE PROJECTS FOR A GLOBAL MONTERREY

In 2025, **True Manufacturing** was awarded for its new facility in Ciénega de Flores, dedicated to industrial and commercial refrigeration, which created more than 100 jobs and showed a commitment to sustainable growth.



**BAT**, one of the world's largest consumer goods companies, was recognized for its new Global Business Services Center in Monterrey, which will create 1,500 jobs and extend its reach to the U.S., Canada, and Europe.



**Tata Consultancy Services (TCS)** was honored for expanding in Monterrey, employing more than 1,000 people in digital transformation services and strengthening the region's position as a North American technology hub.



# FIVE YEARS SUPPORTING LOCAL INDUSTRY

Over the past five years, Invest Monterrey has laid the groundwork for strengthening Monterrey's economic ecosystem, positioning the region as a premier destination for high-value invest



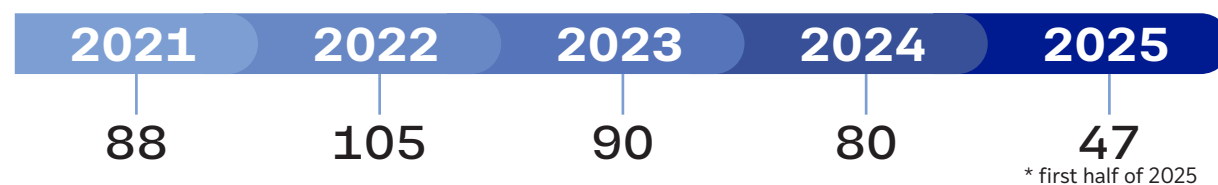
Since its inception, Invest Monterrey has identified **666 POTENTIAL INVESTMENT LEADS** considering Monterrey as a viable location for their operations.

Out of these, **417 PROJECTS HAVE BEEN CONFIRMED**

With **112** directly supported by Invest Monterrey through soft-landing and aftercare services, helping companies set up successfully in the region.

A critical part of Invest Monterrey's mission is to monitor the projects that ultimately choose not to establish themselves locally. During this period, 64 projects opted for other regions of Mexico or abroad, while 36 were cancelled. Despite these outcomes, Invest Monterrey has remained committed to providing aftercare support for companies already operating in the region.

Between 2021 and 2025, this commitment translated into a steady flow of confirmed investment projects:



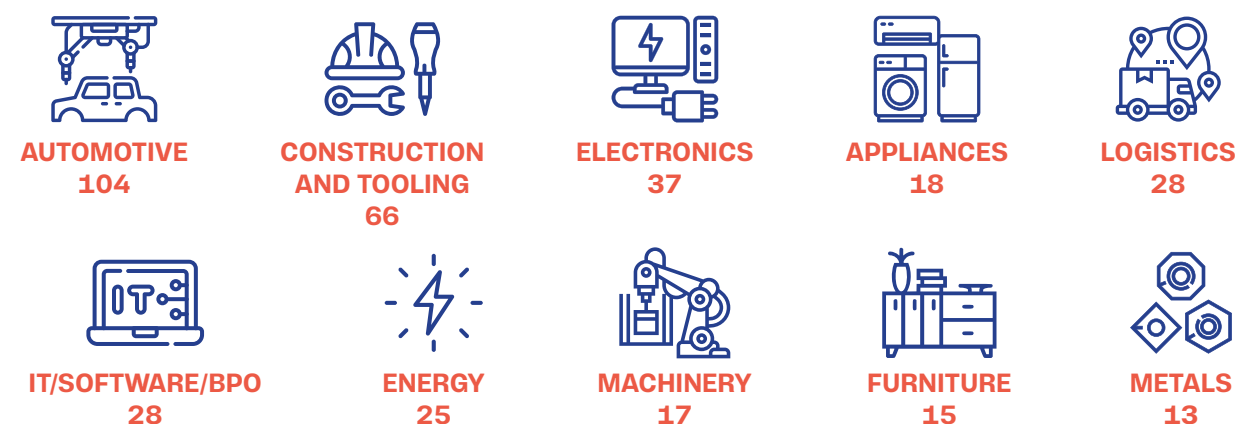
These figures reflect ongoing confidence in Monterrey's competitive and resilient business environment.

The 417 confirmed investment projects represent a diverse international presence, highlighting Monterrey's global appeal.



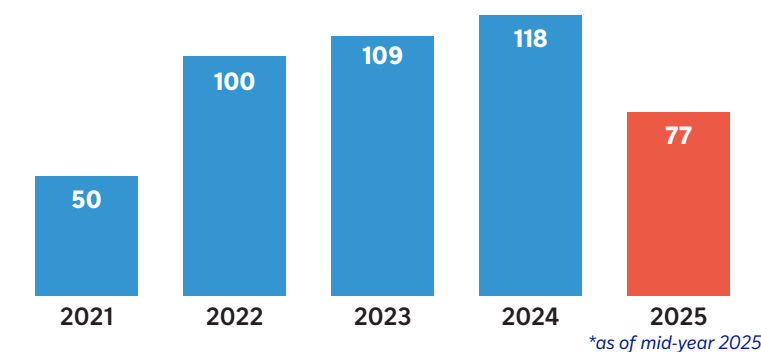
Other countries, including France, Canada, Japan, and Spain, strengthen this international mix, confirming Monterrey's role as a global industrial and logistics hub.

Sector diversification among the 417 confirmed projects also underscores Monterrey's competitiveness.



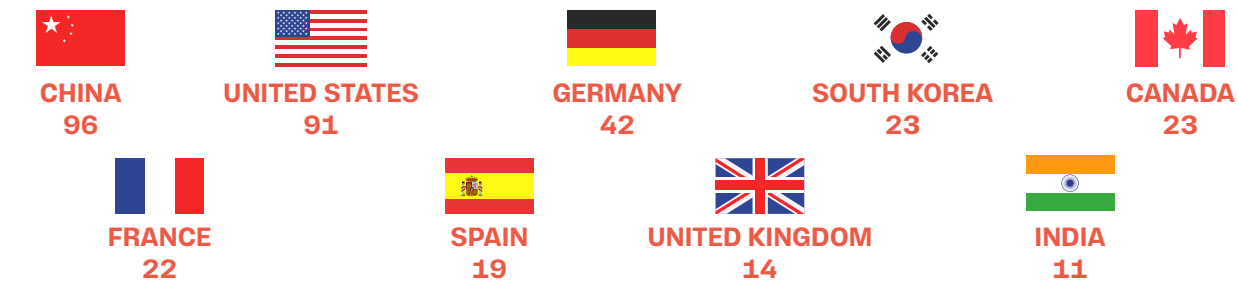
## FIVE YEARS OF INVESTMENT ATTRACTION AND TRANSFORMATION

Since 2021, Invest Monterrey has continuously strengthened its pipeline, identifying **454 PROJECTS** considering Monterrey as a viable location for their operations.

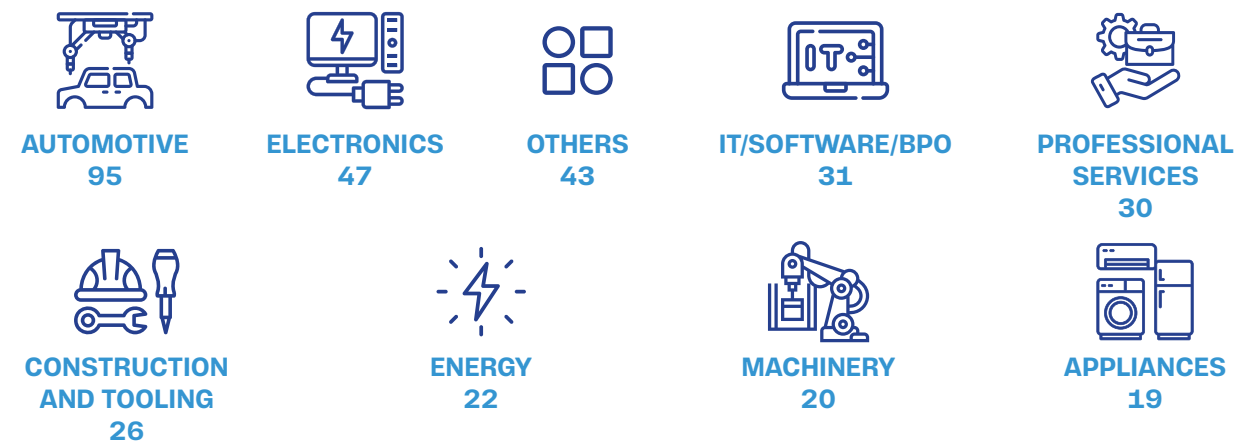


This dynamic has shown steady growth, demonstrating strong activity despite a globally challenging environment.

The top countries represented in these pipelines confirm Monterrey's global reach:



By sector:



This distribution demonstrates that Monterrey continues to attract investment not only in advanced manufacturing but also in technology and high-value-added industries, reinforcing its reputation as a resilient, globally connected region for future growth.

In addition to building a robust portfolio of confirmed projects, Invest Monterrey has strengthened its lead-generation strategies to ensure a steady flow of investment opportunities for the region.

In 2025 alone, 77 new projects entered the pipeline, reflecting a consistent and proactive approach to attracting interest from multinational companies.

The data shown highlights that trade fairs and business missions have been the strongest tool, accounting for 31 leads and underscoring the importance of direct, in-person promotion to reach global decision-makers. Referrals from companies generated another 16 leads, demonstrating the power of trust and word-of-mouth among investors. Embassies and consulates supported four new opportunities, showcasing the value of diplomatic networks, and one lead came from the public sector.

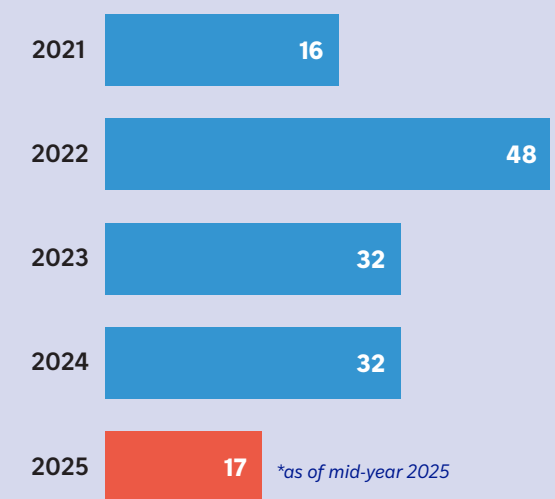


A crucial part of Invest Monterrey's strategy has been the coordination of customized business agendas for multinational companies exploring Monterrey as an investment destination.

These agendas serve as a key soft-landing instrument, offering investors a structured schedule of meetings, visits, and exchanges with strategic partners and member companies.



**BUSINESS AGENDAS IN MONTERREY**



The data presented illustrates how this effort has evolved over time. In 2022, a peak of 48 agendas was recorded, reflecting a highly proactive approach to investment promotion. In 2023 and 2024, the team delivered 32 agendas each year, maintaining a consistent rhythm of engagement despite shifting global conditions. In 2025, during just the first half of the year, 17 agendas have already been implemented, indicating continued momentum in attracting and supporting potential investors.

This trend demonstrates the effectiveness of Invest Monterrey's model to connect prospects directly with local capabilities, increasing confidence and transparency in the decision-making process. These working agendas are more than schedules; they are an entry point to Monterrey's business ecosystem, showcasing its industrial infrastructure, talent pool, and collaborative network.



These first five years have laid a solid foundation for Invest Monterrey to continue delivering high-quality support to multinational companies and promoting Monterrey as a competitive, forward-looking investment destination. By building trust, strengthening business networks, and fostering a resilient industrial ecosystem, Invest Monterrey is prepared to navigate global uncertainties and maintain Monterrey's position as one of the most attractive regions for investment in North America.

# GLOBAL AMBITIONS: MONTERREY- BASED COMPANIES EXPAND THEIR FOOTPRINT ABROAD

BY: INVEST MONTERREY

Monterrey has long been recognized as one of Mexico's leading hubs for industrial innovation, global trade, and business leadership. Today, this legacy continues as several of the region's most prominent companies are successfully expanding beyond Mexico's borders, seizing opportunities across Europe, the Americas, and Asia.

These recent moves reflect not only the strength and adaptability of Monterrey's private sector, but also the region's growing role as a launchpad for international business development. Below, we highlight some of the most important global strategies pursued by Monterrey-based companies.



## CEMEX BOOSTS SUSTAINABLE OPERATIONS IN THE UK

Global cement giant CEMEX recently announced the expansion of its Urbanization Solutions business in the United Kingdom with a new lower-carbon mortar plant near London. The facility, expected to be operational in the near future, will strengthen CEMEX's position in the British market as a key provider of dry mortar solutions.

This greenfield investment aligns with CEMEX's long-term sustainability strategy. The new plant will produce Vertua mortar, a product with at least 30% lower CO<sub>2</sub> emissions than traditional mortars. The facility also incorporates a state-of-the-art drying system designed to minimize energy use, reinforcing the company's decarbonization goals while expanding its international production footprint.



## ARCA CONTINENTAL EXPANDS IN THE UNITED STATES

### ARCA CONTINENTAL EXPANDS IN THE UNITED STATES

Arca Continental, one of Latin America's largest Coca-Cola bottlers, has reinforced its operations in the U.S. market through a major investment in its Fort Worth, Texas facility. The project includes two new bottling lines and a significant warehouse expansion, aimed at enhancing operational capacity and supply chain reach.

This initiative is part of the company's broader strategy to meet growing demand in North America and improve service to the U.S. market with a more efficient and scalable operation.



## FEMSA AND OXXO ENTER THE U.S. RETAIL MARKET

FEMSA, one of Mexico's most prominent conglomerates, has taken major steps toward internationalization through its OXXO convenience store chain. The company recently opened its first store in Texas, marking OXXO's official entry into the U.S. retail market.

This expansion follows FEMSA's acquisition of DK convenience stores, enabling OXXO to gain an immediate footprint in Texas and access to a strong retail network. The move aligns with FEMSA Forward, the company's strategic transformation, and underscores OXXO's growing share of total revenues.



## GRUMA STRENGTHENS GLOBAL PRODUCTION NETWORK

Gruma, the world's leading producer of corn flour and tortillas, continues to expand its international presence. The company has made recent investments to increase production capacity in Europe, China, and Central America.

These expansions are supported by strong demand across global markets. In the United States, Gruma has reported continued growth in volume, sales, and profitability—consolidating its leadership in the North American food sector.



## GRUPO LAMOSA ACQUIRES SPANISH CERAMICS LEADER

Grupo Lamosa recently completed a strategic acquisition in Europe, acquiring Spanish ceramics manufacturer Baldocer. This move enhances Lamosa's global footprint and strengthens its presence in the high-end ceramic tile market.

The acquisition reflects the company's long-term objective of expanding its international operations and diversifying its premium product portfolio in developed markets.

## KATCON GLOBAL PARTNERS WITH INDIA'S TATA AUTOCOMP

In a notable cross-border alliance, Katcon Global joined forces with Tata AutoComp Systems of India to form a joint venture focused on manufacturing composite materials for the automotive sector. Headquartered in Nuevo Leon, this partnership aims to serve both North American and Indian markets.

The new venture leverages Katcon's and Tata AutoComp's strengths to focus on lightweight materials for electric and fuel-efficient vehicles, boosting Monterrey's role in the global automotive supply chain.



## DEACERO ACCELERATES DIGITAL TRANSFORMATION WITH GOOGLE CLOUD

While not a physical expansion, DeAcero's recent strategic partnership with Google Cloud underscores the importance of digital transformation as a tool for international competitiveness. The steel manufacturer is modernizing its IT infrastructure to improve scalability, agility, and efficiency across its operations.

This collaboration highlights how Monterrey-based companies are embracing advanced technologies to remain competitive and resilient on the global stage.



## NEMAK ACQUIRES SWISS AUTOMOTIVE BUSINESS GF CASTING SOLUTIONS

Nemak announced the acquisition of the automotive business of GF Casting Solutions in Switzerland, a specialist in structural components for vehicles serving clients such as Audi and Volvo. The acquired business recorded over \$700M USD in sales and \$91M USD in EBITDA last year. Valued at \$336M USD, the acquisition will significantly enhance Nemak's technological capabilities, particularly in non-combustion components for electric vehicles.

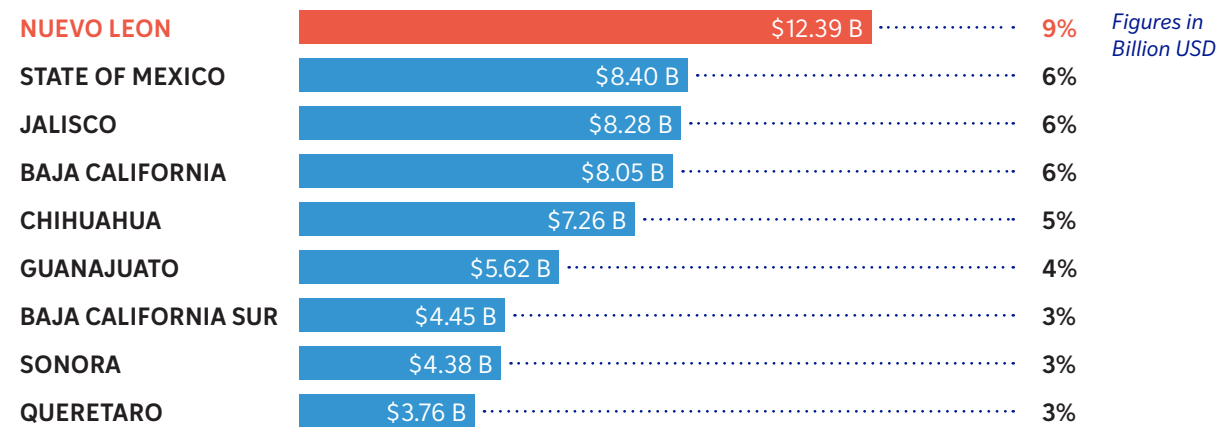
This marks Nemak's first major acquisition in nearly a decade.

# FOREIGN DIRECT INVESTMENT (FDI) IN MEXICO 2021-2024 AND HISTORICAL OVERVIEW

Source: Ministry of Economy

## TOP 10 FDI RECIPIENT STATES 2021-2024

Between 2021 and 2024, Nuevo Leon secured \$12.4 billion USD in Foreign Direct Investment, making it the second-highest recipient in Mexico with 9% of the national total. This reflects the state's strong industrial base, strategic location, and growing global relevance as a nearshoring hub, reinforcing its position as a key player in attracting international investment.

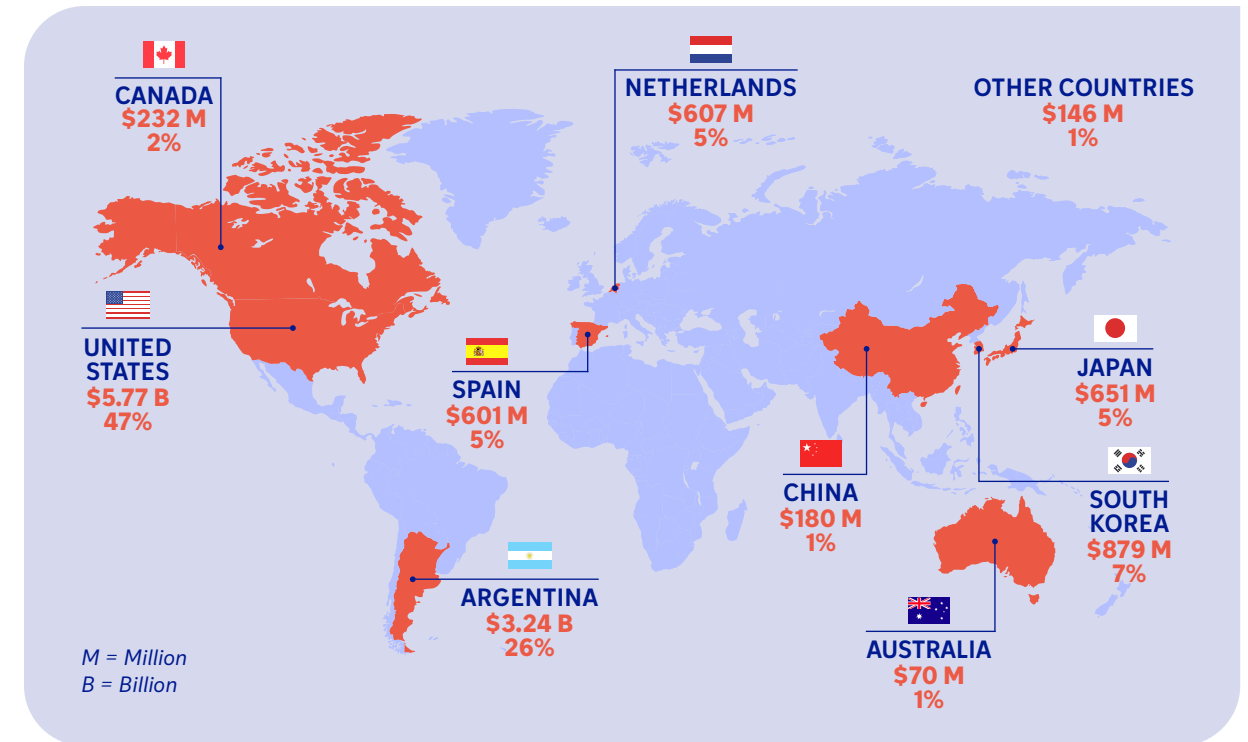


For statistical purposes Mexico City is not included (\$44.7 Billion USD).



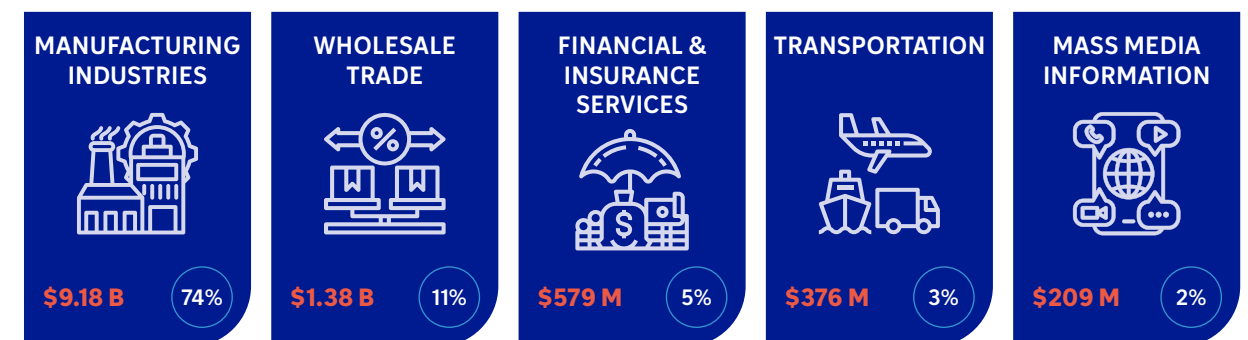
## TOP 10 FDI-CONTRIBUTING COUNTRIES TO NUEVO LEON 2021-2024

From 2021 to 2024, the United States was the leading source of FDI in Nuevo Leon, contributing \$5.8 billion USD and representing 47% of total inflows. Argentina followed with \$3.2 billion USD (26%). This highlights Nuevo Leon's strong investment ties with North and South America, reinforcing its role as a preferred destination for strategic international capital.



## TOP 5 FDI SECTORS IN NUEVO LEON IN 2021-2024

Between 2021 and 2024, manufacturing dominated foreign direct investment in Nuevo Leon with \$9.2 billion USD, representing 74% of total inflows. Wholesale trade followed with \$1.4 billion USD (11%). This underscores the state's strategic importance in global production chains and trade logistics.



*M = Million B = Billion*

# MONTERREY 2026: BUILDING A LEGACY BEYOND FOOTBALL



**A**s the countdown to the 2026 FIFA World Cup continues, Monterrey stands at the forefront of one of the most significant sporting events in history. More than a stage for elite football, the city is preparing to leverage this global platform to drive economic growth, strengthen international visibility, and create a long-lasting social and cultural legacy.

## A VISION ROOTED IN LEGACY

Alejandro Hütt, Host City Manager for Monterrey, has been clear about the mission: “Our priority is building a legacy. We must leave a social and community impact in our city.” For Hütt, the World Cup is more than 90 minutes of play; it is an opportunity to transform lives, unite communities, and inspire future generations.

He emphasizes that in 2026, traditional football rivalries should give way to a shared sense of pride: “The World Cup belongs to Monterrey, to Nuevo Leon. It doesn’t matter if you are a Rayados or Tigres fan—we are all regions, united by this event.”

## MONTERREY AS A FIFA WORLD CUP HOST CITY

Monterrey will proudly host **four matches** at the impressive Estadio Monterrey, including three group-stage games and a Round of 16 knockout match scheduled for **June 29, 2026**. As part of the most expansive FIFA World Cup in history—104 matches, 48 teams, 16 host cities across Canada, Mexico, and the United States—Monterrey’s role on the global stage will be unprecedented.

## INFRASTRUCTURE, EDUCATION, AND ENVIRONMENT

The organizing committee’s vision extends well beyond stadium improvements. The legacy plan aims to advance three pillars: infrastructure, education, and environmental

sustainability. Projects tied to mobility, safety, and connectivity are being accelerated to meet FIFA standards while enhancing Monterrey’s long-term competitiveness.

A flagship element will be the Fan Fest at Parque Fundidora, which organizers expect to be the most-attended fan event in the entire tournament, drawing over two million visitors. This not only reinforces Monterrey’s hospitality capacity but also creates new commercial opportunities for local and international partners.

## TOURISM POTENTIAL ON THE RISE

According to Maricarmen Martínez Villarreal, Secretary of Tourism of Nuevo Leon, the state is preparing to welcome over 500,000 tourists during the tournament. “We are working hard,” she said in a recent interview. “We are inviting residents to beautify their properties because we want the city to look its best. While Nuevo Leon has traditionally focused on business tourism, we have diversified our offerings to include cultural attractions, gastronomy, and leisure experiences.”

This shift positions Monterrey not just as a hub for industrial visitors, but as a vibrant, multifaceted destination for travelers from around the globe.

## MONTERREY AT THE CENTER OF FOOTBALL BUSINESS

The city recently hosted the World Football Summit (WFS) Monterrey, which exceeded participation compared to its previous edition in Mexico City. Over 1,600 attendees from 47 countries—representing clubs, leagues, federations, and leading sports brands—gathered to explore the business and innovation opportunities linked to the World Cup.

Panels featured industry leaders discussing tournament development, women’s football growth, and strategies for maximizing the event’s long-term benefits. The presence of both Tigres and Rayados executives alongside government officials signaled a unified approach to ensuring Monterrey’s success as a host city.

Jan Alessie, Director of WFS, praised Monterrey’s growing influence: “This city has established itself as a key platform in the global football ecosystem. Its relevance will only increase as we approach 2026.”



## OPPORTUNITIES FOR GLOBAL AND LOCAL INVESTMENT

For Invest Monterrey, the World Cup offers a unique chance to connect the city’s thriving industrial ecosystem with new international opportunities. Sectors such as tourism, hospitality, logistics, technology, and creative industries are expected to benefit from increased demand and exposure.

By aligning private-sector engagement with the World Cup’s timeline, Monterrey can ensure that the event’s momentum extends well beyond the final whistle—attracting long-term investments, fostering innovation, and strengthening its position as a gateway to North America.

## A SHARED GOAL

As Hütt summarizes: “We are working hard to transform the lives of many children and young people thanks to the World Cup. This is about more than football—it’s about shaping Monterrey’s future.”

With preparation, unity, and vision, the 2026 FIFA World Cup will not just come to Monterrey—it will leave a mark that defines the city for decades to come.

**“While Nuevo Leon has traditionally focused on business tourism, we have diversified our offerings to include cultural attractions, gastronomy, and leisure experiences.”**

**- Maricarmen Martínez Villarreal,  
Secretary of Tourism of Nuevo Leon**



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# SUSTAINABILITY

# THE IMPORTANCE OF REAL ESTATE AND ENVIRONMENTAL REGULATORY COMPLIANCE FOR FOREIGN COMPANIES IN MEXICO

BY: Holland & Knight

**M**exico has become a global manufacturing powerhouse. Its geographic proximity to the United States, its network of trade agreements, the quality of its labor force, and its growing infrastructure have drawn the attention of companies from around the world seeking to establish operations in the country. In particular, the state of Nuevo Leon has stood out as a strategic destination for the establishment of industrial plants, distribution centers, and corporate offices.

But beyond the economic appeal, there is a key component to the success of any foreign company in Mexico: regulatory compliance. Ensuring that all operations fall within the legal framework, particularly in environmental and urban development matters, is not just a requirement, but a business strategy that adds certainty, sustainability, and competitiveness.



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## SETTING A STRONG FOUNDATION FROM THE START

The process of establishing operations in Mexico involves a series of steps that can be unfamiliar and even intimidating for foreign companies. It's common to encounter a wide range of permits, licenses, and authorizations, which vary depending on the company's business sector, location, type of activities, and the competent authority issuing them.

Among the most relevant for operating an industrial or logistics facility are:

- Land Use License or Building Use License (municipal)
- Environmental Impact Assessment (federal or state)
- Fix Sources' Air Permit or Sole Environmental License (state or federal)
- Hazardous Waste Generator Registration (federal)

- Special Handling Waste Generator Registry (state)
- Hazardous Waste Management Plan (federal)
- Special Handling Waste Management Plan (state)
- Wastewater Discharge Registry or Wastewater Discharge Permit (state or federal)
- Concession Title for Water Extraction (federal)
- Environmental Risk Assessment (federal or state)
- Accident Prevention Program (federal or state)
- Civil Protection Contingency Plan (municipal or state)

These permits, licenses, authorizations, and concessions are essential not only for legal operation but also for building transparent relationships with authorities, obtaining certifications, accessing incentives, or even participating in public tenders.

## WHY IS COMPLIANCE CRITICAL IN NUEVO LEON?

Nuevo Leon is home to some of the country's leading industrial parks and has pioneered collaborative supervision models. State authorities, particularly the Ministry of the Environment, have established mechanisms for technical guidance, advisory support, and self-regulation agreements that promote a productive and responsible business environment.

This has fostered a strong culture of compliance in the region, where companies with high regulatory standards are often recognized and, in many cases, supported in their expansion projects within the state. In other words, compliance is not just about "avoiding fines", it's about becoming part of a business community that values transparency and sustainability.

Moreover, many industrial zones in the state border protected natural areas, water bodies, or residential communities, making environmental compliance in these areas a subject of heightened oversight. In this context, companies that identify the specific environmental and urban development characteristics of the location they intend to occupy are better positioned to minimize legal risks while strengthening their corporate reputation among employees, neighbors, clients, and authorities.

## REAL ESTATE AND ENVIRONMENTAL DUE DILIGENCE: KEY TO RISK PREVENTION

One of the most common mistakes in investment, expansion, or asset acquisition processes in Mexico is overlooking real estate and environmental due diligence. This practice, common in countries with high regulatory standards, involves a thorough review of the legal and environmental status of a property, identifying hidden risks, verifying existing permits, and assessing potential liabilities that could financially impact the company.

In Nuevo Leon, there have been cases involving properties with soil or water contamination, outdated or incomplete permits, or a lack of basic infrastructure and utilities, such as electricity or water supply, where a proper legal, real estate, and environmental audit would have made the difference between a successful investment and a slow, costly regulatory issue.

In fact, an increasing number of investment funds, multinational corporations, and developers are including legal, real estate, and environmental assessments as an essential part of their decision-making processes.



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### COMPLIANCE AS A COMPETITIVE ADVANTAGE

In today's globalized world, where consumers, investors, and governments demand responsible practices, companies that operate within the legal and environmental framework have a clear advantage.

Some of the most important benefits of solid regulatory compliance include:

- Legal certainty and business continuity
- Access to green financing and preferential rates
- Enhanced public perception and corporate reputation
- Reduced legal risks, penalties, and shutdown.
- Eligibility for government incentives or national/international certifications
- Efficient resource use and long-term cost reduction

Now more than ever, complying with the law is not just an obligation, it's a clear sign of professionalism and long-term business vision.

### HOW TO ENSURE COMPLIANCE

The first step is securing specialized local advice. Consultants with experience in regulatory, real estate, environmental, and industrial development matters in Mexico can help foreign companies understand requirements, manage necessary procedures, and build constructive relationships with authorities.

Additionally, it is advisable to implement internal compliance systems to track periodic obligations, update permits, and prepare for audits. This becomes especially important once operations begin and daily complexity increases.

Finally, investing in training for local staff and adopting international standards (such as ISO 14000 or 26000) can further strengthen a company's position in the eyes of stakeholders.

### CONCLUSION

Investing and operating in Mexico, particularly in dynamic regions like Nuevo Leon, is a strategic opportunity for many foreign companies. But success does not rely solely on economic or logistical factors: regulatory compliance is an essential condition to ensure sustainable, profitable, and respected operations.

Being prepared, seeking sound advice, and acting responsibly is the way to build strong businesses in the country. Because in an increasingly demanding environment, complying with the law is not just a requirement, it's a competitive edge that sets apart companies ready for the future.

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# SUSTAINABILITY: A NECESSARY FUTURE FOR INDUSTRIAL REAL ESTATE DEVELOPMENT

BY:  **Datoz**  
Real Estate Data Tech



**C**limate change is a reality: between 1880 and 2012, the average global temperature increased by 0.85 degrees Celsius. Since 1990, global carbon dioxide (CO<sub>2</sub>) emissions have risen by nearly 50%. Oceans have warmed up, snow and ice levels have decreased, and sea levels have risen. These environmental issues — along with sustainability as a concept — are becoming increasingly important for industrial growth.

In response, the real estate sector has made progress raising awareness and helping mitigate this crisis. According to consulting firm McKinsey & Company, 39% of global CO<sub>2</sub> emis-

sions originate from the real estate sector, primarily due to the materials used in construction and the energy consumed throughout the life-cycle of buildings.

Industrial developers in Mexico are adopting sustainable practices not only to help combat climate change but also to remain competitive by aligning with environmental policies. Government regulations, investor requirements, and end-user demands are pushing the industrial real estate sector toward a more sustainable approach.

## 2030 SUSTAINABLE PLAN

In 2015, the United Nations adopted 17 Sustainable Development Goals (SDGs) as part of the 2030 Agenda. Among them, Goal 9 promotes resilient infrastructure, sustainable industrialization, and innovation, while Goal 13 calls for urgent action to combat climate change and its impacts.

In line with these objectives, the Mexican Association of Private Industrial Parks (AMPIP in Spanish) aims for all affiliated parks to be intelligent and sustainable by 2030. This means implementing best practices and measures that promote social well-being, environmental care, and economic growth — as outlined in its strategic guide: “A New Roadmap: A New Generation of Intelligent and Sustainable Industrial Parks, Heading Toward 2030.”

Mexican industrial developers seek to meet the demands of global companies by offering sustainable

industrial parks. Today’s companies increasingly require facilities that are not only efficient but also healthy for their employees and aligned with environmental responsibility.

Industrial parks are starting to adopt sustainable construction methods, including the reuse of materials and environmentally friendly technologies. For their operations, many are turning to renewable energy sources. Beyond environmental goals, developers are also prioritizing employee quality of life, mobility, inclusion, and recreational areas.

To achieve these goals, developers are turning to performance measurement tools and third-party certifications, which are now key references for investors and tenants. Some of the most widely used standards include:

**LEED** (Leadership in Energy and Environmental Design), endorsed by the U.S. Green Building Council

**EDGE** (Excellence in Design for Greater Efficiencies), developed by the International Finance Corporation (IFC)

**WELL** Granted by the International WELL Building Institute (IWBI)

**ESG CRITERIA** (Environmental, Social, and Governance)

## SUSTAINABLE DEVELOPERS AND INDUSTRIAL FIBRAS

For more than a decade, industrial developers, and Real Estate Investment Trusts (FIBRAs) — such as Finsa, Vesta, Fibra Uno, and Fibra Prologis — have been advancing their sustainability agendas to align with the UN’s 2030 Agenda and help curb climate change. Today, sustainability is no longer a differentiator — it’s a near-essential requirement for investors and tenants alike.

Finsa began its sustainability journey in 2008 by developing the first industrial building in Mexico to receive LEED Gold certification. Since then, all of its new inventory buildings have met this standard. According to company data, FINSA of the 22 industrial parks in operation, 15 have current certified — making it Mexico’s top developer in sustainable industrial construction.

Vesta — one of the largest industrial property developers in Mexico — has laid out a clear sustainability roadmap. By 2025, the company aims to reduce energy consumption in common areas and offices by 20%, cut water use by 20%, and increase the percentage of waste recycled or reused by 50%. Between 2013 and 2024, Vesta has achieved green certifications (LEED and EDGE) of approximately 1.5 million square meters.

Fibra Uno (FUNO) has also established a sustainability plan that includes emission reduction and greater energy and waste efficiency, with goals set for 2030. As of the end of Q1 2025, 32% of its industrial properties held at least one sustainability certification (LEED, BOMA, EDGE, or WELL). Additionally, FUNO was included in S&P's Sustainability Yearbook — a publication recognizing companies with top ESG practices worldwide.

Meanwhile, Fibra Prologis has committed to achieving net-zero emissions across its value chain by 2040. To support this goal, the company aims to certify 100% of its operating portfolio. According to its latest ESG report, around 50% of its properties already hold certifications such as LEED or BOMA. From June 2021, every new building acquired by Prologis must be LEED certified.

Other companies — including Fibra Macquarie, Terra-fina, Proximity Parks, and IAMSA — have also implemented strategies to certify their industrial projects and promote ESG practices.

### CHALLENGES FOR INDUSTRIAL BUILDING SUSTAINABILITY

The sustainable development of industrial buildings and parks depends on the engagement of multiple stakeholders: investors, developers, operators, government authorities, employees, and tenants. Cooperation and alignment across all these groups is essential for meaningful progress.

Sustainability in industrial parks hinges on several key areas:

- Sustainable planning and design
- Eco-friendly infrastructure
- Energy efficiency
- Waste management
- Sustainable mobility

From the earliest planning stages, sustainability must be a central consideration. This includes minimizing envi-

ronmental impact, integrating natural areas, promoting energy efficiency, and using water responsibly.

To achieve these objectives, developers often implement systems such as solar panels, wind turbines, rain-water harvesting technologies, LED lighting, and energy control platforms. Equally important is establishing systems to reduce, separate, and properly manage solid waste.

Although the upfront investment in these technologies can be high, the long-term benefits are significant. These include improved competitiveness, enhanced brand value, and access to sustainability-linked credit lines and green funds — all of which support business growth and resilience.

Sustainability is no longer a trend; it is a necessity for the industrial real estate sector. Developers and FIBRAS that embed sustainability into their operations not only contribute to global climate goals but also strengthen their market position. As nearshoring accelerates industrial activity in Mexico, the challenge — and the opportunity — is to build responsibly and prepare the sector for a greener, more resilient future.



# BIM IN THE CONSTRUCTION INDUSTRY – HOW IS IT CHANGING THE GAME?

BY:  **HERMOSILLO**  
Experience Matters®

**A**EC (Architecture, Engineering, and Construction) professionals have found in BIM technology a way to manage and synthesize information within a transparent and efficient roadmap – from a project’s initial vision to its final brick. BIM revolutionizes how structures are visualized, planned, designed, built, and managed. As we delve into the significant influence of BIM within the construction sector, let’s explore its core principles and examine why it has evolved into an essential element of current construction practices. Furthermore, this article will explain how your company can leverage BIM to craft an immersive client experience throughout every phase of your projects.

## WHAT IS BIM IN THE CONSTRUCTION INDUSTRY?

BIM stands for **Building Information Modeling**. It represents a holistic process that consolidates the information and environments about a building into one unified model. This approach facilitates seamless cooperation among architects, engineers, contractors, and end users throughout a construction project.

This data-sharing process is backed up by a robust cloud service where design, construction, and operation coexist in one place. The keyword here is collaboration. At its core, BIM champions collaboration, aiming to harness real-time data to ensure every construction project runs smoothly. The result is a model with the most accurate representation of the physical characteristics of a future facility.

BIM is as much a framework as it is a tool, harmoniously coexisting to deliver its full potential. It serves as a medium for team communication, ensuring information is accessible anytime, anywhere, and enabling informed decision-making. In the words of Arturo Flores, Forward Design Director at Hermosillo and an AEC expert, BIM is about integrating each individual workflow into a more cohesive and leaner framework, focused on taking full advantage of pre-construction models to have better-informed teams, thus making better and timely accurate decisions.



## HOW IS BIM USED IN THE CONSTRUCTION INDUSTRY?

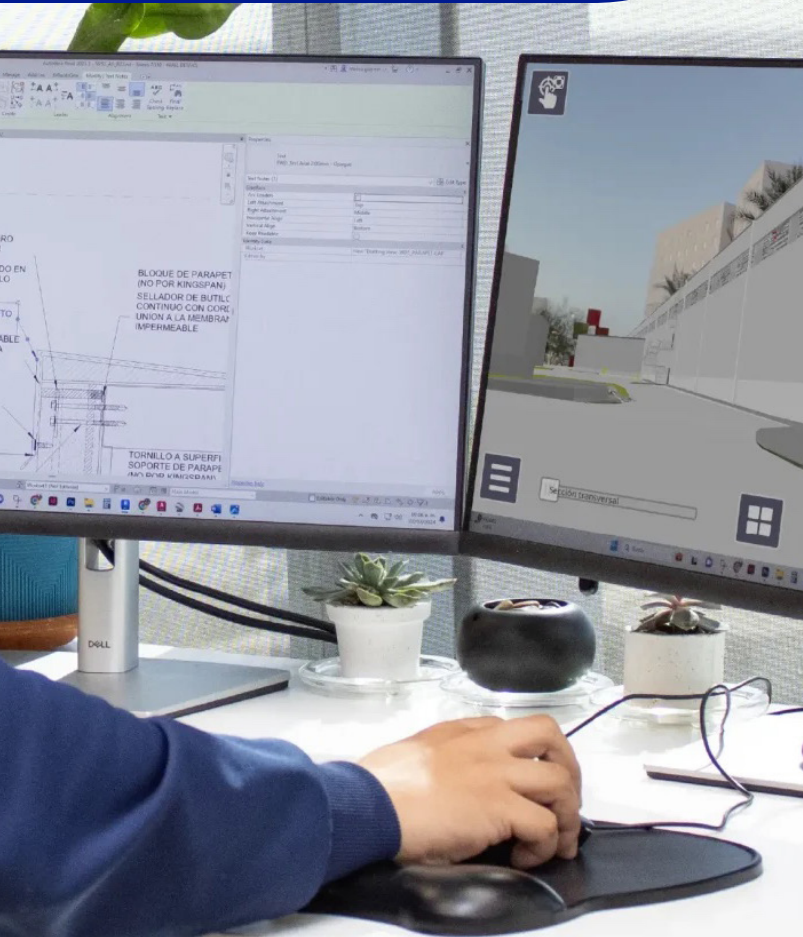
BIM allows AEC professionals to manage and generate data efficiently, simplifying decision-making. With information always accessible, there’s no waiting for “official” data deliveries as it’s instantly in the cloud. This immediacy enables simultaneous processes, exemplified in **fast-track projects**. BIM impacts everyone’s workflow, from site and structural engineers to mechanical engineers and contractors. Multiple BIM applications benefit each professional differently. To simplify it, we can categorize the applications into two main areas:

### A) PRE-CONSTRUCTION

- **Design Visualization** – Before any groundwork is done, BIM helps visualize the entire project in 3D, allowing stakeholders to get a ‘feel and look’ of it.
- **Cost Estimation** – The ability to predict costs more accurately by including this information early on in the project.
- **Scheduling & Timeline Predictions** – Predicting the timeline of each project phase is easier. It also can create a 4D construction simulation, which provides an accurate visualization of the construction process and site logistics.
- **Clash Detection** – Identify clashes or conflicts in design before actual construction, thus avoiding costly rework and delays.
- **System Integration** – Ability to create a federated model that combines all the systems within a building, such as plumbing, electrical, HVAC, FPS, FAS, etc.

### B) CONSTRUCTION

- **Real-time Collaboration** – Multiple teams can work simultaneously on different project parts.
- **Asset Management** – Track and manage tools, machinery, and materials throughout the construction phase more efficiently.
- **Site Utilization Planning** – Optimize construction site space for equipment, material storage, and mobilization.
- **Quality Control** – Monitor the quality of construction in real-time, ensuring it aligns with the design using Augmented Reality.
- **Site Logistic Planning** – Identify potential safety hazards and devise measures to counteract them.
- **Documentation Management** – Ensure all documentation and design deliverables are up-to-date and accessible to relevant parties.



### IS BIM THE FUTURE OF AEC?

With over 49% of construction professionals in the US already incorporating BIM, it's evident that it is not just the future but the present pulse of the AEC industry. BIM has reshaped how we conceive, design, and build structures, ushering in an era of **enhanced productivity, transparency, and safety**. BIM and VDC will continue to evolve, enabling us to create safer, more efficient, and more environmentally conscious structures than ever before. Several relevant design firms and construction companies, such as Hermosillo, in collaboration with key business partners and educational institutions, are actively working to expand the adoption of BIM practices nationally. We believe that sharing our expertise and promoting industry-wide innovation will lead to a brighter and more sustainable future for the AEC industry in Mexico.

### HERMOSILLO FORWARD DESIGN: INNOVATING FOR ENHANCED DESIGN PRACTICES

In our relentless pursuit of excellence, Hermosillo Forward Design has pioneered several groundbreaking practices within the scope of BIM. These practices have not only revolutionized the way that building owners approach construction but have also set new standards for the entire AEC industry.

### ENHANCED PRODUCTIVITY THROUGH BIM

Our design approach drives enhanced productivity through improved communication and collaboration, ultimately reducing rework. By modeling all MEP systems together from the project's inception and employing clash detection coordination, potential design conflicts are identified early, preventing costly reworks and delays on the job site. Hermosillo's models transcend mere 3D representations; they serve as the cornerstone of project information.

BIM's commitment to accuracy extends to virtual and augmented reality, offering immersive walkthroughs of the project during the planning and revision stages. These real-scale experiences allow clients bring their vision to life, understand the impact of proposed changes, and make confident, informed decisions. Our design team comprises certified professionals who are experts in their respective fields. Their unwavering dedication ensures we maintain the highest quality standards and effectively manage risk, especially in complex projects.

If you're looking to develop a greenfield site, spec shell or built-to-suit building, don't hesitate to contact us with any questions about your project or our services. We are ready to provide the guidance and advice you need to achieve your design and construction goals.

**Arturo Flores**  
Forward Design Director  
[forwarddesign@hermosillo.com](mailto:forwarddesign@hermosillo.com)



## ASK THE EXPERT

Meet Arturo Flores, our **FORWARD DESIGN DIRECTOR**. Don't hesitate to contact him with any questions about your project or our services.

Arturo is ready to provide guidance and advice you to achieve your design and construction goals in Mexico.

**Arturo Flores** - Forward Design Director  
[arturo.flores@hermosillo.com](mailto:arturo.flores@hermosillo.com)



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# REDEFINING THE CONSTRUCTION INDUSTRY WITH A SUSTAINABLE VISION

BY: GRUPO **GP**



In an era marked by climate urgency and a shift toward long-term resilience, the construction industry is being called to reinvent itself. No longer is it enough to build fast or big—we must build responsibly, with environmental awareness, social impact, and technological intelligence. At Grupo GP, we believe in a new way of building. A way that understands the demands of a global economy but also responds to the needs of our planet and our communities.

As one of Mexico's leading construction companies with more than 60 years of experience, we have been privileged to shape iconic projects across the country,

particularly in the industrial sector. Monterrey, a thriving hub for global manufacturing and investment, has been at the core of our growth—and it's also where we're helping redefine what it means to construct with purpose.

At Grupo GP, we integrate advanced technologies into our daily operations to improve the way we build. We use tools like Building Information Modeling (BIM) and have a team of Virtual Design and Construction to optimize every stage of our process—not only to manage costs and timelines with greater precision, but also to minimize environmental impact.

Technology enables us to make better decisions before the first brick is laid. It allows us to use fewer resources, generate less waste, and plan our projects with long-term efficiency in mind. This is not innovation for its own sake—it's innovation with intention. For us, that intention is sustainability.

Being sustainable isn't just about meeting environmental requirements. It's about embedding a new mindset in everything we do—from how we source materials, to how we design buildings that consume less energy and create healthier environments.

We're proud to have delivered industrial projects that meet LEED (Leadership in Energy and Environmental Design) standards—certifications that prioritize energy performance, air quality, and human well-being. These are not isolated efforts, but part of a broader ESG strategy that we continue to expand across our company.

## SOCIAL RESPONSIBILITY: BUILDING WITH AND FOR PEOPLE

At the heart of our purpose is the conviction that construction is not only about structures—it's about people. Our commitment to social responsibility is reflected in the way we engage with our collaborators, our clients, and the communities that host our projects.

Through our long-standing Fundación José María Garza Ponce, in honor of our founder, we support educational initiatives, scholarships, and local development programs that benefit thousands of individuals each year. We've also rehabilitated public schools and parks in various regions of Mexico, offering safer and more dignified spaces for children and families.

One of our most impactful initiatives is our partnership with Construyendo y Creciendo, an organization that provides mobile classrooms directly on construction sites. These mobile classrooms offer our workers access to a wide range of educational opportunities—including literacy programs, primary and secondary education, computer skills, English classes, and personal development workshops. For many, this is their first chance to formally continue their studies while working. To date, over 100 workers have graduated from these programs, creating real and lasting change not just in their lives, but in their families.

We actively promote volunteerism among our staff and create opportunities for them to give back through community events, tree-planting campaigns, and donation drives.



## MONTERREY: A GATEWAY TO CONSCIOUS INDUSTRIAL GROWTH

With its strategic location, skilled workforce, and growing reputation as a center for nearshoring and advanced manufacturing, Monterrey is becoming one of Latin America's most attractive destinations for global investors. But with this growth comes the responsibility to build smarter infrastructure—industrial spaces that are not just functional, but also resilient, efficient, and environmentally conscious.

Grupo GP is uniquely positioned to deliver that kind of construction. We understand what international companies are looking for: world-class quality, strict compliance, innovative project delivery, and sustainable outcomes. We have built facilities for global brands in automotive, logistics, aerospace, and consumer goods—always with a commitment to delivering more than just square footage.

Our clients see us not just as contractors, but as strategic partners who understand the future of industrial development in Mexico. A future where sustainability is a competitive advantage.

We know the road ahead for the construction industry is complex—but also full of opportunity. The world needs better buildings, not just more buildings. Investors are demanding more transparency. Communities expect greater value. And the environment can no longer wait for incremental change.

At Grupo GP, we're ready to build what's next: with intelligence, integrity, and impact. Because redefining the construction industry isn't a goal we aspire to—it's the work we do every day.



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# TALENT

# WOMEN'S ROLE IN NORTH AMERICA'S ECONOMIC GROWTH

A VISION FROM THE EXPERIENCE OF MARÍA ELENA GALLEGO, CEO OF 



**N**orth America—comprising the United States, Canada, and Mexico—has witnessed profound economic, technological, and social transformations over the past few decades. In this context of rapid change, women have played a decisive role in driving regional development. Our participation has transcended traditional workspaces, reaching into business leadership, innovation, cross-border entrepreneurship, and the construction of a more inclusive, sustainable, and competitive economy.

From my perspective as CEO of COLLECTRON—a company specialized in shelter solutions, investment attraction, and strategic development for businesses across North America—this phenomenon cannot be understood without incorporating a structural, gender-focused lens. Throughout my career, I have worked in sectors such as manufacturing, logistics, foreign trade, energy, and technology, where I've actively promoted not only the integration of more women, but also the strengthening of human talent as a fundamental condition for sustainable economic growth.



## DUAL EDUCATION, EMPLOYMENT, AND GENDER-FOCUSED LEADERSHIP

One of the fundamental pillars of equitable economic growth has been women's increasing access to higher education, particularly in fields traditionally dominated by men, such as science, technology, engineering, and mathematics (STEM). Across Mexico, Canada, and the United States, women's graduation rates in these fields have steadily risen. Yet beyond the statistics, what truly makes a difference is the connection between technical education, productive integration, and real job opportunities.

At COLLECTRON, I have championed strategic alliances with educational institutions, dual-training centers, and business organizations to equip women with skills in critical areas such as advanced manufacturing, international logistics, foreign trade, automation, and industrial process management. This approach, which combines theory and hands-on practice, has allowed us to integrate female talent into highly specialized sectors, adding value from design to execution in industrial processes.

At the same time, women's access to leadership positions has profoundly transformed organizational culture. I believe diversity in leadership teams fuels innovation, enhances decision-making, and strengthens corporate resilience. Governance with a gender perspective is not only an ethical imperative, it's a competitiveness strategy. Our experience at COLLECTRON shows that integrating women into strategic roles attracts investment, improves corporate reputation, and enables companies to respond more swiftly to global challenges.

## CROSS-BORDER ENTREPRENEURSHIP AND FEMALE-DRIVEN SUSTAINABILITY

North America offers a unique environment for women entrepreneurs to develop projects that transcend borders. The United States-Mexico-Canada Agreement (USMCA), along with other trilateral agreements and mechanisms, has created tangible opportunities for women business leaders to access regional supply chains, certification processes, and export markets.

At COLLECTRON, I have personally led the international expansion of businesses led by women in sectors such as agribusiness, renewable energy, biotechnology, e-mobility, and medical technology. These projects have not only been profitable, but they have also embodied an ethical, responsible, and socially committed vision that is redefining the very concept of competitiveness. As I often say, "When women lead, sustainability is not an add-on—it's the starting point."

This entrepreneurial model has also made new forms of female leadership visible—more collaborative, empathetic, and integrative. Women have been crucial in building productive networks that connect small businesses, local communities, and large global corporations, creating inclusive value chains that prioritize well-being and equity.

***"When women lead, sustainability is not an add-on—it's the starting point."***

**PUBLIC POLICY, TRADE AGREEMENTS, AND GENDER-FOCUSED FINANCING**

One of the most significant achievements in recent years has been the inclusion of gender-focused provisions in international trade agreements, especially the USMCA. These measures have established new ground rules that promote the active participation of women in production processes, international certifications, public tenders, and cross-border trade.

I believe that trade frameworks that integrate a gender dimension **create more equitable conditions for women to compete and grow.** “It’s not about granting advantages—it’s about correcting structural inequalities that limit women’s potential,” I often emphasize. At COLLECTRON, we act as a facilitator between women entrepreneurs and international trade mechanisms, offering legal, logistical, and technical support to help women access these benefits effectively.

I also serve as a member of CADEER, where one of our key objectives is to influence national and international financial institutions to design credit schemes, investment funds, and guarantees specifically tailored to the needs of women entrepreneurs, prioritizing projects with high social, technological, and environmental impact.

**TECHNOLOGY, DIGITALIZATION, AND COLLABORATIVE INNOVATION NETWORKS**

In today’s global environment, where the digital economy is growing at an accelerated pace, technological skills are indispensable for competitiveness. Aware of this reality, I have promoted intensive digital training programs for women, covering topics such as e-commerce, data analysis, cybersecurity, smart logistics, and industrial automation.

Moreover, we have helped create cross-border mentoring networks, innovation hubs, and alliances with universities in the United States and Canada. These initiatives enable women to share knowledge, build collaborative business models, and open new pathways for international expansion. It’s not only about closing digital gaps—it’s about ensuring that women become protagonists in North America’s innovation ecosystem.

To any international company evaluating its next investment: now is the time to explore Monterrey. Whether you’re in manufacturing, logistics, or tech, the city offers the scalability, certainty, and workforce needed for long-term success in North America.

**CONCLUSION: WOMEN AS PROTAGONISTS OF REGIONAL DEVELOPMENT**

North America’s economic growth cannot be understood without recognizing the transformative role of women. From my experience at COLLECTRON, I firmly believe that our leadership is not limited to occupying existing spaces—it’s about creating, redesigning, and driving them forward with a strategic, inclusive, and sustainable vision.

My journey leading COLLECTRON—a company that crosses borders, industries, and cultures—has shown me that female talent is a driver of competitiveness, social cohesion, and shared prosperity. My commitment to dual education, human capital development, and gender equity has left a meaningful mark on North America’s business ecosystem. In this historic moment of global economic reconfiguration, recognizing and strengthening the role of women is not merely about fairness—it is a fundamental condition for building the sustainable future we all aspire to create.



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# MONTERREY: THE MOST COMPETITIVE TALENT HUB IN LATIN AMERICA

BY:  humanquality.



On the Latin American talent map, Monterrey has emerged as a key epicenter. This northern Mexican city boasts a highly skilled, bilingual workforce aligned with global standards. Thanks to its advanced infrastructure, strong educational institutions, and industrial diversity, Monterrey is now one of the most attractive destinations for foreign companies seeking specialized talent.

The human capital in Monterrey is not only abundant but also distinguished by its technical and professional training. According to the QS World University Rankings: Latin America 2025, Tecnológico de Monterrey is ranked as the top private university in Mexico and second in Latin America for employability. Alongside institutions such as Universidad Autónoma de Nuevo Leon (UANL) and Universidad de Monterrey (UEM), the city produces thousands of professionals each year in key areas like engineering, information technology, logistics, and business.

One of the most notable aspects of Monterrey's talent is English proficiency. According to the EF English Proficiency Index, Nuevo Leon is among the top states in Mexico for English skills, and Monterrey leads in professional-level bilingual communication. This minimizes barriers to collaboration with international teams and

facilitates remote work and integration with global corporate offices.

Monterrey's main industries have also shaped the region's talent pool. The city is known as Mexico's industrial capital, with a strong presence in advanced manufacturing, including the automotive, aerospace, medical devices, and home appliance sectors. These industries demand specialized profiles in production, quality control, automation, and process design.

In addition, Monterrey has fostered a growing tech ecosystem. Global companies have established software development, data analytics, artificial intelligence, and cybersecurity centers in the city. This growth has driven innovation clusters like Csoftmt, dual education initiatives, bootcamps, and university-industry partnerships to train professionals ready to compete in the digital economy.

Logistics is another key industry. Thanks to its proximity to the United States and robust highway and rail infrastructure, Monterrey is a strategic logistics hub. This has generated high demand for talent in supply chain management, international trade, data analysis, and operational management.

The nearshoring phenomenon has intensified these dynamics. According to Nuevo León's Ministry of Economy, the state has attracted over 70% of all nearshoring-related investments in Mexico over the past two years. In 2024, the region reported a record-breaking \$30 billion USD in foreign direct investment. This boom has sharply increased demand for technical and bilingual talent, driving new strategies for workforce development and talent acquisition.

In response to this demand, many companies are adopting hybrid or fully remote models. Monterrey has become a reliable source of remote talent thanks to its digital connectivity, work ethic, and soft skills. From programmers and financial analysts to customer service agents and project managers, Monterrey-based professionals operate efficiently from anywhere in the world.

For foreign companies looking to build remote teams in Mexico, Human Quality stands out as a strategic partner. With 29 years of experience in human resources, Human Quality offers comprehensive remote staffing solutions. Their services include specialized recruitment, payroll administration, performance monitoring, and operational scalability. This enables international companies to build fully remote teams without legal or administrative complications.

Human Quality has partnered with companies in the United States, Canada, and Europe, helping them build efficient, cost-effective operations from Monterrey. With in-depth knowledge of the local ecosystem, a strong talent network, and adaptability, Human Quality ensures a smooth and productive experience for companies looking to expand in Latin America.

In conclusion, Monterrey is more than an industrial center — it is a strategic talent hub for the future. Its human capital combines technical knowledge, soft skills, a strong work culture, and bilingual preparation. Backed by partners like Human Quality, foreign companies can tap into this talent pool with confidence, efficiency, and long-term vision.

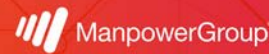


**Monterrey is more than an industrial center — it is a strategic talent hub for the future.**

# COMPANIES IN MEXICO REPORT OPTIMISTIC EMPLOYMENT OUTLOOK, DESPITE GLOBAL ECONOMIC UNCERTAINTY

BY:  ManpowerGroup

MEXICO FINDINGS



2025 Q3

ManpowerGroup Employment Outlook Survey

**H**iring expectations in Mexico remain optimistic at 28% for Q3 2025, according to ManpowerGroup's latest report. The results show that expectations decreased by five percentage points from the previous quarter, and four percentage points from the same quarter last year. The most employers (44%) anticipate an increase in hiring, 36% expect to maintain current staffing levels, 16% anticipate a decrease, and 3% are unsure.

Global trade uncertainty is influencing the hiring decisions of 65% of companies, with a pronounced impact among employers in Mexico in the Energy and Finance & Real State industries, both at 80%.

## KEY FINDINGS

- The highest hiring plans are registered in Mexico City (38%), in the West of the country (33%) and in the Northeast (30%), while in the Center of the country (20%), Northwest (20%) and North (24%) present the least optimistic outlooks.
- Transportation, Logistics and Automotive (52%), Health and Life Sciences (46%) and Energy (45%) are the sectors with the highest hiring intentions.
- Business growth (34%) continues to be the main reason for hiring, while economic challenges (32%) top the list of reasons why companies would make staff reductions.



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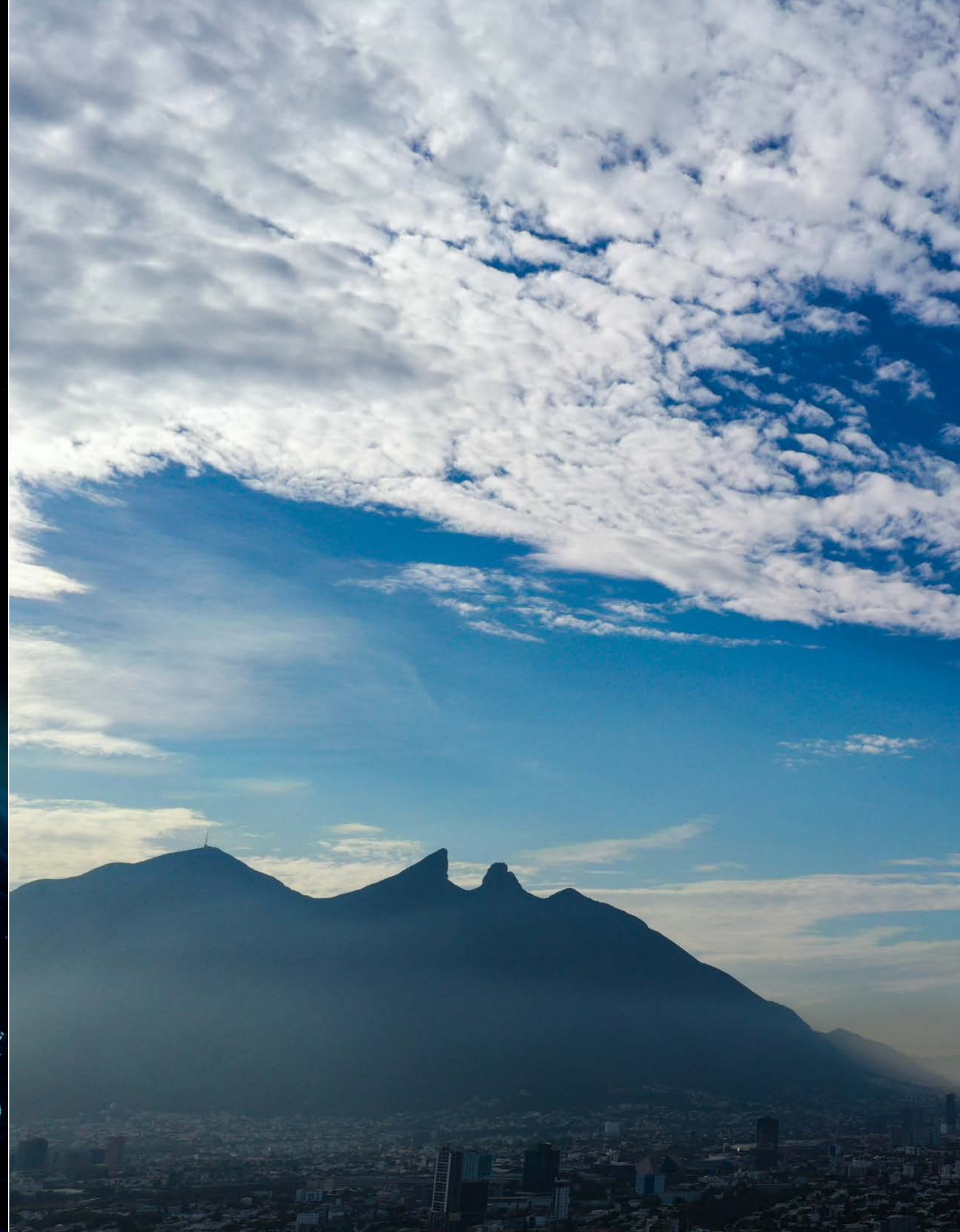
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