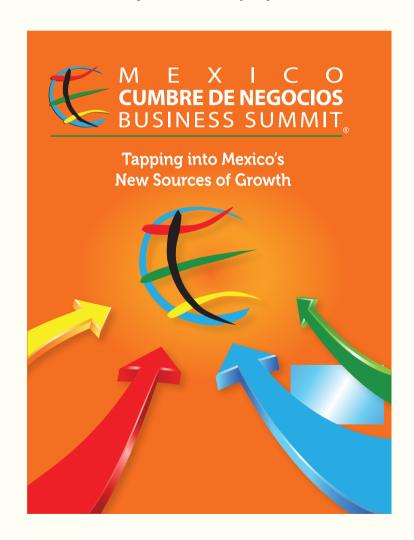


MEXICO BUSINESS SUMMIT REPORT 2014

October 26 - 28, 2014 Querétaro, Qro.







Message from Miguel Alemán Velasco President of the México Business Summit



For twelve years we have celebrated the Mexico Business Summit, an event that has achieved national and international recognition thanks to the effort of the Organising Committee and the trust of our sponsors.

As Chairman of this forum and in representation of all its members, I thank you for participating in this Mexico Business Summit edition: "Tapping into Mexico's new sources of growth".

Mexico Business Summit twelfth edition will be celebrated in the city of Querétaro from October 26 to October 28, 2014.

The slogan we chose for this year corresponds with our objective of tackling relevant issues for the future of our country and, as always, contribute through dialogue, exchange of ideas, and proposals of our distinguished guests, to create a better Mexico.

We are witnessing fundamental facts for the future of the nation, such as the response from the main political groups in Mexico to the initiatives of structural reforms from the President Enrique Peña Nieto, that will have a great significance to our country.

These reforms will represent a milestone in the modernization of our nation; they will consolidate opportunities to improve our economy, they will foster Mexican competitiveness in the global markets, they will create more spaces for investment attraction, and will strengthen the internal market.

All this with the final consequence of improving the Mexican standard of living.

This coincides with the main purpose of the Mexican Business Summit, that is, to contribute in generating a more inclusive country, in which every Mexican can have access to health, education, adequate housing, and well-payed salaries.

An entrepreneurial vision needs to go hand by hand with a social vision. A political vision needs to have as a priority the social welfare. The productive and commercial competitiveness needs to be in benefit of everyone.

Our country has now new foundations to make this happen. That is why the Mexico Business Summit will work specifically on "Tapping into Mexico's new sources of growth".

At a global level, we will focus on the competitive advantages that emerge from the reassessment of the Asia-Pacific relations, the commercial links with North, Central and South America, and with the European Union.

I thank the State Government, its entrepeneurial community and specially to the beautiful city of Querétaro, its valuable support for making this event possible.

This edition of the Business Summit will no doubt be successful thanks to the commitment and enthousiasm of all its participants.

iWelcome!

Miguel Alemán Velasco President

/ iquel Human f.



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BIENVENIDOS

M E X I C C
CUMBRE DE NEGOCIOS
BUSINESS SUMMIT

OPENING SESSION



Speakers

Miguel Alemán Velasco Chairman, Mexico Business Summit, Mexico José Calzada Rovirosa Governor, State of Querétaro, Mexico Oscar Peralta Casares Representative, Querétaro Business Community, Mexico

Chaired by

Alfonso García Cacho Executive Director Mexico Business Summit, Mexico

The spirit of this Summit is to promote action by taking advantage from the national and international experiences of the people present in this event, in order to create a horizon of better social policies and a better future for the young and future generations.

In order to face Mexico's challenges, it is necessary for the private sector and the government to collaborate and agree. It is crucial to make a wise use of the resources Mexico has. The agenda of the twelfth edition of the Mexico Business Summit is built around these elements, seeking to promote the exchange views to improve the population's quality of life.

The Mexico Business Summit represents a space for dialogue, for sharing talent and experience, for bringing up ideas that could benefit Mexico. Participants and speakers are the ones that have made this encounter a high level yearly gathering.

Whereas in the past the Summit was focused on what to do to achieve growth, now the meeting will deal with what has been achieved. The approved reforms constitute a tool to make of Mexico a better, more prosperous and more equal country. The reforms have strengthened the Mexican State and this is a right moment to show support to the institutions.



Alfonso García Cacho

At the same time, society demands justice, and this is a fundamental reason to address a social strategy to improve the standard of living, respecting others and promoting a social order based on justice and freedom.

In the last thirty years Mexico's growth has been lagging. Now, it is imperative to change the pattern. Other countries' examples show that an economic transition is possible if there is will and dare to change. After the important reforms that led Mexico into NAFTA, the country became lethargic. Instead, Mexicans should have been active stimulating agreements to benefit the local economy. Today, it is crucial to act and guarantee a prosperous outcome for the country, and that is a collective effort that concerns everyone. In order to generate a real change, entrepreneurs, politicians and workers must be united to generate agreements that bring Mexico a better future.

Querétaro represents a national example in the implementation of economic and social policies that have been possible thanks to an open door government close to the people. At the same time, the state has been able to collaborate closely with the productive sector and has positioned itself as a leader in enterprise quality.

The Summit gathers for the third time in Querétaro, a state that can share its experiences of collective work that have proved economically successful, and a place that constitutes an example for the subject of the twelfth edition of Mexico Business Summit "Tapping into Mexico's new sources of growth".







Miguel Alemán Velasco José Calzada Rovirosa Oscar Peralta Casares



Aprovechar los nuevos recursos para el crecimiento de México





Aprovechar los nuevos recursos para el crecimiento de México



KEYNOTE SPEAKERS

Plenary Luncheon



Special Address Enrique Peña Nieto President of the United States of Mexico

Welcoming Remarks Miguel Alemán Velasco Chairman, Mexico Business Summit, Mexico José Calzada Rovirosa Governor of Querétaro, Mexico

This twelfth edition of Mexico Business Summit is being held for the third time in Queretaro, demonstrating that this state has contributed greatly to the development of the region and the country overall.

As a whole, the Summit has highlighted the spirit of trust that its participants have in Mexico's federal government and future. Today Mexico is breaking paradigms and overcoming obstacles. Furthermore, the business community feels greatly optimistic that the national economy will grow exponentially and fill a more important role in the international arena.

For transformation, countries need strong leaders like President Enrique Peña Nieto who are willing to make necessary reforms regardless of any possible backlash. Mexico is undoubtedly undergoing a revolutionary transformation that lies in taking full advantage of its potential and resources to attain sustainable development. Joint participation and exchange of ideas among business leaders, members of government and civil society is imperative for the success of this transformation. The country has taken the significant step of establishing much needed reforms. Now we must work together to implement and support their success. Only through teamwork will Mexico break barriers, overcome historic obstacles and create a stronger and improved society.

To reach this goal, President Peña Nieto's administration is already contributing in three significant ways. First, it has developed eleven structural reforms, six of which promote economic growth and competition, creating jobs and new businesses. Likewise, these economic reforms will create greater competitiveness and investment, both national and international, which will in turn translate to higher incomes and improved wellbeing for the entire population. This environment for progress will be further supported by the additional reforms, which specifically aim to strengthen Mexico's institutional regime, rule of law and education.

The second great effort of the current administration is pursuing a national transformation in terms of infrastructure development, taking advantage of Mexico's strategic location and resources. This effort includes building 46 new highways to connect the distinct regions of the country. Furthermore, the administration is undergoing 24 railway projects to transport both passengers and merchandise more quickly and safely. Two infrastructure projects stand out for its innovation and size; one is the construction of the first express train of its kind on the American continent, which involves an investment of approximately 43 billion Mexican pesos and will connect Mexico City and Queretaro with 210 km of railroad. The second one is the largest infrastructure project of the whole government: Mexico City's new airport. At its highest stage the new airport is expected to transport 120 million passengers, four times more than the current airport.

Finally, the Peña Nieto administration's third project is the transformation of the country's public policies. Some examples are the new national tourism policy, the national housing policy and the new social policy. National tourism policy is bringing record numbers of foreign tourists into the country, as well as significantly boosting the economy. The innovative housing policy works to create ordered, sustainable and intelligent urban development. The administration's social policy seeks to incorporate social program's beneficiaries in productive activities. In addition, the fiscal reform integrates workers into formal employment to strengthen the economy and improve quality of life. These transformation policies are establishing a firm foundation for sustainable and inclusive growth to strengthen the domestic market and improve the quality of life of Mexicans.

In order to attain the Mexico we all want and to help all of these transformations reflect in benefits for the people requires a great synergy of our efforts to join Peña Nieto's administration in fostering economic advancement, social development and justice. It is necessary that all levels of government powers intensify its efforts to ensure full respect of the rule of law throughout the country. At the same time, government authorities must act effectively and responsibly throughout the nation, because Mexicans demand and deserve results, justice, legality and respect for human rights. For a solid nation, all parties must work together in the name of their country.







José Calzada Rovirosa Miguel Alemán Velasco Enrique Peña Nieto and Miguel Alemán

Mexico and the Southern hemisphere: Creating a zone of co-prosperity



Speakers

Juan Orlando Hernández President of the Republic of Honduras Salvador Arriola Secretary for Cooperation, Iberoamerican General Secretariat (SEGIB), Spain

Moderator

Arturo Valenzuela

Senior advisor for Latin America, Covington & Burling, LLP; Professor of Government, Georgetown University; Former Assistant Secretary of State for Western Hemisphere Affairs in the first Obama Administration, USA

he existing economic blocks, which give way to free trade, should have clear rules and regulations set forth for attracting investment and generating new industries and employment. The new free trade agreement between Mexico and Central America, the foreign exchange of goods and services within the region has experienced a significant increase and fostered the development of a number of different sectors.

Mesoamerica is a fundamental region for political, economic, and social growth. Central American presidents have concluded that for it to function as a successful economic bloc, it is necessary to create a strong foundation and structure to act as the meeting point of both the Atlantic and Pacific trade routes. Acting as a unified economic block will allow Central America to reap the benefits of its potential and reach the levels of success desired by many actors in the region.

The characteristics that the region experiences today constitute an area of opportunity for all. Narcotrafficking, food security and migration, are topics in which all players in the region must act since they are all greatly affected by their existence. Before an area of true co-prosperity can be reached, the region's major challenges must be recognized and discussed. For Mexico, it is important to resolve the issues present at its borders. By acting as the passage between the United States and Central America, the country becomes a territory of transit. Unfortunately, this has caused a number of serious problems the country needs to address to generate a safer environment.

Mexico, Colombia, and the Caribbean are essential players in order to compete with the Asian giant.

The security problem in Central America is an opportunity for capacity building, collaboration, and above all, a matter of justice. The opportunities for investment and growth will come as long as security issues are tackled.

Society must be linked to each of the processes carried out by the government with the intention of promoting transparency and thus show the world that we are a reliable region, with clear rules. This will provide the necessary security to investors. Honduras has created a new model consisting of economic zones in which the rule of law is insured through the creation of an effective dispute resolution panel for any country.

The harmonization created by free trade is essential in order to link access to markets and thus promote and spread the American experience worldwide. The different investment methods make it so that competition cannot be egalitarian. If we wish to present ourselves as a strong force to the world, the rules should apply equally to everyone. In addition, care must be taken in financing infrastructure in order to generate a much stronger block visà-vis other countries.

Therefore, it takes a joint effort with the Inter-American Development Bank and the World Bank to advance these projects. In April 2015, the Summit of the Americas is celebrated – the summit should demonstrate clear and precise ideas for advancement in the development plans. Now is not the time to get together just to try to reach new agreements – now is the time to lay the groundwork for new treaties and exchanges to strengthen the region.

Finally, education is a topic of great importance in the creation and implementation of the previously mentioned economic blocks. The intercultural exchange of ideas and knowledge will permit the region to have success as a whole. In 1950, the academic exchange united the region in a way never seen previously, yet with time the countries have began to lose touch. With the intention of generating a strong economic region in order to participate at the global level, it is absolutely essential to revive the previous ties between Central American actors to assure regional growth.

The presence as a block can only be achieved if efforts are united and experiences are shared. Now is not the time to act alone. In the new world order, it is better for the region to act as a single force - as in this way the benefits are received by most people, regardless of nationality.







Juan Orlando Hernández Alvarado Salvador Arriola Arturo Valenzuela

Lessons to help a country change



Speakers:Tony Blair
Former Prime Minister of the United Kingdom

Chaired by:Andrés Rozental Chairman President, Rozental & Associates, Mexico

The world is in a time of change, but how do you change in a changing world? There are lessons from countries that have changed and benefited from it, however, implementing change into your own country can be the most difficult part.

Change is the most difficult task a government is entitled to do. The good exercice of politics is important, and is becoming increasingly relevant with the speed at which changes occur in the world.

China represents an example of good policy implementation: in the last 30 years it has taken more people out of poverty than any other world power in history.

Contrariwise, Mexico has fallen short over the last 30 years, with an economy that grew by 2.2%, while countries such as South Korea and China have grown 900% and 2000%, respectively. Mexico's economic and political structure require change in order to launch forward and compete internationally.

A list of seven points to help a country change

- **1.** To have an open market with free trade, creating jobs and prosperity, supported by transparent mechanisms and institutions.
- **2.** To develop a competitive private sector that gives enterprises space to flourish. This will help increasing competitiveness in the private sector, and will also attract greater foreign investment.

Mexico is going places... have faith in what you are doing, because you're going to get there

- 3 Change and reform. Governments must change on the grounds of efficiency and justice, without excluding their poor population from social benefits. This is why structural reforms and support programs are crucial in improving the citizens' quality of life.
- **4.** Education, the most important long-term reform. Educational reforms are the most difficult. However, Mexico cannot afford having large amounts of its people with poor education; if there is no education, there is no future for the people nor the nation.
- **5.** Security, the most important short-term reform. Rule of law must be respected and crime on the street must be controlled; this is why Mexico must be supported by a transparent government.
- **6.** To recognize that the world is more interdependent than ever. The current international system faces an innumerable amount of challenges that should be taken on together. Today, no country can afford to be independent.
- **7.** Reforms must be made not by taking political sides, but with a clear-headed vision of what is best for the citizen.

Change is always revolutionizing the world. Each country's circumstances are distinct, but the nature of the change is always the same. In certain situations, it is necessary to do what it takes for changes to happen. An example of change, or a political revolution, is the Pacto por México, one of the most ambitious reform programs in the world.

In this Pacto, reforms go beyond the ideology of the political right or left, dealing with practical solutions that require a pragmatic vision, in order to focus on improving the people's lives. Furthermore, the reforms back up Mexico's image in the international arena.

To help guide change such as this, it is necessary to understand the importance and responsibility of leadership. The importance of a leader, whether of a country or a business, is to make decisions and do what he or she thinks is correct.

A leader can go through rough times, and be criticized, but he or she must take those critiques with intelligence and learn from them. In summary, a good leader stands out for his or her preparation and determination to move forward when others pull back.

The seven points mentioned above, accompanied by a correct leadership and a reforming political context could help Mexico finding its balance in the national and international arena. Mexico is predicted to be one of the greatest nations in the global decision-making process, not only because of its economy, but also because of its values and leadership. "Mexico is going places... have faith in what you are doing, because you're going to get there", concluded Tony Blair.





Tony Blair Andrés Rozental

Strengthening the fundamentals for growth in a volatile monetary environment



Speaker:Agustín Carstens
President, Central Bank of Mexico, Mexico

Chaired by:Pedro Velasco
Partner, Santamarina y Steta, Mexico

he world is going through a difficult economic phase since the crisis outbreak in 2007-2008. The global economy faces several challenges: volatile markets, currencies under pressure, drops in stock markets all around the world, all this marked by setbacks in intents for a post-crisis recuperation. This is further accentuated by the complicated situation in Europe that seems unable to generate growth, troubles arising to pursue the Japanese economic plan, and a dicrease on growth rates in emerging economies. These are all determinant factors in the behavior of the global economy.

While Europe seems to have run out of rescue policies, the United States has recently showed improvement in its economy, thanks to an ultra-expansive monetary policy resulting in a small dicrease in the unemployment rate.

Mexico appears to be heading toward a promising stage, if the implementation of the structural reforms are carried out properly. The challenge is how to grow in an environment in which the global economy grows under its potential, with financial instability -which primarily affects emerging economies- created by the reversion of flows, product of the expansive policy.

With the objective of promoting the economic strengthening of Mexico, the Banco de México has successfully directed its efforts on stabilizing the inflation rate, keeping it at an average of 3%, with a tolerance range of +/-1%. Even considering prices fixed by the government, this rate is respected. For instance, it is expected that in 2015 the adjustment to the price of gasoline goes from 10% to 3%.

To grow with financial stability, it is necessary to focus on three essential aspects:

- **1.** A solid macroeconomic basis. It is necessary to establish fiscal discipline that helps put public finances in order, together with monetary policies focusing on price stabilization.
- **2.** Strengthening the external sector to counteract the reversion of capital flow. When fiscal discipline is respected, the GDP maintains a sustained rate regarding external debt. Also, this stability helps the financial system to be adequately capitalized and ultimately contributes to economic growth.
- **3.** Sources of growth in the global economy. Putting together the necessary requirements to approve strict international regulations gives Mexico the opportunity to access large credits without having negative consequences within the banking system.

The Mexican government has recently focused on generating sufficient growth conditions to become less dependent on external growth. The different structural reforms constitute a result of these government initiatives. In fact, the reforms have already begun to contribute to the economic growth through high employment rates and investments. The latter will also help to improve the distribution of wealth.

Entrepreneurs must take advantage of the opportunities arising from the reforms, if they do, they will promote further investment. The Mexican private sector needs to participate in the construction of a solid economic future for the country's different regions, such as it did in the development of the aircraft industry in Querétaro. This will generate an environment of greater competitiveness and productivity, which will result in more income for the citizens.

Nevertheless, it is important to remain vigilant on the economic effects that could result from Mexico's security crisis, particularly in Guerrero. The government must take adequate actions so that these problems do not affect the expected growth.





Agustín Carstens Pedro Velasco

In general, Mexico seems to have a promising future, stimulated, above all, by the energy reform. The reduction in fuel prices and the establishment of a competitive price in electrical energy will make of Mexico and the entire North American region, a major competitor in the sector.



Agustín Carstens Pedro Velasco

Drawing the lessons of a lifelong fight for democracy



Special Keynote Address: Lech Walesa Former President of Poland, Poland

Chaired by: Miguel Alemán Velasco Chairman, Mexico Business Summit, Mexico

Moderator: Claude Smadja Presidente y Fundador, Smadja & Smadja, Suiza

The world is a changing place. Many Mexicans, as many people around the world, hope to see a unified world. How can this be achieved? By remembering our past and taking advantage of what we have learned. We must find what unites us and adjust it to our contexts.

Poland is a great example of how a nation that is united can overcome all obstacles. Historically, this country, located between Germany and Russia, has been a territory in the middle of disputes. For almost 120 years, Poland disappeared from the map, due to being divided on various occasions between its neighboring countries. With the end of World War II, it came under soviet control. All these drastic experiences have made the Polish people sensitive to identifying threats and opportunities, and has made them alert about future events. Nobody thought that the Polish population could destroy and expel communism from the country, unless it was done through a nuclear war.

However, today, history tells us otherwise. To this day, people still say that integrating the European continent is not a viable solution, but cases such as Poland's prove that it is possible to revolutionize the world.







Lech Walesa Miguel Alemán Velasco Claude Smadja

Globalization is the goal of many in this modern age, but with so many cultural, religious and political differences, how do we integrate with one another? The European Union has virtually eliminated its borders and open its doors to many agreements, but how can this model unite the entire world? For instance, during the communist occupation, the Polish people continued to pray, harder than ever. When the communist party noticed this, it tried to reform the system to control this disobedience; however, the system ended up toppling. When John Paul II was elected Pope, he showcased the strong beliefs of Poland to the world—the beliefs that had kept it unified through the hardest of times.

Democracy is viewed by many as the perfect platform for the global political future, but is there a formula for the perfect democracy? The Walesa Formula consists of three aspects that describe what is essential for a democracy to thrive. First, the political system requires regulations. A constitution is needed to establish standards for the democracy to follow. Second, the people need to take part in legal regulations and take an interest in politics.

People need to be encouraged to vote and be part of the decisions for their country. Last, the amount of money that citizens have is essential. Citizens without resources will not feel a duty to struggle for their government. People need proof that their system is working and encouragement to work for that system. With these three rules, governments can become stronger and make more connections internationally.

It is impressive the way that Mexico has changed over the last decade. The current reforms, although controversial, are increasing opportunities to construct a positive future. This is the best time for Mexicans to participate more actively in the construction of their own country. However, to do this, it is necessary to have one key value in mind: solidarity. Only with solidarity can the entire population generate true commitment to its future and be willing to work for the changes it wants to see.

Finding common ground, strengthening democracy and collaborating with other countries are the three aspects required to create a unified world. All nations need to play on the same field in order to construct a globalized, harmonious world. Citizens are able to change the world; it is just a question of commitment and solidarity.

Initiatives to boost Mexico's growth NOW



Speaker: Carlos Slim Helú Honorary Life Chairman, Grupo Carso, Mexico

Chaired by:
Miguel Alemán Velasco
President, Mexico Business Summit, Mexico

After a moderate rebound in 2014, Mexico's GDP growth is expected to do better in 2015. What government policies would ensure this acceleration of growth next year? What should corporate Mexico do more or better to contribute to higher growth? How would an acceleration of growth ensure that Mexico does not fall into the "middle-income trap"?

Mexico is currently experiencing its fifth big stage of economic growth, which brings with it significant change and opportunity. This change is similar to that of the early twentieth century, which converted the country from an agricultural, self-consumption society to an urban, industrial one. The second economic stage came as the Great Depression began to fade and Mexico pursued a nationalistic campaign that focused on fostering national development.

As a result, between 1933 and 1982, the third economic period, Mexico experienced an average annual growth rate of 6.2 percent. This growth endured despite several wars and economic challenges. Though the country has sustained very moderate growth since 1983, the fourth period, the current societal shift offers the opportunity of a growth spurt similar to that of before.





Carlos Slim Helú Miguel Alemán Velasco

Mexico is now leaving its industrial stage and becoming a technology and service society. Just as it was during that first shift from agriculture to industry, education is the key to supporting today's transformation to a service society.

As jobs now require extensive training and competencies, the current administration and private investors need to focus hard on improving the education system; in particular by working intensively with teachers, as they will be the catalysts for overall change in the system. Furthermore, investment is required to extend technology coverage to meet the needs of schools and ensure nationwide access.

Indeed, the country faces an urgent need for increased investment. Private investment will foster both increased and improved education, as well as employment opportunities. Together, these factors will work to augment the middle class so that it becomes more extensive, with better education, higher incomes, greater purchasing capacity and an overall improved way of life.

In agricultural and industrial societies, people work excessively and consume very little. In our new service society, the system works very differently. People must be well educated to attain better incomes. This will allow for more consumption, thereby strengthening the economy and supporting the country's overall performance. Similarly, it is essential to invest in increasing the formality of Mexican enterprises, along with increasing the quality of products and services.

Mexico has a huge opportunity to become a developed country, with 5% annual GDP growth; however, the government must have a sense of urgency to accelerate these ambitious investment and infrastructural projects.

The energy reform is key to creating better conditions for competition, with rates and services for low-cost electricity, without blackouts, and the development of the petrochemical industry.

One of the most important issues that President Peña Nieto's administration has addressed is energy reform. This reform will make Mexico more competitive internationally, allow for greater growth and create more and better jobs. For the reform to reach its full potential, however, there is an urgent need for additional private investment in the energy sector.

By doing so, Mexico can take key actions, such as connecting its gas pipelines with the United States. Furthermore, by opening PEMEX to private investment, gasoline prices will come down and become more competitive. As a result, energy costs will lower for Mexican manufacturing companies. These reduced costs, together with Mexico's supply of trained (yet cheaper) workforce, will make the country much more productive and give it an advantage over the United States.

Indeed, there is no doubt that at this moment Mexico has an enormous opportunity for accelerated and sustained growth. Mexico is a developed country that deserves first-world health, education, technology development, research and entertainment. The business community must act immediately to invest in important projects related to areas such as energy and infrastructure to make this possibility a reality.





Carlos Slim Helú Miguel Alemán Velasco



SESSION SUMMARIES

MEXICO; INNOVATION AND FUTURE

The trends Mexico needs to care about



Speakers:

Juan Enríquez Cabot
Co-founder, Synthetic Genomics Inc. Managing Director, Excel Venture Management
Claude Smadja
President and Founder, Smadja & Smadja, Switzerland

Provocateur:

Sheel Tyle

President and Founder, Smadja & Smadja, Switzerland

Moderator:

Nik Gowing Anchor, BBC, United Kingdom

key mission of the Mexico Business Summit is to contribute thinking about the future of Mexico in the global context. In that respect, many of the structural reforms initiated by the Peña Nieto administration are aiming at a greater and more efficient integration of Mexico into the global economy. But what are the trends reshaping the global economic and business landscape that will have an impact on Mexico's corporate and national strategies in the coming years? What are the technological developments that will offer new opportunities for Mexican corporations or to which Mexican entrepreneurs will need to adjust rapidly to be able to continue to thrive in a fast changing, volatile, environment? What are the global trends and how will they affect Mexico? Mexico must pay attention to the technological advances happening outside its borders. If it does not prepare for these new trends, these changes could put the Mexican economy at risk.

The economic potential of start-ups is unparalleled. These companies generate the majority of jobs in the United States. They create economic stability and increase competitiveness within the country. The structure of start-ups is related to the structure of human relations and does not follow a hierarchical organization. These companies have the advantage of being connected with a vast number of people from different sectors. Diverse connections allow start-ups to know where the market trends are heading.

It is vital that Mexico keeps an eye on the rising global trends: where and how technological innovations are being produced. For instance, robots

Mexican policies are more stable, predictable, and in favour of foreign investors than before.

and 3D printers are changing the production system by designing and constructing products in a much faster and less expensive way. These trends will put the maquiladora economies at risk, such as in Mexico, if it does not take preventive measures. This is why Mexico should follow the start-up model, by being part of the network, fostering change and understanding innovation. This shift will contribute to a healthy economy.

There are trends popping up all around the world, but how will they affect Mexico? The country should keep an eye on six:

- 1. Restructuring of the global supply chain: there is a new dimension of political risks that companies need to think about. The United States is now choosing to build its new factories in its own territory instead of in Mexico. This should make Mexico think of where it wants to be in five years and what types of restructuring and legal framework are needed to get countries interested in investing in Mexico.
- **2.** Fragmented globalization: the spirit of globalization has changed. There is no longer a unified global vision, but a multifaceted one. The future of globalization is broken down through regional agreements, not global ones. This is why Mexico now needs to look beyond the United States as a commercial partner and connect with more partners through trade agreements.
- **3.** The great middle class divide: the middle class in the United States, Europe and Japan is pessimistic of the future. On the other hand, emerging market economies such as China have a blossoming middle class, with a standard of living equal to that of Spain before the crisis. The Mexican government should pay attention to the dissatisfaction among the middle class and formulate a solution to their demands.
- **4.** The global demographic shift: Mexico has a young, active population, but it is aging faster than the United States. If Mexico does not act fast, their active population could be surpassed by other countries.
- **5.** Technology convergence and innovation from everywhere: most of the Western world has already lost its monopoly in technological innovation. In this aspect, Mexico has been lacking, it needs to create skills in order to boost the economy into the 21st century.
- **6.** In a volatile world, where the United States have not been replaced as the hegemonic power, but multilateralism is still struggling to get through, Mexico is in a very good geographical location and strategic position to mediate in the current context.

One last element so that Mexico not only faces these global trends, but leads them, is a culture of success. Mexican society must recognize and celebrate the success of its people. Doing this will create role-models who will encourage the rest to dare to dream and develop innovative ideas. This will not cost the country anything; in fact, it will help it strengthen its resources to achieve significant change.

Without a doubt, the fundamental tools to face these trends are education and knowledge. However, it is not enough for Mexico to just ride on this wave of trends; it needs to work in networks, take advantage of its national demographics, use the benefits of multi-facetted globalization, and finally, celebrate the success of the Mexican people as an incentive to continue progress in the country.







Juan Enríquez Cabot Sheel Tyle Nik Gowing

Innovation => Productivity = Growth. How to?



Speakers

Matt Levatitch

President and Chief Operating Officer, Harley Davidson-Motor Company, USA Alec Ross

Former Senior Advisor for Innovation, Secretary of State Hillary Clinton, USA Marcelo López Sánchez

Secretary of Sustainable Development, Government of the State of Querétaro, Mexico

Moderator

Yaël Smadja

President, Smadja & Smadja, USA; Chief Executive Officer, The Women Speakers Bureau, USA; Executive Director, Máxico Cumbre de Negocios

exico is consolidating the necessary foundations for transiting into the future of industrial innovation and achieving a competitive position. Nonetheless, cultural and industrial changes are still needed to guarantee this transformation is achieved. Young entrepreneurs need to be recognized as legitimate owners of fresh ideas, current industries must continue to innovate, and companies must learn how to remain strong through these changes.

Mexico's youth is a tremendous asset. In México, people under 35 are growing in a sophisticate culture, no different than that of Seoul or Shanghai. Mexico is no longer a developing economy; it is a strong emerging economy. However, the tendency in Mexico is to have older, powerful men and women running businesses, creating an unwelcoming environment for young innovators. One recommendation would be for powerful people to meet with one new entrepreneur once a week and listen to his or her projects, without paying attention to age, sex, or family ties.

This new generation needs opportunities. In Mexico, starting up a business requires a lot of time, and it is not very likely that it will survive for three years. However, despite these difficulties, entrepreneurs must stop waiting for the government to solve their problems, and that they are capable enough to achieve great changes. Additionally, experienced businessmen and women can mentor this emerging generation of entrepreneurs and help them break through barriers so they can revolutionize the industry and generate a substantial change in the world.

In the midst of these cultural and industrial changes, industries must understand how to stay strong through transition periods. There are three critical areas that industries should pay attention in time of change:

Keep focused on the brand. Understand the relationship that customers have with the brand and try to remain loyal to it.

Align employees and stakeholders. Reward distributors and dealers for their dedication, and reward customers for choosing your brand.

Commitment to do the necessary work. Be committed to make the necessary changes to turn the brand into what you want it to be.

Companies must stay true to who they are and what they represent, without fearing innovation. Belief and courage are the most crucial factors in staying strong through transitions in your industry.

How is Mexico changing? Querétaro is one of the best examples to illustrate Mexico's innovation path. The state joined the "innovation wave" by implementing new information technology and aeronautics clusters. Today, Querétaro has more than 150 businesses generating more than 15,000 jobs in these sectors. Querétaro's success is due to its focus on developing young talent, and at the same time, incorporating SME's as a key part of the region's development. However, there is still a long way to go. SME's, along with entrepreneurs, must bet on added value. Another key action in Querétaro is the creation of spaces for young entrepreneurs, such as Fábrica de Ideas, where they can share ideas and find venture capital to turn these ideas into real projects.

Thanks to these long-term strategies, Querétaro has become the third most competitive state in the country, and hopes to spread this optimism for change and innovation into companies at a national level.

Mexico is a country with great potential that must encourage new ideas, continue innovating and promote know how to remain strong and stable during transition periods. Innovation is vital for the social and economic development of the country, as it not only increases productivity, but also helps establish a culture that is open to new ideas, where being an entrepreneur is respected and pursued.







Matthew Levatich Alec Ross Marcelo López Sánchez

Making social media a real business in Mexico



Speakers Lino Cattaruzzi General Manager, Google Mexico, Mexico Alec Ross Innovator, Former Senior Advisor for Innovation to Secretary of State Hillary Clinton, USA Jorge Ruiz Escamilla

Moderator

Rossana Fuentes Berain Founder and Director, Media Lab, Mexico

Chief Executive Officer, Facebook Mexico, Mexico

exchange, social media has played an important role in developing new areas of business for both entrepreneurs and large corporations. E-commerce has become the primary source of income for many companies. Thanks to the growth and scope of social media, entrepeneurs have found a quick and easy way of doing business that generates results in the short term.

In Mexico, social media has become a way for people to connect with family, friends, merchants, and others. However, the development of social media is not yet fully translating into new full-scale business opportunities. There are 1.3 billion users on Facebook, of which 53 million are Mexican; this are potential clients that could represent great business opportunities.

Digitalization is an essential process for achieving competitiveness in any country. Mexico already has the necessary infrastructure to be at the same level as the most technologically advanced countries. However, driving entrepreneurship and innovation in Mexico is fundamental, as it is still a consumer of digital media and not a producer.

In Mexico, people between the age of 25 and 65 prefer investing their money in tangible things (like property), rather than investing in an intangible business, such as an e-business. This is a matter of fear—people think that failure is punishable and that the lack of resources prevents them from being able to access technologies and opportunities to succeed.

Failure is a natural part of the process which leads to evolution and growth.

Other countries, such as the United States, China and Israel have figured out the secrets to succeed in digital business. Individuals do not expect the government to solve all their problems and instead take responsibility of their own affairs. The government's role is not to create entrepreneurship, but to set conditions that are favorable for entrepreneurship and to create tax policies to incentivize risk capital. So, how can Mexico face international competition? By "reverse mentorship", which means receiving feedback from young people, as they are always in constant search for innovation and renovation and accepting at the same time that it is not always necessary to be young in order to innovate.

The most important global digital platforms were created because there were people who had spaces to pitch their ideas to powerful investors who had the financial resources required to make these ideas a reality, thus generating a significant economic benefit for all parties. In this context, it is understood and assumed that failure is a natural part of the process which leads to evolution and growth. The possibilities are infinite, the only thing we need to do is take risks.

In order to make social media a real business, the speakers offered valuable advice:

- Understand social media (scope, frequency and segmentation)
- Define your added value to the consumer
- Constantly innovate
- · Dare. Take risks.
- Focus on the person
- Be 100% mobile
- Set metrics to measure ROI.

In conclusion, digitalization is a constantly evolving process worldwide, in which everyone should be at the forefront to achieve competitiveness. Mexicans can find endless opportunities for both information and business, we only need to believe that we can all foster change.







Lino Cattaruzzi Alec Ross Jorge Ruiz Escamilla



MEXICO IN THE GLOBAL ARENA

Managing competition AND cooperation with Asia



Kishore Mahbubani

Speakers:

Kishore Mahbubani
Dean, The Lee Kuan Yew School of Public Policy, Singapore
Tadayuki Nagashima
Executive Vice President, Japan External Trade Organization (JETRO), Japan
Enrique Rodríguez
Director General de Relaciones Publicas y Comunicaciones, Huawei, Mexico

Moderator:

Claude Smadja President and Founder, Smadja & Smadja, Switzerland

exico's main commercial relationship is with the United States. However, as the global economy diversifies and the dynamism of Asia is confirmed, the region has become a necessary commercial partner if Mexico wants to attain its growth potential. The fulfillment of this alliance will stimulate the emergence of an era of cooperation not only with China, but also with other Asian countries, such as Japan and Singapore.

The countries of Asia are today some of the biggest economies in the world. One of the reasons for this global shift is the cooperation between South East Asian countries, and even cooperation of different cultures within a country, such as in Singapore, where different civilizations can coexist harmonically. Another reason is that Asian countries promote the internationalization of their professionals, sending them to study abroad. After their training, students come back with knowledge and expertise in the use of technologies, as well as best practices that are then adopted in their specific national contexts. This is possible thanks to the Asian ability of implementing useful measures without caring about their origin.

The lack of quality education is partially responsible for the challenges that Mexicans have on moving freely and fluently in foreign markets.

In Japan, during the 1960's and 1970's, before its economy became truly global, an effort was made to improve basic education, which became a driver for innovation. Later on, this made it possible for Japan to compete on an international level, raise salaries and finally expand national consumption. This is the virtuous cycle that Mexico should adopt.

Japan has experience competing in markets not only in Asia, but also globally. For instance, Nissan opened its doors to the Mexican public in 1966, while in China the company has been operating for only about 15 years. This is a clear sign of the confidence that the Japanese private sector has in the Mexican market and workforce. Nevertheless, Mexico's participation in Japan has been very limited during the same period of time. A lack of education is partly the reason why Mexican companies have so many difficulties on starting operations abroad.

China is also a clear example of the enormous growth that can be achieved with good leadership in a matter of decades. According to the IMF, in 1980 the global share in purchase parity terms (PPP) of China was 2.2%, while the United Sates' was 25%. By the end of 2014 though, China's share will be greater than the one of the United States. For the first time in 200 years, a non-Western power will have the biggest economy in the world.

The important thing is to understand how China manage to achieve this. The answer consists in seven characteristics:

- Free market economy
- Mastering science and technology. The largest research & development budgets used to be in the West, but today they are mostly located in East Asia.
- •A Culture of Pragmatism. As Deng Xiaoping said, "It doesn't matter whether a cat is white or black. If it catches mice, it is a good cat". This is, of course, related to the "Great Silent Asian Learning Journey", the name given to the thousands of Asian officials that leave their continent to learn best practices and new techniques around the world, only to come back and help improve their countries implementing what they were taught.
- Meritocracy. While Asia has always had the world's biggest concentration of "brains", it has also traditionally had the largest pool of "unused brains". Nowadays, that is changing. The best and the brightest get rewarded for their good work, and there are opportunities and incentives for the ones that want to improve their condition.
- Culture of peace
- Rule of law
- Quality education

While many perceive China as a threat to Mexico, and Mexicans worry about competing with such a big economy on the global market, it is important to understand that the story of Asia is not the story of China. Mexico needs to absorb and comprehend the diversity of the region. For instance, an often missed fact is that the Mexican silver dollar was used as a currency in South East Asia from the 16th to the 19th centuries. The buy of Singapore was paid in Mexican dollars in 1819. Instead of looking for competition, Mexico should look beyond that, and focus on the ways it can cooperate with Asia.





Tadayuki Nagashima Enrique Rodríquez



Claude Smadja

If the best example of cooperation in the world is the European Union, then South East Asia is definitely number two. Right now, Asia is a melting pot, a great laboratory that is testing multi-civilization cooperation. It is a living, breathing modern miracle that Mexico should consider for future commercial relations.

Singapore is a great example of the ways in which civilizations can combine efforts to build something better. In the 19th century, London was a the capital of the world. In the 20th century it was New York. When the Asian century unfolds in full blossom, the natural economic, commercial, cultural and intellectual capital of the 21st century will be Singapore.

For Mexico to be able to use this as a trampoline and an opportunity, it has to embrace the fact that being the United States' neighbor is a great advantage. On one hand, Mexico's location makes it the perfect spot to settle manufacturing centers, but it also opens the door for investors to an emerging market in electronics, technology and services. To fully become a developed country, -considering that Mexico's per capita GDP stands quite high at around \$10,000 USD- structural reforms must be made.

These reforms must affect the lower-mid and lower classes in a positive way. China's situation is somewhat similar. In addition to focusing efforts to shrink the gap between the lower and middle classes, they are also transforming their exploitation and public spending economy into one based on internal consumption. It is hard to achieve, but it also represents a step on the way to development.

Leveraging the prospects the Pacific Alliance opens for Latin America





Vanessa Rubio Ildefonso Guajardo

Speakers

Luis Miguel Castilla Former Minister of Economy and Finance, Peru Idelfonso Guajardo

> Secretary of Economy, Mexico Felipe Larrain Bascuñán

Former Minister of Finance, Chile; Director, Clapes UC- Latin American Center for Economic and Social Policy, Chile

Vanessa Rubio

Undersecretary for Latin America and the Caribbean, Mexico

Moderator

Arturo Valenzuela

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The integration of Latin America is key to better face global economic challenges. Since the 1980's, Latin American countries have implemented many models, such as the Southern Common Market (MERCOSUR), but the ultimate goal of integration has still not been reached. However, the Pacific Alliance (PA) is emerging as the youngest and most promising integration agreement in Latin America due to its pragmatism and efficiency.

The history of economic integration in Latin America began with little success. The origins of the first Latin American alliance were customs unions and the import substitution model of the eighties, which played an important role in the industrialization of the Americas.

This mechanism worked quite well for the large countries in the region; however, the small countries, representing the majority of Latin America, did not have much success. Because of this asymmetric results, the import substitution model ended. Nevertheless, some projects, such as customs associations, still subsist.







Felipe Larraín Bascuñán Luis Miguel Castilla Arturo Valenzuela

What is the best integration model for Latin America? For now, the PA is considered the most successful system for various reasons:

- **1.** The Alliance unites Chile, Mexico, Peru and Colombia; who, when joined together represent 40% of Latin America's GDP. Furthermore, if the PA continues at its current rate of growth, it could end up surpassing the Brazilian economy.
- **2.** This agreement currently allows 92% of goods and services from the member countries to circulate freely without tariffs, while the remaining 8% is still in discussion.
- **3.** The Alliance is sustainable, despite changes in government of the member countries, since the private sector is the engineer of this integration model and is committed on driving it forward.
- **4.** Despite the fact that the PA includes heterogeneous economies, it helps increase diversity of exports from the four countries, seeking to integrate SME's in the process.

What is the dynamic of the PA with other integration models in Latin America? Although it is certain the PA does not compete with the Trans-Pacific Partnership (TTP) for its size, it is also true that the PA has a more successful mechanism, and does not exclude the possibility of being part of and working together with both agreements. MERCOSUR, despite including a large number of countries compared to the Alliance, is predominantly ideological, which ends up being less efficient for integrating Latin America. In fact, there is no other agreement with as much dynamism as the PA.

Once the PA solidifies its bases with transparent institutions, the leaders of this project must discuss its expansion process, and how other countries can become part of the agreement despite a diversity of political ideology.

The PA is evolving into an agreement that goes beyond trade, it is implementing an innovative process in regional integration, combining trade and social aspects. The PA includes diplomatic representations, issuance of future visas for youth to work and study within these four countries, and even seeks cooperation to face climate change. This pragmatism is a virtue of the PA, changing regional integration from ideological to practical. From Mexico's perspective, this agreement responds to the philosophy of being part of different regions in the world. The country is looking to Latin America as a strategic partner.

There is still work to be done for the integration of Latin America. However, without a doubt the Pacific Alliance seems to be a promising and aspirational model for the unification of the region, since it is taking actions with tangible and efficient results to achieve economic and social integration.

Using the crisis as an opportunity to strengthen the economic ties between Europe and Mexico



Speakers

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Chief Executive Officer, Airbus Group, France
Jean-Paul Herteman
Chief Executive Officer, SAFRAN, France
José Antonio Meade Kuribreña
Secretary of Foreign Affairs, Mexico
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Interpellator

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here are currently more tan 15,000 EU companies that have transformed Mexico into a popular and strategic destination.

Throughout the past decade we have witnessed a number of crisis around the world, each one bearing its own lesson to prevent future downturns. On of them is to create, strong economic infrastructures and legal frameworks. The recent economic crisis in Europe should not only be seen as a recent downturn for the region, but as an opportunity it had to grow.

The crisis challenged not only Europe's integrity, but also the idea of the European Union as a whole. Now, the region has ties around the globe. It is now made up of a robust structure with well-coordinated mechanisms to combat regional economic crises. The structural modifications have had great impacts. Political dialogue has been quite positive and in recent times has shown the integration of Mexican interests through key cooperation on behalf of regional actors.

The EU has become the second biggest export market to Mexico just behind the United States. Such trade has been significantly improved by recent trade agreements, such as the one implemented in October 2000 (Free Trade Agreement between Mexico and the EU). However, updates and review of the agreement are necessary and as of 2013 the Mexican and EU governments have decided to do just that.







José Antonio Meade Kuribreña Paulo Portas Jean-Paul Herteman

Europe is reinventing itself and meanwhile has found an attractive partner in Mexico, a country that plays a great role in the new economic order. Sustainable development, strategic position, and Mexico's role in the Pacific Alliance are all characteristics which make it one of Europe's key interests.

There are currently more tan 15,000 EU companies that have transformed Mexico into a popular and strategic destination – this openness and structural change has resulted in the positive shift of doing business here, as well as having increased the number of overall opportunities. In sectors such as tourism or a place to develop international trade Mexico has transformed into a popular destination for European partners.

Furthermore, Europe can build upon the already existing trade agreement with Mexico, especially now that Mexico has become one of the new raising stars in the global economy. In addition, as a key country in the region, countries within the American continent are also interested to further develop trade agreements with Mexico.

The main focus for future relations is the ever-growing relationship between nations in times of globalization. The future of Europe has to focus on its interest and necessity to invest outside of the region – if it only does business within the region, it will face little growth and possible decay. Ireland, Spain, and Portugal for instance, have demonstrated impressive growth due to their ability to adapt to new markets and trends, as well as a new international framework.

However, in Europe there is still much work to be done. Work regulations should be adapted to present market conditions in order to attract investors. Bureaucracy needs to be reduced in order that investment processes can be decided efficiently. The administration needs to fight against over regulation and be coherent with the answers provided to fulfill investors' needs.

Mexico's success is due to its solid business environment, with clear policies for all participants, a great incentive for investors. An area for improvement remains on education. To sustain and increase current growth rates and be able to reach its full potential, Mexico will need to fill the numerous technical positions that will become available with specialized and skilled workers.

The evolution of the aerospace industry in Mexico has been impressive. During the first phase of NAFTA (North Atlantic Free Trade Agreement) its development was promising, but after, this industry has witnessed one success after another. Suppliers have become best in class and accordingly, final products exported are of good quality.

This is key in a competitive market, as quality products draw investment. It is estimated that Mexico will not only double, but triple the number of its exports in aerospace engineering goods and services in the years to come.

According to the EU, Mexico ranks as third best country to do business with. Europeans have slowly but steadily put aside China as the most popular destination for investment. It is time for Mexico to go further. It is time for Mexico to become a world-class leader not only on aerospace but the rest of its industries and services. The structural reforms are the first step to achieve the next level.





Tom Enders Sebastian Vos

20 years after: Rebooting NAFTA beyond manufacturing







Roberta Jacobson Luis de la Calle John D. Negroponte

Speakers

Luis de la Calle

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Carl Meacham

Director, Americas Program, Center of Strategic and International Studies, USA John D. Negroponte

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Moderator

Julio Millán Bojalil

President, Grupo Coraza Corporación Azteca, Mexico

Agreement) was seen in a negative light, with its members wondering what would become of the treaty. However, 20 years after the implementation of this agreement, we can now see materialized the advantages it has given for growth in Mexico, the United States and Canada. NAFTA has helped Mexico on the national and local level, providing places like Querétaro the chance to experience incredible growth, while also giving the three countries involved the opportunity to increase exports to a level never experienced before. The North American region has benefited form NAFTA, but what is out there right now to help the continuity of the treaty?

The success of NAFTA has been at such a magnitude that it has converted North America into one of the most dynamic regions in the world. The agreement continues being a reference point for future multilateral treaties and has positively impacted Mexico. After twenty years of this agreements implementation, Mexico's exports have increased by 700%. Local economies, such as Querétaro, are experiencing growth rates equal to those in Asia.

Additionally, NAFTA has been useful a a platform to create strategies together to face global challenges. In summary, NAFTA has resulted in being more than a successful trade treaty; it is now a way to live and work together.

There are various opportunities for the three countries involved in NAFTA to come together and boost success as a whole. Energy is one of the main opportunities we have at this moment. There must be a trilateral discussion and agreement to take advantage of this energy revolution. An example of subjects to be brought into discussion is the Keystone Pipeline. The export of oil could become a bright new industry that could unite the three NAFTA nations.

To strengthen NAFTA's benefits, its members must recognize and come to terms with the barriers that exist between them. One of these barriers is the lack of political willingness from the governments, especially from the United States, in order to debate and reach agreements on sensible topics, such as a fair immigration reform for all. Another challenge is how to guarantee follow-up on NAFTA with the same vigor and focus within the domestic policy of each country despite a change in government, since with elections and shifts of power, NAFTA acquires a different take according to the vision of each governing party. Overcoming these obstacles will help North America propose more ambitious goals such as becoming a voice for democracy and human rights throughout the world.

What is the future of NAFTA? The answer should focus on contributing to development of poor states, investing in education and encouraging the tourism sector. Additionally, these three

countries must look for more ways to work together, keeping in mind the global context to propose new and realistic strategies. The future of this treaty is linked to the responsible and sustainable use of energy.

Mexico is in a great position to open ties with other regions and it has the tools to take this multilateral trade treaty to a more beneficial level. Creating a stronger North America and continuing to negotiate new agreements around the world will boost Mexico into the international trading stage.





Carl Meacham Julio Millán Bojalil



STRUCTURAL REFORMS

Make it Mexico's Moment



Speakers:

Claudio X. González
Chairman, Kimberly-Clark Mexico, Mexico
Gerardo Gutiérrez Candiani
President Consejo Coordinador Empresarial (CCE), Mexico
Sergio Argüelles González
President and General Director, Finsa, Mexico

Moderator:

Ana María Salazar Vice President and Executive Director, Mexico Weekly, Mexico

he impressive array of 11 structural reforms launched in twenty months by the Peña Nieto administration as well as the macroeconomic stability of the country are generating the interest of foreign investors. This comes at a time when re-shoring activities back to North America is gathering momentum and China's attractiveness is declining.

Mexico is today at the forefront of the countries improving their reputation, identified as an attractive destination for businesses. So is it at last Mexico's moment? Many inside and outside of Mexico are ready to bet on that, despite the fact that the economic performance has disappointed in its sluggishness, with GDP growth for 2014 being forecasted between 2.5-2.7%. Though this numbers represent an increase from 2013, the forecast is well below the country's potential.

Whereas the growth of the emerging world has slowed, major developing economies such as Mexico continue to shape a solid foundation for future growth and social progress. Proof of that is its quick recovery from the global crisis that erupted in 2007 and 2008. The business community is optimistic about Mexico's future. While there are serious challenges to be faced and negative characteristics about the state of Mexican society, they are far outnumbered by the positive elements, changes achieved and opportunities at hand.

here needs to be another "Pacto por México" that focuses specifically on security, which is tied to corruption and impunity.

The idea of "Mexico's Moment" was created by international media, but has been whole-heartedly embraced by the Mexican community. The question becomes how to advance from here to achieve the Mexico that we all want. Structural reforms were motivated by the head of the Federal Executive in 2013; they were aimed to generate economic growth that all Mexicans demand, which could mean that over 20 million Mexicans leave the ranks of poverty the next decade.

Structural reforms will allow Mexico to raise the level of national competitiveness and penetrate international markets more successfully and thereby achieve the desired economic development. Under recent reforms in energy, finance, labor matters, education, telecommunications and tax, Mexico could turn into an economic powerhouse by 2020. It is projected, in the short term, that Mexico could enter into the big leagues of world trade.

The structural reforms created by the current administration over the last two years have catalyzed change and offer significant opportunities to continue on this path. Mexico needs to focus on three priorities to truly seize its "Moment". First, it needs to implement the structural reforms passed by the current government. Second, the Mexican State needs strengthening. This will involve advancing in five key areas: security, justice, rule of law, governability, and the fight against corruption. Finally, Mexico needs to promote public policies that foster growth in areas such as regional development, transparency, energy and infrastructure.

Nevertheless, the issue of security still presents a tremendous problem for Mexico and has been the primary element preventing the success of Mexico's Moment. There needs to be another "Pacto por México" that focuses specifically on security, which is tied to corruption and impunity. It will undoubtedly take time to address this issue given that it is intimately connected to the problem of drugs, which is not going to disappear. However, if Mexico devotes as much effort to the problem of security as it did to create the energy reform, for example, success can be attained.

The business world and society at large must provide support for the institutionalization process required to attain this much needed change. That said, new dialogue is needed for opportunities between the federal government, the private sector and civil society.

A topic of hot debate likewise connected to Mexico's ability to claim its Moment is that of the role -positive or negative- of the North American Free Trade Agreement (NAFTA). Two decades after its creation, opinions on whether NAFTA has had a positive or negative influence on Mexico continue to differ greatly. However, NAFTA has undoubtedly yielded significantly more benefits for Mexico than drawbacks.

Mexico would be in a completely different situation without NAFTA, as thanks to this treaty Mexican exports have grown from 60,000 to 380,000 millions of U.S. dollars.





Claudio X. González Gerardo Gutiérrez Candiani





Sergio Argüelles González Ana María Salazar

The North American region has favorable characteristics for development as any other region in the world: demography, geopolitics, capital markets, strong political institutions, technological capabilities, water, food resources, natural resources, open markets and a total lack of religious and territorial problems.

When polled, 89.1% of the audience agreed that this is Mexico's Moment. This reflects the confidence that people have in the country and its future, as well as the optimistic spirit of businesspeople in general. Together, NAFTA and the recent structural reforms allow for all of Mexico's current aspirations and, with proper implementation, provide the path to success. Thus, despite all the challenges, we must not forget the great and privileged opportunity that is available, and strive to fully realize this country's vast potential.

Leveraging the energy revolution for new growth creation



Speakers:
Ildelfonso Aguilar
Head for Planning and Business Development, Grupo Diavaz, Mexico
Mark W. Albers
Member of the Board of Directors, Exxon Mobil Corporation, USA
Mario Beauregard
Chief Financial Officer, PEMEX, México
Pedro Joaquín Coldwell
Minister, Ministry of Energy, Mexico

Moderator: Ernesto Marcos Giacoman Minister, Ministry of Energy, Mexico

The energy reform is the most important reform in Mexican history, not only because of its scope, but also because of its comprehensiveness.

- What policies need to be implemented in order to guarantee that reforms promote a 5 to 6 % growth in Mexico?
- It is expected that a quarter of all contracts and resources will be allocated to and produced by Mexican companies by 2025. Are national enterprises competitive enough to achieve this?
- What areas of growth could be explored with the energy reform? What are the implications for the Mexican industrial structure?

The economical, social and political impact of the energy reform might be enormous. It has already surpassed expectations and the actual implementation with the participation of private companies is still under way.

If anyone has been affected by the ban on foreign investment in the energy sector, it's PEMEX and its national supply chain. The energy reform opens the door of possible international collaboration to Mexican companies, particularly on the extraction and refining fields. The reform will enhance, among other issues, further integration of Mexico's national industry with that of the United States.





Pedro Joaquín Coldwell Mario Beauregard

Nonetheless, as it usually happens with the implementation of change, the reform has a series of challenges. Still at the beginning of this presidential term there was a lot of skepticism about the possibility of changes on energy issues. At the same time, the economic security and competitiveness of Mexico's companies were at risk.

On one hand, there was a clear decrease in oil production (of around a million barrels a day in a nine year period). On the other, electrical bills were skyrocketing. Mexico is currently the third most expensive country of Latin America in terms of electrical energy, and the gap between Mexican prices and those of the United States keeps growing. Even with subsidies, Mexican tariffs are 25% more expensive than in the United States. Without subsidies, the difference goes as high as 73%. Finally, it is also important to admit that the period of easy oil extraction has almost come to an end in Mexico. 75% of national reserves are now in deep water and non-conventional sources.

The needs of the country are huge and the old model limited PEMEX to do everything by itself. The places that PEMEX couldn't reach were simply left alone. The energy reform is a paradigm change. It has marked a before and an after in terms of Mexico's history.

The package of changes represents a comprehensive strategy not only on oil, but also electricity, the latter being often overlooked. The idea is to promote competition between public and private enterprises, in order to attract capital and new technologies. While the State will keep the ownership of natural resources and will exercise authority over related matters, the reform widens the scope to free participation and competition of the private sector in energy generation (excepting nuclear), oil extraction and refining, and limits it for distribution and transmission lines.

The changes to the way energy is handled also required a shift on the government management structure: the Ministry of Energy will generate new energy policies and will select the oil fields open to private participation. The Ministry of Finance will be in charge of the economical content and the new contracts' fiscal regime. The Ministry of Economy will fix the minimal national content required and will help develop Mexican suppliers for this industry. The Ministry of Environment and Natural Resources will regulate the environmental issues related to the projects.

PEMEX and CFE, the State-owned enterprises that control energy in the country, will mutate to allow participation of independent consultants. Both companies will also have a new fiscal regime that will allow them to have more resources to invest in their own development.

Finally, two new organisms will be created. SENAGAS will manage the thousands of miles of PEMEX pipelines, while SENASE will do the same for electricity distibution. This will also ensure equal access to the grid for all suppliers.

The importance of energy in all spheres of human life reflects the relevance of the subject in the development of the country. It is necessary to guarantee that tenders and contracts will stick to the law and that transparency will be respected in all bidding processes.

In many ways, the reform is a great salvation. Instead of perceiving it as a threat, PEMEX considers it as a tool that will help improving the company in the next coming years. Nowadays, PEMEX generates losses and survives under a very difficult fiscal regime with tight bugetary restrictions.

The reform opens up the sector for private investment, which provides PEMEX with an opportunity to diversify its risks. PEMEX will start receiving 30 billion dollars a year. This amount will be almost entirely dedicated to exploration and production efforts. PEMEX also refines, produces gas, provides storage and transportation. All these activities require capital, and will now be outsourced to international companies with adequate technology and expertise.

An important characteristic of the new legislation, is the fact that it allows a renegotiation of the pensions' scheme with PEMEX workers' union, which has remain unchanged since the 1940's. Work is being done within PEMEX to reach a cultural and organizational shift, to "change the chip" of PEMEX workers in order to generate incentives and be able to orient the staff toward added value activities.

There are two crucial issues that the government should adopt and adapt in order to foster investment and collaboration of companies such as Exxon: transparency in the selection of suppliers and operators (including the prequalification phase), and adherence to international industry standards, such as ISO-9000, to ensure that all goods, services and equipment provided have the same quality for all North America, and can compete around the world.







Ildefonso Aguilar Mark W. Albers Ernesto Marcos Giacoman

Mexico as an infrastructure hub: how to ensure that the plan works







Raymond Bachant Manuel Ángel Núñez Soto Antonio Arranz Lara

Speakers Jorge Arduh Chief Executive Officer, INDRA Mexico, Mexico Antonio Arranz Chief Executive Officer, DHL Express Mexico, Mexico Raymond Bachant President Americas, Bombardier Transportation, Canada Alberto Pérez-Jácome Director General, Grupo Hermes Infraestructura, Mexico Manuel Angel Nuñez Soto Director General Grupo Aeroportuario de la Ciudad de México, SA de CV, México

Moderator Mario González Anchor, CNN, Mexico

exico has great challenges. There are important new projects where the private sector can participate, the rules of the game are being changed under the current reforms, and the country seeks to generate trust so that investors will be willing to participate in the new big Mexican ventures.

Free trade agreements have provided investors legal certainty. They know that negotiated conditions and scenarios will be respected and enforced, and this promoted the country. The administration of President Peña Nieto has put forth new, effective reforms that are necessary for the continued growth and prosperity of the Mexican economy. Most specifically, it has adressed the subject of planning and implementing infrastructure, essential in every society.

The new Mexico City airport is one of the most ambitious projects of the present government. The new airport has been on the agenda for the past 50 years, but only recently its viability and regional impact have been vigorously studied. Projects of such great size normally take long periods to plan before being implemented, but at some point, they need to go a step further and become real.

After a year and a half of studies, it was concluded that the project would be a great investment, not only for Mexico City, but also for the country as a whole. The new development would solve many current existing issues in the region through the creation of new jobs and new businesses.

There are critical points in the planning of the new airport, all of which need to be solved to achieve a successful outcome. It is crucial that the airport project is not politicized. The experience of the construction of the metro line 12 in Mexico city, evidences clearly that such projects cannot be rushed to get aligned with political timeframes. The execution of the project timely and in due form is of great importance, especially in Mexico, where the country's past shows a lack of such commitment. Furthermore, it is important to properly assign the projects to responsible actors to prevent such political influences.

Since resources are limited, a clear project that includes the involvement of the private sector is advisable to assure its continuity. In the case of the airport, the private sector will participate with 37 %, and as the project proceeds, it is expected this share will increase.

It is essential to have a clear view on the origins of the resources at every stage of the project. Transparency has a critical role on infrastructure projects. The presence of a "social witness" is very important since it represents society as a whole in the project reviews, and can further assure everything will be done in a proper manner. That way, all eventual problems that could arise can be discussed and reviewed by citizens, generating confidence both in the project and the government. When a project is transparent, it incentivates investment.

Finally, the involvement of the people living in the area is very important. Those who are affected by the development and implementation of the project should be included in its creation to prevent any undesired outcomes in the future. In the case of the airport, it is crucial to plan wisely the access points in order to prevent problems of mobility in the future. This is perhaps one of the first issues to be solved before starting construction.

The area in which the airport is to be built is highly saturated. One of the recent solutions was the diversion of flights to the airport of Toluca. Other countries have built airports in different parts of the same city to diffuse concentration of flights and passengers, but in Mexico there has been much insistence to develop a new airport adjacent to the existing one. For these reasons, proper project planning is critical to achieve a successful outcome. The infrastructure generated today will be the infrastructure for the next 50 years, therefore, no decision can be taken lightly.







Alberto Pérez-Jácome Jorge Arduh Mario González

Reform is good, implementation is better





Margarita Luna Ramos Franscisco Funtanet Mange

Speakers

Alberto Bello
News and Business Editorial Director, Grupo Expansión, Mexico
Francisco Funtanet Mange
President, CONCAMIN, Mexico
Margarita Luna Ramos
Minister, Supreme Court of Justice, Mexico
Ernesto Marcos Giacoman
Director, Marcos y Asociados, Infraestructura y Energía S.C., Mexico

Moderator

Alejandro Carrillo General Director, Miguel Alemán Foundation, Mexico

uring President Salinas' six-year presidential term, a number of reforms were proposed with the purpose of developing Mexico. However, they could never be implemented due to a weak and unstructured judicial framework. In order for current reforms to reach their highest potential, it is necessary to focus on the already existing laws and regulations in order to better prepare for their implementation. Without this focus, present day plans for reform will be nothing more than words on paper and lost promises. This is exactly what people Mexicans want to prevent.

Since he took office in 2012, President Enrique Peña Nieto has put forth a number of controversial reforms. The ones that have got more attention both inside and outside the country are the fiscal reform, and the ones on energy and telecommunications. However, as is often the case, political consensus has been difficult for the approval of current reforms, which is why the Supreme Court has made a great effort in complimenting the reforms by assuring that they are constitutionally sound, and therefore making them easier to implement in an effective manner.

In order for civil society to play its role, it is necessary for information concerning the new laws and reforms to be easily accessible. This will help to educate the public and prevent backlash due to a lack of knowledge.

It is necessary that society as a whole participates and gets informed about the reforms. This way, people's rejection to the unknown will also diminish. All population needs to know how the law will be applied, as we are usually critics of what we do not fully comprehend.

The country does not need to wait for the rest of the world to act, in order to move forward with its policies. This is the moment in which Mexico needs to come together and recognize the existing potential in new industries and development within its borders in order to create a strong, competitive, and promising future for it's people.

Mexico is at a pivotal point for future growth. Its ability to act and impress its foreign counterparts has imposed great expectations for its continued success and development. However, the industrial policies of past and present are often forgotten. The current reforms should take into consideration the re-industrialization of the country in order to strengthen the market as a whole. As Mexicans are well aware, we should appreciate the interconnectedness that these reforms put forth. In certain cases, growth can be experienced rather quickly, such as the energy reform, which will create a greater availability to natural gas at the national level, creating an industry boom. It is for reasons such as this that entrepreneurs should be the main promoters of the reforms, allowing them to reach their highest potential.

Though the designs of the reforms have some faults, now is the prime moment to review weak points in order to make the necessary adjustments. The fiscal reform has yet to reach its expected goals. It was originally implemented to act as a base for the passing and implementation of other future reforms. As can be seen in the past, new policies may be implemented, but without the proper laws, legal, and financial framework, they are doomed to fail. Due to its errors, necessary changes are needed in order for sustainable reform to occur. The new regulatory bodies need to be formed by the appropriate number of individuals, all whom are equipped with the proper knowledge to successfully guide the implementation process.

Part of the implementation process will include putting more emphasis on the importance of technical careers; in order to recruit the young and hard working population needed to create the desired growth in certain sectors. With this, the concept of "success" must be altered: it no longer means graduating with a four year degree, becoming an Engineer or doctor, but also includes all the technical expertise and jobs filled by Mexico's new, young work population.







Ernesto Marcos Giacoman Alberto Bello Alejandro Carrillo

Governors' Roundtable





Eruviel Ávila Villegas José Calzada Rovirosa

Speakers

Eruviel Ávila Villegas
Governor of the State of México, Mexico
José Calzada Rovirosa
Governor of the State of Querétaro, Mexico
Graco Ramírez Garrido
Governor of the State of Morelos, Mexico
Aristóteles Sandoval Díaz
Governor of the State of Jalisco, Mexico
Iñigo Urkullu
Lehendakari de Euskadi, President of the Basque Country, Spain

Moderador

Manuel Rivera Raba Director General, Grupo Expansión, México

Before Enrique Peña Nieto became president, Mexico was considered by some as a country stuck in "feuderalism"; a systemic aberration in which the governments of some states enjoyed almost unlimited powers. With the series of reforms pushed forward by the new presidential administration, the federation has been strengthened, which has led governors to finally assume their responsibilities as state leaders.

If before, being a governor meant having all economic and human resources of the state in one's grip without any real limit, with the approval of recent national reforms, the duties and rights of public servants have been drastically clarified. Accordingly, the current fiscal control mechanisms and the access to information laws, allow citizens to keep government employees under constant scrutiny.

The new balance between the federal administration and the states, together with the supervision of media and society, represents a series of benefits for local administrations. The new transparency and accountability mechanisms are efficient methods to keep public servants honest.

In this sense, social networks have become fundamental both for society and governments. While the first can follow up government's actions, the latter can have a direct access to the voters'opinions. However, one of the negative aspects of this new technology is its abuse. Citizens have the right to signal the governants' failures, but sometimes, these are pointed out without sufficient information. For instance, low debt is seen as many as a sign of economic wellbeing, but debt can actually be a valuable tool in the seek of progress and development.

Under the current re-centralization process, coordination among all federal and local instances has become necessary to ensure an efficient functioning of the government. According to recent studies, citizens are tired of eternal conflicts between different public instances. "We need to propose, not only oppose ourselves".

The creation of the National Conference of Governors (CONAGO), represents a first step toward the conciliation of different public agencies and political parties, as it reunites governors in an intent to facilitate dialog and political agreement. Mexico must work to find harmony, peace and a way toward conflict resolution.

Given the recent tragedies of Iguala and Tlatlaya, the creation of a unified federal police as well as state polices with full jurisdiction over their respective territories have become a national priority, as have the consolidation of new organizations to fight against corruption. Two instruments are required to guarantee security in Mexico:

- 1) Resources, an instrument that by itself avoids crime by fostering progress through the creation of jobs and wealth.
- 2) Command and a direct fight against crime and mpunity. With the creation of the unified central police, the army can withdraw from the streets and be replaced by a new, better-paid and technology-based police.



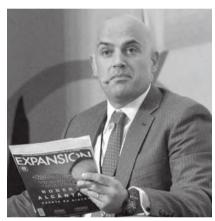


Aristóteles Sandoval Díaz Graco Ramírez Garrido

However, investing in security corporations is only a small part of the proposal for solving some of the country's security issues. Instead, education must be addressed to ensure a regeneration of society in the long term. Governors consider that one of the benefits of the latest reforms is that federal entities no longer are entitled to cover the costs of basic education with financial deficit.

The past decentralization process in Mexico produced this fiscal deficit that became a serious problem for the states' public finances. Now, with the fiscal reform, the fiscal burden of financing elementary schools with deficit, has been eliminated. This responsibility falls now on the federal government, alleviating the states so they can focus on infrastructure projects, essential to foster growth and promote development at a local level.





Iñigo Urkullu Manuel Rivera Raba







ECONOMIC GROWTH AND INVESTMENT ATTRACTION

How Mexico Needs to Win on its Image



Speakers:

Carlos Espinosa de los Monteros High Commissioner of "La Marca España", Spain Luiz Carlos Ferezin Managing Director, Accenture Mexico, Mexico Alan Vander Molen Vice President, DJE Holdings, U.S.A.

Moderator:

Manuel Rivera Raba Managing Director, Grupo Expansión, México

ver the last decade, Mexico's image has deteriorated significantly, to the point that the Pentagon considered categorizing the country as a failed state. With the 76 ever-growing problem of narco-trafficking and the war on drugs, the world heard little else about Mexico.

Nowadays, Mexico is becoming increasingly assertive with its foreign policy agenda and continues to diversify its economy through multi-sector development. The fruits of these significant labors can already be seen in a number of areas—like the creation of a highly-developed aerospace industry—as well as the establishment of several important trade agreements. Upon the change of administration and the recent approval of structural reforms, Mexico faces a new opportunity to change its image, both domestically and internationally. To successfully do so, however, the country needs to take multiple steps to change its reality and strategically market its achievements.

The country's brand image (CBI) has two definitions, one as a State Policy and one as a marketing tool. Seen from the State perspective, CBI is the use of features from one country (geography, history, politics, etc.) in order to position it in the international arena, increasing and diversifying tourism, exports, investments, while spreading culture and sport.

Brand image is nothing more than the association of ideas about a country that immediately arise in a person's mind, whether local or foreign. As mentioned above, the image of Mexico has crashed due to insecurity, corruption, and impunity, which have all increased in recent years.

In order to improve the CBI, rather than focus purely on perception, Mexico will benefit from fostering strong relationships among government, business and non-governmental organizations (NGOs).

Domestically, Mexicans rate NGOs as the most trustworthy organizations and business as second, whereas government places third in trustworthiness. On the contrary, in the international sphere, Mexican business places last. By fostering a relationship among the three parties that focus on aspects such as quality leadership, innovation, integrity and transparency, Mexico can create trust in its own citizens which will spread beyond the country's borders.

Mexico can also spur an improved image from within by focusing on increasing its productivity. Over the last 20 years, Mexico's productivity has performed poorly as compared to countries such as Chile, South Korea and Malaysia. Indeed, Mexico is underperforming; for example, in agriculture and cattle raising, the United States is 13.1 times more productive than its neighbor to the South. Mexico must choose key sectors to focus on, and work to bring them to their full potential of productivity. Once such internal improvement is achieved, this success can be exploited to improve the country's international image.

Indeed, Mexico must "take the bull by the horns" to create real change domestically in order to promote an improved image worldwide. In terms of its "warm attributes," Mexico is well-regarded. Such characteristics are those associated with soft culture such as food, climate, friendly population, and pleasant beaches. Its "cold attributes," however, are viewed in a much more negative light.

These characteristics, which include trustworthiness and safety, are the most important when it comes to making decisions such as whether to invest in Mexico. By implementing its new reforms and advertising their successes, Mexico can effectively improve the world's opinion of its cold attributes. The absolute key is to gain a reputation as a reliable country that keeps its word, both in the eyes of its citizens internally and the international community.





Carlos Espinosa de los Monteros Alan VanderMolen

ECONOMIC GROWTH AND INVESTMENT ATTRACTION

Today, Mexico is much more than the "warm attributes" which everyone knows; it is a nation with a remarkable potential in various areas, mostly ignored, not only abroad, but also from the collective consciousness of the Mexican people. Mexico is a regional leader with an expanding economy, a cultural and natural heritage of the first level, but primarily it has the ability to reinvent itself to participate fully in the opportunities that are presented in this new phase.

Mexico has the opportunity to capitalize on this time of reform and change to foster trust among its citizens and, in so doing, change how the world perceives it. However, Mexicans must discard their individualistic tendencies and both improve and promote the country as a whole. In particular, businesspeople will play an important role in highlighting the country's achievements and promoting an environment of trust.





Luiz Carlos Ferezin Manuel Rivera Raba

Integrating the missing pieces to boost the internal market





Alberto Raich

Nicolás Mariscal Servitje

Speakers

Luis Miguel González Editorial Director, El Economista, Mexico Nicolás Mariscal Servitie General Director, Marhnos Group, Mexico Alberto Raich President, Kellogg Mexico, Mexico Leo Schlesinger General Director, MASISA, Mexico

Moderator

Hans-Joachim Kohlsdorf Managing Partner of Efficient Ideas and Honorable Member of CEEG, Mexico

boosting the internal Mexican market is a priority for both the public and private sectors. It is this stimulus that will allow better handling of external economic threats. However, to achieve it, middle class must grow and social mobility of the lower class must be promoted.

25% of Latin America's total exports are Mexican. The country has highly competitive industries growing at 6% every year Nonetheless, this group of companies only generate 20% of the country's jobs. In contrast, the SME's employ the remaining 80%, and face constant challenges in their development. Society requires quality jobs that create added value. The country needs to increase its investments and stop depending exclusively on foreign capital to sustain its growth rate.

Poverty is expensive. The lower class does not only live with a minimum wage that is constantly losing purchasing power, but must also find a way to cover the needs that the government does not satisfy: security, infrastructure, education, social security. In addition, people living in porverty are trapped in a reality determined by their level of education, which does not allow them to make more than five thousand pesos per month. Today, the country is facing two parallel realities. It is necessary to develop the middle class without forgetting the lower class. Sixty percent of final consumers are in the lower class.







Leo Schlesinger Luis Miguel González Hans-Joachim Kohlsdorf

The government's position must be clear about internal market growth; It can't promoted internal growth and at the same prioritize maintaining a stable and low inflation. It is necessary to transmit a message that allows both to propose and to implement actions to boost the internal market.

Currently, there is no consensus on how to increase the internal market. There is no public policy to encourage this, and the government only reacts in order to respond to some requests of the private sector. The Mexican market has not changed greatly in the last three decades; the growth it has experienced is due to a raise in its exports, but the population has increased by 40% since then. It is necessary to establish a closer collaboration between the private and public sectors to boost the internal market.

To propose incentives to the consuming middle class, it is necessary to focus on the next five fundamental aspects:

- **1.** Macroeconomic factors: Lower inflation and support transparency and accountability at all government levels.
- **2.** Education: At basic education levels, people need to be taught to discern and defend ideas. Also, technical education needs to be further developed in order for young people to be able to easily join the labor market.
- **3.** Financing, infrastructure and energy: Having competitive prices in energy is key for creating more businesses, and thus, more employment. The lack of infrastructure must also be tackled, for the country's competitiveness to grow.
- **4.** Real estate ownership: Integral and planned use of the land will make of Mexico the logistic center of the world. This should be accompanied by a good housing plan including good services and places to work.
- 5. Fair and equal competition: This will foster further investment.

The big challenge for SME's is to be on the formal economy. All government levels need to come together to create a regulatory framework that promotes development.

Finally, the consumer must be educated. Short term bad decisions do not only harm the consumer, but they also represent loses for the whole market. As long as the private initiative takes an active role in consumer education, the internal market will become stronger.

Adjusting the Financial Services Sector to Mexico's Growth Needs



Speakers:

Daniel Becker Feldman CEO, Grupo Financiero Mifel, Mexico Enrique de la Madrid Cordero

Managing Director, Banco Nacional de Comercio Exterior (Bancomext), Mexico Juan Pedro Moreno

Senior Managing Director & Global Industry Lead for Financial Services, Accenture, Spain Jacques Rogozinski

Chairman, Nacional Financiera, Mexico Carlos Rojo Macedo

CEO, Grupo Financiero Interacciones, Mexico

Moderator:

Manuel López San Martín Columnist, La Razón; Anchor, Canal40, Mexico

 $\overline{\mathsf{W}}$ idening the access to savings, credit and investment would provide an additional boost to the Mexican economy as it would support consumption and creation of companies.

> exico's economy is growing, but needs collaboration from the government, the business sector, and the civil society to improve its financial system. Currently, only 27% of the country's population has access to financial services. Credit penetration is only at 29%, whereas in Colombia it represents 50% and in Brazil it reaches 70%.

> Widening the access to savings, credit and investment would definitely provide an additional boost to the Mexican economy as it would support consumption of its citizens and would promote the creation of new companies. Today, this expansion is possible since the country's financial services sector is one of the most stable and best-regulated in the region, due to a series of reforms implemented over the last 20 years.

> The financial sector is essential for all countries; it is key for economic growth and constitutes an important tool for economic development. An economy with a competent financial system, i.e. one that effectively serves economic agents' savings and financing needs, is more likely to generate growth and sustainable development.

> Mexico's macroeconomic levels demonstrate solid and healthy performance, however, its microeconomic levels are below expectations. This situation is a result of an overwhelmingly large informal economy and an inappropriate







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regulatory framework that discourages credit lending. Commercial lending remains very low in Mexico, discouraging entrepreneurship. Other factors influencing the low penetration of credit in Mexico are: little economic growth, an unequal income distribution, and an overpopulated credit bureau.

The financial industry today is completely globalized, which requires a radical redefinition of the role of banking. To achieve this, there are various challenges that must be addressed: income imbalance; lack of bank capitalization; the fallen image of the financial system and low profitability and competition.

Mexico has an interesting opportunity for overcoming these issues given its strong macroeconomic tendencies, its attractive market for credit lending with lots of room to grow and the many new business opportunities its market offers, as well as its large population and access to technology.

To successfully seize this opportunity there are several ways that the government and financial sectors can work together to increase both the supply and demand of credits:

- Citizens should be provided more information on the sectors with the strongest competitive advantage – for example: tourism and industrial parks- in order to foster profitable companies with low risk rates.
- Companies, in particular small and medium ones, require better management. For this purpose, they need more and improved training and technical assistance.
- The majority of companies in Mexico are family business, and will need to make an effort to become more transparent in order to be able to obtain more loans.
- An improved relationship among the commercial banks, development banks and the business sector will promote growth and increase formality.
- Technology will allow extended financial coverage around the country, and a lowering of the costs of credits. Approximately 1,200 municipalities do not have any type of financial institutions.
- It is necessary to change the regulation which does not allow the financial sector to recover the credit, however, thanks to the new financial reform this is currently underway.
- The relative weakness of Mexico's stock market needs to be corrected for the financial sector to play a more robust role in accelerating growth.
- Mexico needs to improve its rule of law and security in order to lower the risk of credit lending.
- At a global level, the banking world needs greater autonomy in to offer solutions that meet client needs. This will require a better balance among international regulations, internal controls, and the sector's desire for growth. Greater product flexibility, specialization, and trained personnel will further facilitate the financial system's capacity for giving more credits.

Overall, a stable, efficient, competitive and innovative financial system contributes to an increase of sustainable economic growth and welfare of the population. To achieve these objectives, it is essential to have a solid institutional framework, financial regulation and supervision to safeguard both, the integrity of the system and the public interest.

Mexico is well positioned to improve its financial system, granted that it finds a way to include its entire population. Such inclusion will require more infrastructure, technology, training, and credit penetration. Financial reform implementation is a gradual process, as accelerated changes can cause unwanted complications.

In Mexico, entrepreneurs should focus on the country's most profitable sectors, such as tourism, logistics, renewable energy, services and telecommunications to attract credits and provoke economic growth.







Carlos Rojo Macedo Juan Pedro Moreno Manuel López San Martín

Making Mexico a destination of choice for investment





Laurent Bresson Francisco González Díaz

Speakers Laurent Bresson President and Chief Operating Officer, Netxteer Automotive, USA Francisco González General Director, ProMéxico, Mexico Erik Oswald Vice President for the Americas, ExxonMobil Exploration Company, USA

Eduardo Solís Sánchez President, Asociación Mexicana de la Industria Automotriz, Mexico

Moderator

José Enrique Arrioja Editor General para Latinoamérica, Bloomberg, EUA o continue growing, it is crucial that Mexico stresses the importance of its suplly chain integration, as it is the only way Mexico will regain the same type of growth it witnessed after its entry into NAFTA.

exico is a great investment lander. The International Monetary Fund considers Mexico as a strong country with limitless opportunities for growth. On specialization in manufacturing, Mexico ranks third after Germany and South Korea, in the group of the G20 countries. To continue growing, it is crucial that Mexico stresses the importance of its suplly chain integration, as it is the only way Mexico will regain the same type of growth it witnessed after its entry into the North America Free Trade Agreement (NAFTA).

Additionally, Latin America is a great competitor, so it is time for Mexico to update its free trade agreements within the region in order to continue attracting foreign investment.

The recent approval of the energy reform will bring Mexico several advantages: PEMEX will become competitive, and diversification and competition will develop the sector. Diversity creates opportunity. If the oil industry is divided into five main areas -oil, deep-water, gas, refining and distribution- the skills and the profit will be better distributed to create a stronger and developed sector.

Mexico also has challenges: due to substantial growth, the world will demand an energy increase of around 30% by 2040 that will need to be satisfied. On the other hand, even if the reforms have impressed international stakeholders, the key to success in on implementation as in the capital attraction and human development. This will be a great challenge for Mexico. The energy reform has impressed many on a global scale, however, the key for the country's success will be the implementation of change, together with effectively attracting foreign investment and developing human capital.

The automotive sector in Mexico has experienced growth. While car manufacturing represented 7% from total exports in 1994, today they the share constitutes 19%. With this evolution, the country has been able to attract the attention of a number of international investors. Today, Mexico is the seventh largest automotive producer in the world and the first in Latin America. If it continues to experience similar growth, the country will be able to convert itself into a global player, competing with countries such as Germany. New investments should focus on first and second tiers, as today only 40% of parts are produced in Mexico. Consequently, the balance of trade is negative for the sector.

The service industry, telecommunications, electronics and information technology are usually ignored sectors. However, it is important to recognize their potential and the existing opportunities that could help launch Mexico into the global industry.

As for education, Mexico has a large number of engineers, yet the need for trained technicians is still crucial to achieve continued development, especially since specialists are required to improve production. The country needs to promote technical careers that are equally important than engineering ones. Skilled technicians are an essential part in the development of any manufacturing process. It is essential to boost technical education to generate a much more robust and competitive supply chain. Both private and public sectors must pay attention not only to the amount of investments but on which type of companies decide to settle in Mexico.

It is crucial for Mexican institutions to be transparent and accountable, so that companies can trust to invest in the country. Proper implementation of regulatory frameworks and tax policies will take Mexico to the next level, making it a major recipient of foreign investment. Everything is connected, and there will be no true reform if it does not comply with the necessary regulatory framework. The country is in a time of great change and it's time to get things done the right way for Mexico to resume its role in the international order.







Eduardo Solís Sánchez Erik Oswald José Enrique Arrioja



MEXICO AND ITS SOCIAL CHALLENGES

Education: Creating effective synergies between government and the private sector



Speakers

Javier Elguea Solís
Dean, Instituto Tecnológico de Teléfonos de México (Inttelmex), Mexico
Raúl Gallegos
Chief Executive Officer and President, General Electric, Mexico
Jaime Reyes
Secretary of Innovation, State of Jalisco, Mexico

Moderator

Jude Webber Bureau Chief, Financial Times, Mexico

Mexico, discussing education is very important at this moment. Students require an education that prepares them for employment, teachers need better training, and the private sector needs to get involved in expanding education coverage, implementing new technologies, atnd helping Mexico to become more competitive in Latin America, and other parts of the world.

The responsibility of education is not only in the hands of the federal government, it also lies in the private sector. In Jalisco, the state government is implementing a dual education program, working with various companies to give students the opportunity to study 35% of their education in the classroom, while the other 65% is on-the-job training in the actual company.

The Coparmex is one of the biggest partners in this initiative: it launched a first program in September 2014, bringing together 16 companies and nine universities.

This project could increase participants' employability rate from 40% to 80%. GE México is also contacting universities such as the Instituto Tecnológico de Querétaro, Tecnológico de Monterrey, and Instituto Politécnico Nacional to create seven masters programs and two doctorates, designed specifically to fill the company's needs. Achieving that students develop the appropriate employment skills during education is key for Mexico's industrial future.

This educational process starts before entering higher education. Values need to be taught from the early stages. Companies such as GE have created programs to teach elementary students values such as integrity and respecting the law, as well as to promote skills such as reading, writing and mathematics.

According to the Organization for Economic Cooperation and Development (OECD), Mexico is not very different from other countries regarding the gap between education and skills needed for employment; however, students who graduate from private universities still require around two to three years of training before they are fully qualified for their industrial positions. Futher, the quality index gap of school education resources in Mexico is the highest in the OECD, so it is imperative to improve both the quality and the educational coverage.

In the XXIst century, new methods such as online education must work alongside traditional education. Digital platforms are a potential tool to bring together content from different universities around the world and make it available to everyone. An example of these tools being put into practice, is the Carlos Slim Innovation Center, where quality training, previously inaccesible, is provided.

The problems on education that Mexico currently faces concern everyone. Teachers have a great responsibility in forging future generations, that's why they need to have access to continued training, and fully acknowledge the available educational tools and resources. That way, they will have better students. These trainings should be executed through the use of innovative methodologies to amplify educational coverage.





Jaime Reyes Raúl Gallegos

MEXICO AND ITS SOCIAL CHALLENGES

In parallel, it is necessary to dignify the teaching profession, so it can be widely recognized by society. Special attention must also be placed on values, and this work should start from the households. Society can't turn its back on its educational role of its citizens.

Education must be a priority in Mexico. It is necessary to involve the the private sector, to develop basic skills and raise the employability rate. Society as a whole, including parents, teachers, the private sector and the government need to take part in Mexico's education, designing programs in order to fulfill industrial requirements.





Javier Elguea Solís Jude Webber

A new look at Mexico's national security challenges





John Negroponte Alfonso Zárate Flores

Speakers

Alfonso Zárate Flores Chief Executive Officer, Grupo Consultor Interdisciplinario, Mexico Juan José Torres Landa

Secretary, México Unido Contra la Delincuencia, A.C., Mexico John Negroponte

Vice President, McLarty Associates, USA

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Managing Partner, Efficient Ideas S.A de C.V., Mexico Honorable Member of CEEG, Mexico

Moderator

Rossana Fuentes Berain General Director and Founder, Media Lab, México

The permissiveness and tolerance of criminal acts, as well as the negligence and complicity of the Mexican state, have brought a profound and serious crisis of national security. In Mexico, violating the law is allowed without any consequence. According to data provided by the INEGI, 98% to 99% of kidnapping cases are never solved and perpetrators are never punished. This number is similar for crimes such as theft and extortion.

One of the problems that Mexico has in relation to security is the fact that conflict resolution does not fall under the jurisdiction of any constitutionally established organism. This is due to a lack of coordination, as well as widespread complicity between government structures and criminal organizations. Organized crime is capable of operating successfully thanks to its economic strength, according to different sources, 50-80% of their financial assets come from drug money.

Since drug trafficking is one of the greatest security issues in Mexico, it is also the one that should be most urgently addressed. This will only be achieved if Mexico cooperates with law enforcement agencies from the United States. The failure to control the cash and weapons' flow in the Mexico-United States border is one of the most important factors contributing to insecurity. Legalization of drugs would be an option for addressing organized crime; as it would consitute an option to decrease the drug traffickers' source of income.







Juan José Torres Landa Hans-Joachim Kohlsdorf Rossana Fuentes Berain

Another proposal is to foster institutional coordination. To do so, it is necessary to train all stakeholders involved in the procurement of justice, from the policemen, to the prosecutors, to the judges. During Felipe Calderón's presidential term, the security crisis was addressed by creating a new federal police; however, the measure was insufficient. The high level of impunity and corruption hindered its success.

It's necessary to focus on improving the organization of all crime-related areas, from the policemen to the prison directors. Mexico must recuperate the respect to the rule of law. To achieve this, not only all three constitutional powers must participate, but also the three government orders (municipal, state and federal), together with society and media. In the current context of new reforms approved to transform the country, "the judicial reform is the only one pending".

Institutional coordination must reach all spheres and stretch through time. For example, shifting policies every three years for municipal powers and every six years for state and federal agencies, -every time there are electionsharms the country as there is no continuity in solving long time problems.

Another suggestion is to unify emergency phone numbers at a national level. Instead of making the population learn a set of emergency numbers, there should be one centralized authority on the matter.

Private companies need to start collaborating with each other, as well as with the public sector, to guarantee the flow of vital information. Different actors that relate directly to security must also have the ability to access the existent infrastructure whenever it is needed.

Mexico could follow the institutional model of the United States by creating instances with strong leadership and a good reputation such as the FBI and the CIA to generate confidence among the population. Part of the success of the abovementioned bodies is in the good wages employees receive, unlike Mexicans, with these salaries agents can afford a good quality of life and are less tempted to be corrupt.

Citizens need to become participants, not only receptors, of public policies. Mexico must demand accountability. Authorities need to feel watched by citizens. Bogotá, the capital city of Colombia, is an example where nonaggressive, non-military empowerment of the civil society was possible. There, an unconventional new form of leadership was established by fostering anonymous reporting, which helped decrease the amount of kidnappings, and generally improved the security in the city.

Where do we go from here?









Speakers
Miguel Alemán Velasco
Chairman, Mexico Business Summit, Mexico
Adolfo Franco
Social Entrepreneur and award winning filmmaker, Mexico
Angélica Fuentes Téllez
Chief Executive Officer, Grupo Omnilife, Mexico
Ximena Puente de la Mora
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Ricardo Salinas Pliego
President & Chief Executive Officer, Grupo Salinas, Mexico

Moderator Nik Gowing Anchor, BBC, United Kingdom

exico has gone through various transitions over the last decade and many innovations have placed Mexico on the international map. However, this nation still has a long way to go. In what direction is Mexico heading? There are three major issues for deciding the country's future are: the role of women, the opportunities for the youth, and the war on drugs.

Mexico overflows with female talent—it is urgent that women be in positions to make decisions, whether in politics or in the private sector. Despite the fact that 51% of the Mexican population is female, only 15% of executive positions in companies are occupied by women. Implementing gender equality is a priority; this should be done, however, with a talent quota rather than a gender quota. It is important that women have access to credit, technology and information because they will make good use of these resources.

And by being the base of their families and community, women have the power to multiply the benefits of these tools. In conclusion, Mexico must open its doors to the participation of women. The country's hope relies on invoving women in the country's decisions.







Ximena Puente de la Mora Adolfo Franco Nik Gowing

Youth is hungry for change, for new and attractive degrees, and for opportunities in the job sector. The current generations are mobilizing to show their frustration, and their power to take down regimes and construct new societies in their place has been proven. We must not forget the influence that social networks have had in these changes, since they have a huge impact on empowering society, while challenging the status quo. In Mexico, we must recognize the potential talent of youth and motivate them to take risks and to respect the rule of law through quality education. We must not waste the youth factor. Everybody can agree on this—now we just need everyone's support.

In order for Mexico to move forward, the issues of security and respect to the rule of law must be tackled. One of its major challenges is the war on drugs. Prohibition is a lost cause in this country, forcing the government to use resources and funding it does not have. Treating addicts instead of sending them to prison, educating youth of the risks of drug use and changing the discussion from a legality issue to a debate on public health, will all decrease the time and money used fighting a war that cannot be winned. In turn, this will free space to take advantage of this potential source of income that could be used to fight crime and reduce violence. Taking control of this issue by eliminating prohibition and changing the politics is essential for taking power away from the drug trafficking groups and returning it to the authorities.

New challenges are arising for the reforms to work, everybody is convinced that changes are needed to face these challenges, and we must not forget that we must all assume the responsibility or positively contribute to this change. For example, an action that all Mexicans could take is making use of the existing transparency mechanisms, such as The Federal Institute for Information Access and Data Protection (IFAI), to urge an evaluation of their government, and thus have greater interaction in the planning of the use of public funds.

Mexico's future will be shaped by how this next generation is educated and what opportunities it is provided. The role of women in the public and private sectors will have a great impact on all aspects of life. The drug and violence issue is still holding the nation back. New initiatives need to be faced regarding these three categories in order for Mexico's growth to continue forward and provide a brighter future for future generations

Women: Breaking the barriers to boost the economy



Speakers

Rossana Fuentes Berain
Founder and Managing Director, Media Lab, Mexico
Angélica Fuentes Téllez
Chief Executive Officer, Grupo Omnilife-Angelissima, Mexico
Amalia García Medina
Congresswoman, President of the Immigration Committee, Mexico
María Novales-Flamarique
Partner, McKinsey & Company, Inc., Mexico
Alejandra Palacios Prieto
President, Federal Competition Commission (COFECE), Mexico

Moderator

Yäel Smadja

President, Smadja & Smadja, USA; Chief Executive Officer, The Women Speakers Bureau, USA; Executive Director, México Cumbre de Negocios

It has been proven throughout the world that companies with at least one woman in their executive committee perform significantly better than those integrated exclusively by men.

It is now recognized that there is a correlation between the economic dynamism of a country and the level of integration of women in the economic and social life of that country. While gender inequality has been steadily reduced in Mexico, it remains a problem with significant economic, social and political implications. Women in Mexico are still less likely than men to participate in the labor market. Mexico ranked 89 out of 135 countries surveyed in to the Global Gender Gap Index of the World Economic Forum.

While government policies such as guaranteeing wage equality have a major role to play in closing the gender gap, there is no underestimating the role that the private sector can play in that domain. Mentoring programs, ensuring higher participation of women on corporate boards, and creating more flexibility in the workplace, are among the measures that can have a direct measurable impact.

In Mexico, the participation of women in productive activities is still far from being accomplished. In particular, there is a lack of women's representation in top management positions, as well as public policies that would support Mexico in closing this gender gap.







Amalia García Angélica Fuentes Téllez Alejandra Palacios Prieto

It has been proven throughout the world that companies with at least one woman in their executive committee perform significantly better than those integrated exclusively by men. This is in part due to the fact that women possess distinct, diverse characteristics that complement male leadership styles and facilitate a company's success. Unfortunately, only 27% of Mexico's companies have at least one woman executive, compared to 67% in Colombia, for example.

There are many barriers that contribute to Mexico's lagging in the area of women's equality. One of the most startling statistics is that Mexican women on average work 2.6 times as many hours as their male counterparts, as compared to the Scandinavian countries, where the difference is only two hours. Additionally, in today's world of technology, successful businesspeople are compelled to work anywhere and anytime, which creates an even more demanding culture for working women.

Furthermore, Mexico lacks sufficient public policies that provide for family support to facilitate the ability for women to carry out their careers. Finally, and most importantly, Mexican culture and mindsets are actively hindering women's empowerment and advancement. As a result, women do not promote themselves sufficiently, further slowing their development.

Consequently, Mexican women workers are often socially discriminated. Despite the notorious female labor force participation, men have priority to obtain managerial positions. When both genders come with the same knowledge and curriculum, the male takes precedence. Some companies consider counterproductive to hire women because they can absent for family obligations; moreover, there are places that require a "not pregnancy" test. Added to this, there are those who blame women for the high levels of violence and the increasing divorce rates.

In order to overcome these barriers, government, businesses and women themselves need to take immediate action. First, the government needs to allocate resources with the aim of "maternalizing" society, for example by increasing public daycare centers or modifying work day hours to allow women more flexibility. Society and its policies must recognize all that women do, in both the public and private realms.

Companies, meanwhile, likewise have a significant role to play in closing the gender gap. By establishing results-oriented systems for promoting employees, companies will effectively make the market more flexible and thereby facilitate women's ascension to positions of power.

Thus, women would be rewarded for their achievements, rather than the number of hours they spend behind a desk. At the same time, companies should ensure that they give their women employees the chance to prove themselves on important projects. Increased market competition in itself will likewise contribute to closing the gender gap, as it will demand a more talented candidate pool, which will necessarily include women. Companies would have to hire based on abilities, rather than gender.

Additionally, women need to be in decision-making positions where they can effectively bring about change. In its history, Mexico has only had five female presidential candidates, twenty seven female presidential cabinet members, and six female governors.

The inclusion of women in the workplace and gender equity is an issue that Mexico has made little progress. The concentration of women in certain economic sectors and their exclusion in others responds largely to entrenched cultural factors, but also to the lack of attention of a problem that sometimes we considered solved: men should be included and participate in the discussion of gender equality in order for all opinions to be incorporated into the debate, as it concerns the society as a whole.

Finally, women themselves need to find their voice and make it heard, demanding equal treatment. Regardless of any advancement in public policies, company actions and gender equality discussion panels are useless if women do not demand that their rights be respected and that those policies be executed. Women must not wait and expect the doors to be opened for them; rather, they must actively create and seize opportunities for themselves.







María Novales-Flamarique Rossana Fuentes Berain Yaël Smadja

A more inclusive growth for Mexico



Speaker

Paul Collier

Co-Director, Centre for the Study of African Economies; Professor of Economics and Public Policy at the Blavatnik School of Government, The University of Oxford, United Kingdom

Chaired by

Alberto Bello

Business Editorial Director, Grupo Expansión, Mexico

f you want to reduce poverty you need growth. Those who live in poverty depend on growth, which is the current reality in Mexico. The country is mostly a middle-income society, putting it in a great position for development. However, it is important to understand that growth alone is not enough, as can be seen in recent developments in the United States economy over the past few decades.

The United States has seen substantial growth over the past 20 years; however, this has not been reflected in a rise in medium incomes. In fact, some are going down instead of rising. This is strong evidence that growth is an essential factor in a nation's long-term success and sustainability—but it is not everything. It does little to counter concentrations of wealth, which is one of main focuses of public administrations because inequality matters both politically and economically.

If a nation cannot reach political consensus on issues facing society, it can do very little to move forward. Economically, missed opportunities for people to prosper only add to a country's inability to succeed. Therefore, an inclusive growth agenda for both people and business is necessary to prevent such outcomes.

Growth is about what people do with their lives, and the starting point is education, which has received lots of attention in the past twenty years. However, education has focused mainly on quantity; now it is all about quality. There is a wide variety of what is taught in schools around the globe, and the outcomes are drastically different. What we now know internationally is that there is a lot of opinion out there derived by prejudices rather than evidence, and evidence has proven that inefficient teachers are incredibly damaging. The main ingredients of effective learning are qualified teachers.

There currently exists a wide variation among teacher capabilities worldwide. For desired growth to occur, equipped educators are crucial, which is why eliminating and re-training educators that fall within the bottom 5% of their profession would have a substantial impact. With such an improvement of educator abilities, the lifetime earnings of students would see an increase of around 250,000 USD. Teaching is about a personal transmission of information between a student and a teacher, and the actual character and motivation of the teacher has a huge role in the educational scene.

Finland is an example to follow. In Finland's educational system they don't promote to their teachers career paths outside of education – they try to keep the best teachers in the classroom – in most societies the career path for a good teacher is outside of the classroom. That can be devastating to the quality of academic institutions. Instead, it is necessary to create a career path where the best teachers can get equivalent economic and professional rewards by remaining within the classroom.

These are the individuals who will act as the role models for younger teacher generations – and the aspiration becomes to stay in the classroom with their students.

Another important aspect of Finland's educational system is that they also assign the most efficient teachers to the weakest students and place the most efficient teachers in the weakest schools. This is a proposal that will encounter extreme opposition. However, the Finnish have produced a very equal society and with that, have helped to improve the quality of education as a whole.

Education is only the beginning. Acquiring the skills needed for desired economic growth is a major part of the process. Education acts as a prelude to people obtaining the necessary abilities for their future careers. The best organizations to teach skills are firms, yet currently there still exists the temptation for people to enroll in colleges, which have played a historic role in vocational training.

The role model here is Germany. Germany uses a fabulous skill training system. People can very consciously choose not to go to college, but rather attend a professional training program, provided by a firm with the support given by colleges who help equip the trainers with the necessary knowledge. Mexico also has great training programs and a high number of skilled Mexicans. However there is room for improvement. The majority of these skilled Mexican workers are lost to other foreign markets.



Paul Collier



Alberto Bello

Mexico must begin implementing strategies to get Mexican businesses to target those working in foreign countries – convincing them that the future is here – the future is Mexico. China has done this, and the Chinese are more than happy to go back to their country because they have a sense that China is the future. Mexico can do the same.

With this type of interconnectedness, Mexican business can build real narratives in which companies open up opportunities for people with scarce resources that could realize they too, can have success. The real perpetuator of poverty is the inevitable sense of failure. With a well-connected society, both politically and socially, the goal of obtaining an integrated economy will become more feasible and the nation will be able to benefit a greater number of people.

Dealing with Mexico's water crisis





José Miguel Gutiérrez Sainz David Korenfeld Federman

Speakers

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David Korenfeld Federman
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José López
Executive Vice President, Nestlé S.A., Operations Manager, GLOBE, Switzerland
Francisco Suárez Hernández
Director of Corporate Affairs for Coca-Cola, FEMSA, Mexico

Moderator

Félix Martínez Cabrera

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exico's water crisis is significantly complex and involves several groups among Mexican society. Accepting that there are problems and that every part is accountable for them is necessary, not only to point out the urgency of certain issues, but also to identify windows of opportunity to solve them.

Therefore, 3 mechanisms are being targeted:

- Education and awareness on water related issues
- Public sector involvement
- Market dynamics

Two fundamental issues are key in order to have a better understanding of Mexico's water crisis. Firstly, in our country there are areas with greater water availability than others. This is because Mexico is located in the great desert strip and at the same time it is, together with Australia, the only other territory in the world, where two hydro-meteorological phenomena can occur simultaneously. Secondly, two thirds of Mexico's use of hydric resources depends on rainfall. This means that even though these high-risk phenomena frequently occur, the country depends on it because of the way it consumes water. Thus, it is imperative to achieve a balance between efficient consumption and risk mitigation of cyclonic activity.







José López Francisco Suárez Hernández Félix Martínez Cabrera

Population growth is another important factor that must be considered, as there is increasingly less water for personal consumption. Additionally, Mexico lacks a water culture. There is scarce information, awareness and education regarding efficient consumption, which results in contamination and waste. Initiatives between the public and private sector have helped to reduce water use levels from 11,000 cubic meters to 4,000 cubic meters per capita.

For example, in our country, 78% of hydraulic resources are destined towards agricultural purposes; half of which is water, resulting in a significant water print.

Due to the above, the CONAGUA (National Water Commission) seeks to implement mechanisms that reduce the use of underground water, measuring and improving by 70% the amount of water for agricultural consumption through its first irrigation district model.

As Mexico is mostly an agricultural country, the water crisis is evident in this sector; however, it also has repercussions in urban areas. Large cities are their own most important source of water supply. In order to accomplish heterogeneous distribution throughout a city's water networks, sectoralization is used. This means that cities are divided into micro-cities or housing groups to regulate water pressure according to consumption per hour and sector.

It is very important to adopt a legal framework that provides security to all stakeholders. Mexico contributes to this framework with its National Hydric Plan, its National Waters Law, Irrigation Districts and the Intersectoral Commission for Draughts, among others. However, a strong local regulation body and efficient taxation procedures are still lacking to help enforce contracts and supervise quality service.

Private sector participation is essential for investment in integral water management and infrastructure projects, such as public works financing, service provision and concessions. To overcome the challenges of Mexico's current water crisis, we will all need to get involved, committed and collaborate to deal with it comprehensively.

Sustainability: The policies that will ensure long-term growth



Speakers

Nicolás Mariscal Torroella Chairman of the Board, Grupo Marhnos, Mexico

Isabel Studer

Founding Director, Global Institute for Sustainability, EGADE Business School/Tecnológico de Monterrey, Mexico

Francisco Suárez Hernández

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Arnulfo Treviño

Vice Chairman, Corporate Affairs, Cuauhtémoc Moctezuma, Mexico

Moderator

Luis Manuel Guerra

President and Managing Director, Institute for Ecological Research Assistance (INAINE),
Mexico

Sustainability is a good business, not only in terms of the derived economic savings, but also as it represents an opportunity for innovation.

The current world production and consumption patterns have not so far incorporated sustainability as a relevant issue. In order to satisfy current consumption, an extra 30% of planet will be needed very soon. Specially, some Asian countries and the United States will need to make major adjustments to stop the inevitable dicrease of natural resources availability. As for Mexico, it is a very particular case, since it is a highly involved country in innovative sustainability legislation, but also still much is to be done on the implementation of practices to protect the environment.

Mexico is ahead in terms of public policy creation. Mexico is the Latin American pioneer in formulating environmental protection laws, such as the General Law of Ecological Equilibrium and Protection of the Environment (LGEEPA, for its abbreviation in Spanish). It is also the country in the region to have first contemplated mechanisms for the evaluation of environmental impact and consequent regulations. Last, Mexico has approved the Climate Change Law, with ambitious goals such as a 30% energy consumption by 2030.







Isabel Studer Nicolás Mariscal Torroella Francisco Suárez Hernández

In contrast, Mexico is tremendously behind in terms of policy implementation. Additionally, the energy reform pretends to increase investments on exploration and extraction of fossil fuels, which translates into an increase of fuel consumption. We are living an important crisis in terms of degradation of natural resources, and the limited availability to some of these, -among them some that are key for entrepreneurial competitivity such as energy-starts to be considered as an element that would affect growth negatively.

The "natural capital" is deteriorating in Mexico in an equivalent of 6% of GDP every year, while only 1% of GDP is being destined to sustainability projects. In order to remain active, companies will require to adopt renewable energies and incorporate sustainability policies. Their future depends on their ability to manage natural resources efficiently.

There is no general awareness among population, including businessmen, that the adoption of sustainable production methods is linked to productivity. The efficient use of resources not only guarantees their availability on the long run, but also represents savings.

The main obstacle to the adoption of sustainable practices is the limited access to information in the benefits it has. This is specially true for households and SME's.

Sustainability is good business, not only in terms of the derived economic savings, but also as it represents an opportunity for innovation. Dilemmas are considered business opportunities.

Nevertheless, a new market ecosystem has to be created. The basic technical service providers, such as plumbers, electricians, etc., do not have the training to adequately install new sustainable technologies, nor to explain their benefits. Universities play an active role in this learning process, but the government has to make an effort to create training programs that integrate this knowledge into the middle and higher education systems. For instance, special attention is required to make sure that learning centers such as CONALEP and CETIS can train their students in sustainability matters.

The business sector is moving forward implementing sustainability measures. This is partially due to the availability of fiscal incentives, such as reductions in property taxes. Nevertheless, it is important to keep pushing governments in order to multiply the instruments to support sustainable development. Public policies also need to become coherent; for instance, while water availability has been reduced, fiscal incentives for water pumping have been maintained. This type of policies need to to stop to avoid confusion.

Academic institutions generate information about the benefits of adopting sustainable practices and puts into evidence the link between sustainability and economic growth. The private sector is the responsible of implementing sustainable practices. The government should not only promote fiscal incentives, but also create coherent regulation to guarantee a decline in contaminating practices. Only by creating alliances between academics, entrepreneurs and public officers, the adoption of sustainable practices will be achieved. The success of sustainability depends on the active participation of the population as a whole.





Arnulfo Treviño Luis Manuel Guerra



SIGN UP SESSIONS

The great convergence: The logic of one world



Speaker

Kishore Mahbubani Dean, The Lee Kuan Yew School of Public Policy, Singapore

Chaired by

Yaël Smadja

President, Smadja & Smadja, USA; Chief Executive Officer, The Women Speakers Bureau, USA; Executive Director, Cumbre de Negocios

become a much more peaceful and pleasant place to live. For example, the number of people dying in conflicts between nations today is lower than it has ever been in recorded history. Additionally, global poverty has been cut by more than half since the year 2000 and is predicted to be completely eradicated by 2030. Lastly, the middle class is likewise growing exponentially, improving the quality of life for billions of people worldwide. The Asian middle class will be 350% greater in 2020 than it was in 2010. Overall, 4.9 billion people—more than half the world's population—will occupy the middle class by 2030.

However, globalization has caused several problems. In order to understand how, it helps to imagine the world in terms of boats. Previously, the world was made up of 193 separate boats (countries), each with their own captain in crew. Today, thanks to globalization, we are all on one single boat with 193 cabins, each with its own crew, yet no one caring for the entire boat.

The global financial crisis could not be solved until the leaders of the G20 countries came out of their cabins and designed a global stimulus package. Likewise, problems such as global warming and pandemics affect the entire boat, and will not be solved until leaders come together to find a global response.

The transition to global sustainable development has not been successful yet. Economic and social development has seen some progress, but numerous challenges remain while global environmental problems have become even more acute. Partly, this is because the increasing interdependences among countries have not been attended by sufficient adjustments in the global governance regime.

Thus, global governance needs adjusting to address the world's great challenges, which will require a policy switch. Currently, the Western world tends to weaken international bodies and multilateral organizations to protect its own interests. However, only by strengthening these institutions and their enforcement capacity will we be able to successfully solve problems that affect the entire world. Given that China is posed to soon overtake the United States as world leader, now would be the moment for the West to make this needed change in policy strategy. Such a change would be in its own national interests, as well as yield global benefits.

Indeed, the 21st century will be China's century, just as Europe dominated the 19th century, and the United States led the 20th. China has experienced dramatic changes and advancement over the last thirty years with regard to its citizens' quality of life and personal liberties. Additionally, whereas the country was formerly dominated by extreme poverty, today the middle class is now the largest social class in China. Furthermore, China's government is the most meritocratic in the world after Singapore, giving it some of the brightest leaders around.

In conclusion, the world is undergoing a transformation from a one with a single dominant civilization to one with multiple dominant countries. This dramatic change likewise requires a significant change in peoples' mindset. Achieving a more enabling and inclusive system of global economic governance will therefore be critical to overcoming these shortcomings and to enabling sustainable development. Perhaps most importantly, inclusive economic governance entails having a strong and efficient United Nations, the only truly universal and inclusive multilateral forum._

To take advantage of the growing commercial opportunities in Asia, Mexico should focus on educating its youth about this continent, as it is the largest and most diverse in the world and is also becoming the most economically relevant area around the globe. If young Mexicans understand the history and core values of this region, they are more likely to appreciate the competitive advantage of Mexico regarding the fulfillment of Asian market needs.

The new European Commission: Deciphering and Influencing its Impact on global business



Speakers:

Sebastian Vos

Partner and Head of European Public Policy & Government Affairs, Covington & Burling, Belgium

Chaired by:

Claude Smadja

President and founder, Smadja & Smadja, Switzerland

In 2014, the European Union (EU) elected a new Parliament and Commission, while also changing the very structure of the Commission itself. Jean-Claude Juncker, the new commission president, was proposed and backed by the parliament itself, whereas in prior years the president was chosen by the heads of state. This change will hopefully yield better relations between the institutions. Juncker then made structural changes to the commission by adding an extra level of hierarchy that also aims to improve the effectiveness and cohesiveness of the institution's operation.

The new commission's structure includes seven vice presidents, who are charged with coordinating the other 20 commissioners. The purpose of this change was to address the prior challenge of having an unwieldy team of 28 persons of equal status attempting to make decisions in accordance with each member's national interests. However somewhat unexpectedly, the biggest member countries -with the exception of Italy- decided to be key commissioners in charge of their priority portfolios, while leaving the vice president positions to smaller countries. This will undoubtedly create an interesting dynamic in the new commission's operation.

The college of commissioners, which is collectively responsible to parliament, takes decisions jointly. All commissioners are equal in the process of decision making and equally accountable. The commissioners by themselves have no power of choice, except when authorized by the commission to take action on their behalf in their respective fields. In that case, they undertake political and legal responsibility of the commission.

The president plays a major role: under the EU treaties, he or she defines the policy guidelines and distributes portfolios among commissioners whose order can be modified at any time. The college establishes strategic objectives, and from there develops the annual work program.

President Juncker has established a new agenda with five priorities: jobs, growth and investment, the digital single market, energy security and sustainability, financial stability/deeper economic and monetary union, and an ambitious trade agenda. The first of these—the focus on increasing jobs, growth and investment—offers significant opportunity for Mexico. The vice president in charge of this priority, as well as the new commissioner for trade, are dynamic, experienced professionals sure to be interested in improving the EU's relations with Mexico.

Total trade between the EU and Mexico reached 63 billion US dollars in 2013, with the former receiving a surplus of 23.3 billion dollars. Mexico is the EU's 17th trade partner, while the latter is Mexico's third largest partner. The great majority of Mexico's European imports come from just Germany, Italy and Spain, while likewise its exports go primarily to Germany, Spain and the Netherlands. According to a study conducted by Luis Antonio Huacuja Acevedo, those four countries accounted for 64% of all of Mexico's trade with the EU in 2012. Indeed, an important strategy for Mexican growth with Europe should involve diversifying and expanding the number of countries with which it engages in trade there.

Mexico has benefited greatly from its trade agreements and dialogues with the EU, in particular the Global Agreement made in 2000. This alliance has positively impacted both parties by doubling bilateral trade and tripling EU investment in Mexico over the first ten years. Additionally, Mexico had its first political dialogue with the EU in January 2014, giving it an opportunity to advance the relationship and become more involved in the international community.

The EU will come to Mexico City in 2015 to continue these efforts. Furthermore, a joint working group was created in 2013 to analyze options for modernizing the abovementioned Global Agreement, which is due to present its findings and recommendations in the coming months.

In conclusion, Mexico needs to take advantage of the European Commission's new structure to improve its relationship with the EU in strategic areas, such as trade and investment. Mexico must be proactive and move quickly to work with the new commissioners before they become too busy and harder to influence. Indeed, the new political landscape offers a significant chance for a greater EU-Mexico relationship, and Mexico must not let this opportunity pass it by.



MEXICO'S FUTURE GROUP

How evolution and genomics can create great entrepreneurs



Speaker Juan Enriquez Cabot

Co-founder, Synthetic Genomics Inc. Managing Director, Excel Venture Management, U.S.A.

Chaired by

Alberto Bello

Editor-in-Chief of Business and News, Grupo Expansión, Mexico

Decades ago, India, Singapore and Panama were sitting in the same place that Mexico is today. However, strategies were set into action to accelerate their economic growth. Now, Mexico needs to implement its action plan to achieve the same. The country needs to consider three main subjects to increase its own global competitiveness: to promote success based on merits rather than money or connections, to recognize the role of science and technology in the economic development of the country, and to envision its future to be able to turn it into a reality.

An individual's success should be based on his or her merits and abilities and not on his or her family name or connections. We are all born randomly; some rich, some poor, some more intelligent than others, but family or money should have no effect on how successful a person can become. Meritocracy must be rewarded because new ideas come from new people. Fresh talents must be discovered, nurtured and given the right motivation to want to stay in Mexico and help develop the country. There is a lack of opportunities, which leads to a brain drain of people moving to other countries for a better future.

The implementation of satellite-type universities in outlying areas could constitute a path towards finding these talents. These universities would select students with high performance and compete among themselves. A certain number of the brightest students would then receive scholarships to either continue their education or create a company close to the education centers, with the ultimate result of stimulating innovation and economic growth.

A bright future begins with the right education. Universities need to hire talented, recognized professors to mentor this generation, to provide young people with the right possibilities no matter what their background, age, sex or economic situation might be. This will create a stronger desire to stay in Mexico, and a more attractive option for the young entrepreneurs to decide their future.

Scientific education, in particular, is something that Mexico should focus on. The country is known for its poets, painters and philosophers, but this is not where the future is heading. Technological advances can be made in Mexico, creating a rich, scientific base that can in turn finance arts or social projects. Science is the engine that could take Mexico into the internationally competitive stage. Scientific education leads to more scientific advances, leading to more economic growth and thus, more resources to initiate change and begin building a responsible political and social infrastructure.

A few years ago India was not an important player in world trade, nonetheless, this position shifted after a big strategic investment was made by the state to develop Information Technologies. Today India is one of the major software exporters in the world. Mexico has the capability to implement and innovate in products and technologies that can generate changes such as in India, it is just a matter o finding and developing the fresh and visionary minds required to implement these plans.

Mexico ambitions to achieve competitiveness as a well developed country. How can the path be constructed to get to this goal? Everything starts with an idea, an with an excellent team that can be capable of turn it into something real, next comes the right planning for this to be actually implemented. Leadership is about creating, developing and executing an idea.

However, there are barriers standing in the way for the development of the Mexican industry. One example is is bureaucracy, which creates endless paperwork and discourages visionaries from opening new businesses, applying for patents and molding their country's future. To nurture the Mexican dream, these barriers must be taken down, one by one. "A nation is what one wants it to be, and citizens are the stakeholders working on a project called Mexico".

We, as Mexicans, must change the debate, not only focusing on the country's internal problems, but integrating ourselves into the big picture. Global trends must be identified and taken advantage of, in order to improve Mexico's global postioning. This is achievable through promoting excellence, investing in technology and thinking thoroughly in the plan for a better Mexico.





Juan Enríquez Cabot Alberto Bello

What do you mean I am too young to be an entrepreneur/investor?



Speaker Sheel Tyle Managing Director, Verax Global, USA

Chaired byYaël Smadja President, Smadja&Smadja, USA; Chief Executive Officer, The Women Speakers Bureau, USA; Executive Director, Cumbre de Negocios

Right now is one of the most interesting times to be alive.

hat does a young entrepreneur in Mexico today need to look like? How can he or she attract investors and take advantage of international trends? How does a young entrepreneur who wants to change society start its journey?

We are urged not to wait for programs to help launch ideas. Why wait for someone to tell you what to do? You don't need that, just do it! In Mexico, there are three main issues we must focus on to be aware of the characteristics an entrepeneur must have: What do investors look for? Which are the current global technological trends? Which are the opportunities and resources we already possess?

A young Mexican entrepreneur needs to fulfill three main characteristics to be successful. First, recognition that you may not have all the tools needed to take an idea to the next level. Realizing what you do not know is key in forming your team. Surround yourself with people who know more than you, as this shows you can sell your vision to others.

Second, be secure in what you do know. Convince others that nobody knows this field better than you. Last, and most important, understand that it does not matter how old you are; what matters most is drive and ambition. Showing a desire to change society will appeal to investors and may even result in them coming to you.

Entrepreneurs in Mexico have a great opportunity to start a business, especially those who have ideas and abilities in information technology. They should just stop waiting for the government to provide support of financial programs. Young people must believe in their potential as entrepreneurs in order to dare selling their ideas, they must be able to convince their future clients and partners beyond the country's borders. Taking risks will attract investors who will help drive the impact of these new ideas.

To face a changing and highly demanding world, the young generation must offer innovative solutions. On one hand, youth has the advantage of understanding how to manage web applications, if it is simple enough. In fact, the most successful entrepreneurs are those whose products can be used by any person, regardless of their studies and knowledge of information technology.

To equip the new generations with better and more efficient tools for technological development, basic education must consider teaching computer skills, just as it does with languages or mathematics. The better the preparation of future generations, the better proposals there will be for solving current problems.

Every day there are new trends rising in every corner of the globe. Google has invented a driverless car, allowing users to type in coordinates and have the car take them to their destination. Cars will be communicating with each other, eliminating human error, and lowering traffic congestion and fatalities.

Since Google has been testing this vehicle on real roads, there have been three accidents, all caused by human drivers crashing into the driverless car. Another innovation is growing agricultural products in laboratories, decreasing the problem of distribution in rural parts of the world.

This could affect Mexico, since a large part of its exports are agricultural. Last, we can look at the example of the Uber. This is an application from which you can request a prepaid taxi from you phone eliminating the need of calls and monetary transactions. Mexico is urged to use the vast amount of resources it already possesses to take these trends and implement them here in our own country.

This is the best time for Mexico to become a technological leader. Mexico has a great advantage, since 61% of the Mexican population under 34 years old uses the internet. However, we must grasp this opportunity today. Even though Mexico's internet potential is rising, there are other nations whose internet use is growing at a rate of 10-20% per year, giving them the opportunity to surpass Mexico.

Mexico must support education in regards to technology, and develop abilities that will innovate and stimulate progress for the country. Technology can start from anywhere, it just needs a small investment for the idea to reach the world.

Mexico has the potential; we have the ideas and the inspiration. These aspects just need to be combined with drive, ambition and education to bring Mexico's young entrepreneurs into the international spotlight.



Sheel Tyle Yaël Smadja

How your brand can become your unbeatable asset



Speaker
Lino Cattaruzzi
Position Head of Google Mexico

Chaired by Claude Smadja President & Founder, Smadja&Smadja, Switzerland

- Mexico is well-positioned to become a world leader in the technology age, granted that it seizes the opportunities offered.
- Innovation is key to individual, company and nationwide success, and can be attained by fostering a certain work culture.
- Today's great challenges, including a lack of internet accessibilty, must be overcome through revolutionary thinking and solutions.

Our world is changing constantly and rapidly. Today, small companies have the opportunity to become big and important in less than a quarter of the time than it would have taken them sixty years ago. Technology allows us to climb and break barriers, as well as acquire resources more easily than ever before. Anyone can go online, propose an innovative idea and obtain the financing needed to make it a reality. All Mexico needs is the confidence to do so; instead of spectators, this country calls for actors who can bring their ideas to life.

In order to do so, Google uses its "Moonshot" method, which fosters ambitious thinking. It is a three-step process, which begins with defining a big problem. Once the problem is well identified, one must think of a breakthrough, or radical solution. Finally, technology allows for that radical solution to become a reality.

Google promotes this kind of innovational thinking through its overall work culture. This culture is built upon six primary pillars. First, failure is not stigmatized. Rather, it is embraced as an opportunity for all to learn and improve. Second, each employee dedicates a percentage of their time to a project that is completely unrelated to their official post. This policy is responsible for the great creation of Gmail. Third, the company invests strongly in education and long-term projects. Fourth, hiring the best talent is pivotal to success. Each candidate applying to Google must be approved by at least four people in the company in order to be hired, which contributes to only the right people joining the team. The fifth pillar is to have diverse





Lino Cattaruzzi Claude Smadja

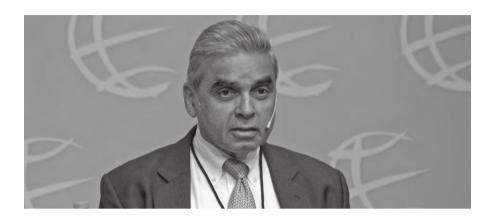
teams because they perform better. Finally, the work environment -both physical and human- is the sixth pillar and a key feature to creating success. The physical benefits of the office place allow workers to focus completely on the job at hand, while the human aspect is strengthened by the central values of transparency and team work.

Currently, the world is facing two great challenges: how to achieve internet accessibility worldwide, and how can humanity adjust to the much more rapidly changing technology. Many people still lack access to the internet. This is one of the problems that need large-scale innovative solutions. Google, for example, is in the testing phases of a project that provides internet via high-altitude balloons. Meanwhile, we are in the middle of a technological explosion. We as humans need to find a way to embrace this changing world more quickly and efficiently. However, we are also faced with the challenge of trying to control and confront the inevitable undesired side effects that come with any change.

Borders are smaller due to globalization. Logistics and advances in production and distribution make the exchange of goods even faster and easier. Mexico, as the biggest exporter of Latin America, has all the capacity to become an emerging country with high ambitions, such as Brazil, India or China. In order to accomplish this, Mexico must recognize that its three main competitive distinctions: geopolitical position, export capacity and policy framework. As a second step, the country must understand and analyze how it can meet the needs of a specific consumption sector both at domestically and around the world, i.e. Mexico should specialize in certain production sectors in which it has a competitive advantage.

Meanwhile, it is important to realize that to become successful, a company should foster loyalty among its users, make important decisions based on available data, and constantly keep innovating. Mexico has the talent, resources, population and geopolitics to become a great leader in Latin America and around the world. It just needs to be proactive about seizing opportunities and trusting in its capacity for success.

Why Mexicans need to care about Asia



Speaker: Kishore Mahbubani Dean, The Lee Kuan Yew School of Public Policy, Singapore

Chaired by: Alberto Bello Business Editorial Director, GrupoExpansión, Mexico

If you want to see the past, you go to Europe. If you want to see the present, you go to the United States. If you want to see the future, you go to Asia

The world's economic power no longer belongs to the West. Asia has proven a strong player in the global economic future. But how has this ancient continent regained so much power?

The seven pillars of western wisdom, key in the success of the Asian continent

- **1. Open trade.** Asia has become the largest promoter of free trade agreements in the world.
- **2. Science and Technology.** Asia has increased its investments in research and technology, while in the United States and Europe, they are decreasing.
- **3. Pragmatism.** Asians have studied the world and learned how others have solved their problems.
- **4. Meritocracy.** Part of Asia's success is due to the talent of its people and the ability of governments to take advantage of that.
- **5.** Asia is based upon a **culture of peace**.
- **6.** Asia respects and applies the **rule of law**.
- **7. Education.** Asia emphasizes investments in the educational sector. Its teaching programs seek to strengthen the Asian mentality by combining Eastern philosophy with the Western educational model.

Singapore

Singapore's success can be attributed to three main "secrets". First is meritocracy, in other words, how they seek out and harvest the country's brain power at every level of education, using these fresh minds to build the country's future instead of a person's wealth or family ties. Second is pragmatics; Singapore took lessons from Japan in regard to learning skills that other nations had perfected and adapting them to their own country. Essentially, copying good experiences from the rest of the world has played a large part in Singapore's success.

And last, Singapore encourages government staff with a good salary to counteract corruption. The Singapore government is one of the least corrupt in the world, generating positive conditions for the implementation of reforms and projects that actually benefit the country.

This, however, is not the same story in all of Asia. For example, Thailand was once one of the main powers in the continent, but today, due to governance that has paralyzed Thailand's growth, it has lost much of its power. Asia is still in a time of transition with important political issues that trouble the region. Yet, the shining example of Singapore demonstrates Asia's impeccable potential.

United States

Every American politician agrees upon the idea the United States will remain the largest economic power in the future. However, statistics show that in the near future the global economic leader will not be the United States, but China. Americans are going through a time of skepticism, which will cause a shock when, in 2030, the Chinese economy is double the size of the American.

In the United States, they continue to ignore the fact that the country will become second in the world; however, the return of Asia is unstoppable, bringing along with it geopolitical changes between the United States and China and causing tension and rivalry between these two superpowers. The rest of the world is waiting, wondering how this change will affect the current state of global politics.

Mexico

What changes will Mexico see due to this shift in geopolitics? Mexico must acknowledge its neighbor's economic change and plan carefully for the future. By the end of 2014, in purchasing power parity terms, China's Gross National Product (GNP) will surpass that of the United States.

Mexico exports 70% of its products to the United States, causing this shift to affect Mexico deeply. Mexico will need to diversify its foreign trade adressing countries such as China. Singapore provides a generous connection with the rest of Asia, making this a potential link to the future of Mexican exports.

By taking advantage of the seven pillars of Western wisdom, Asia, and specifically Singapore, have increased in economic status over the past thirty years. Now Mexico has the opportunity to learn from their success, and understand that changes may be needed to secure Mexico's commercial future. Foreign investment should be welcomed, alternative ways of thinking embraced, and perhaps a lesson in Asian history, could benefit this nation greatly.



Alberto Bello Kishore Mahbubani



CLOSING REMARKS

Closing remarks Twelfth edition Mexico Business Summit 2014



From 26 to 28 October 2014, the Congress Center of the city of Querétaro witnessed in depth analysis dealing with the more effectives ways of "Tapping into Mexico's new sources of growth".

The discussions of the 12th edition of the Mexico Business Summit concentrated mainly in five subjects: Innovation, the position of Mexico in the international arena, the structural reforms of the current administration, economical growth and investment attraction and, the social challenges of Mexico.

The following summarizes the main proposals of the Summit:

Innovation

Experts' recommendations to further develop innovation in Mexico were:

- **1.** To recognize the role of science and technology in the economical growth of the country.
- **2.** To focus public efforts on education, specially in science related areas in order to generate more knowledge that can ultimately translate into more productivity and job creation.
- **3.** To promote young talent as the source of new ideas.
- **4.** To foster competitivity. Ambition must be well regarded in Mexico and people need to be able to trust on their capabilities to become successful.
- **5.** To have an active role in order to take advantage of the market possibilities and the Mexican advantages: human talent, the natural resources of the country and its privileged geographical position.
- **6.** To encourage entrepreneurship. Mexicans need to dare taking risks, to go out and sale, to find solutions and innovate constantly.

Mexico's position in a global environment

In respect to the position of Mexico in the world, speakers made emphasis on the next points:

Asia

It is fundamental for Mexico to intensify its commercial relationship with Asia to achieve a greater growth potential. To improve its relations with the continent, Mexico needs to provide a good quality education from which Mexicans can aprehend the cultural diversity and economic potential of Asia, and can act with greater flexibility and security in the international markets.

North America

After twenty years of its implementation, NAFTA has proved to have a positive effect for the region. To keep generating successful results, speakers of the Summit have suggested on one hand, to intensify commercial relations, most specifically on the energy sector taking into account the recent reform in Mexico as well as the current sustainability issues that affect the world as a whole. On the other, to contribute to the development of the poorer states by promoting education and tourism.

European Union

Mexico has benefited from multiple commercial agreements and bilateral dialogue with the European Union. Example of this is the Global agreement reached in 2000 between Mexico and the EU. In order to take the commercial and investment relations into the next level, Mexico needs to grasp the moment and take advantage of the recent restructuring of the European Union and act fast to work with the new elected commissioners to build a strong relationship since the beginning.

Pacific Alliance

From the Mexican foreign affairs perspective, this agreement considers Latin America as a strategic partner. The Alliance has a practical focus, and that is the singular feature and advantage to keep strengthening this agreement. The project includes diplomatic representations, but also deals with issues such as climate change or the issuance of future visas for young people that want to work or study in the member countries.

Central America

The new free trade agreement between Mexico and Central America has resulted in economic growth and generated favorable conditions to transform several sectors. Issues such as war on drugs, food security or migration, need to be coordinated between the countries within the region in order to find sustainable solutions.



José Calzada Rovirosa



Structural reforms

Some of the suggestions around the design of structural reforms were:

- **1.** To have an open free trade market sustained by transparent institutions.
- **2.** To constantly remind that the final objetive of the reforms is the benefit of the population as a whole.
- **3.** To prioritize education in order to guarantee a future for the country.
- **4.** To recognize that the world is interdependent and that there are issues that in order to work, need to be addressed with other countries and regions.
- **5.** To promote public policies that foster growth in areas such as regional development, transparency, energy and infrastructure.

As for the implementation of reforms, some recommendations were:

To implement changes in a pacific context, for which it is necessary to respect the rule of law. Some of the proposals to achieve the latter were:

- 1. To make another "Pacto por México" for security issues
- **2.** To create a national unique federal police with states instances with total jurisdiction of their territories
- **3.** To create an special organisation to fight against corruption.

In order to achieve the expected economical growth after the reforms approval, competition between public and private companies needs to be promoted, with the objective of attracting capital and new technologies into the country. It is also fundamental to encourage entrepreneurs as the main advocates of structural changes. In addition, to strengthen the economy and improve the quality of life, it is important to work towards the formalization of businesses and companies in Mexico.

An efficient implementation of the reforms requires a strong leadership and respected institutions. The drafting and approval of the regulatory laws of each structural reform are yet under process and need to be concluded adequately so that changes can be undertaken in an organized and efficient manner.

Likewise, the new regulatory institutions require well trained individuals to guarantee the correct exercise of the law. Finally but most importantly, society needs to be well aware of the changes the reforms imply. This will not only help the understanding and outreach of changes but also will provide more social support to the government.

Economic growth and investment attraction

The main recomendations made by the participants of the Mexico Bussiness Summit to foster economic growth and encourage investment in Mexico are summarized under the following lines.

Mexico must decide in which areas it wants to focus to increase its productive potential. Both the public and private sectors need to be well aware not only of the quantity of investment, but also of the type of companies they want to attract to the country.

Mexico needs to work in accomplishing transparency of its institutions and in providing security to its residents, that way, it will attract more investment. The government must have a sense of urgency in order to accelerate the ambitious investment and infrastructure projects contemplated in the reforms to generate better jobs and promote consumption.

Also, the government and the financial sector need to work hand by hand to increase the supply and demand of financial credits and expand information over the sectors in which Mexico has comparative advantages. This will help to generate profitable companies with low risk index.

To continue growing, investment attraction organizations and employment promotion agencies need to understand that the integration of the supply chain is very important. Without a development of intermediate production processes, the country will loose investment and added value.

Likewise, Latin America represents a big competition, so Mexico needs to update its free trade agreements in the region to keep attracting foreign firms.



Miguel Alemán Velasco



As for attracting through human talent, work requires nowadays of higher competences and training. Specifically, there are two issues that need special attention. On one hand, companies, specially SME's require a better administration and more transparency. For that purpose, further training and technical assistance is needed.

On the other, it is fundamental to promote and develop technical carreers, crucial in an economy that wants to develop its industrial potential. It is imperative that the country generates specialized people so that industry can grow.

Social challenges

Tackling the challenges of Mexico and its society, speakers encompassed the subjects of education, security, and the inclusion of women and youth in the labor market. The main suggestions to improve the current state of Mexico in these issues were:

Education

The new methodologies, such as on-line education, need to complement traditional learning. The development of new technologies helps in the expansion of educational coverage to rural areas of the country and strengthens the teaching system. Digital platforms are as well a potential tool, as they gather share content of different universities around the world and put them at a public reach.

The main ingredient for good learning is a qualified teacher. Educators require of a better training and the teaching profession needs to be dignified in Mexico. Part of the solution is in creating a degree where the best teachers are recognized professionally and economically by deciding to stay at the classrooms.

One of the proposals implemented in other countries with successful results has been the creation of a system where the best teachers are assigned to groups of students with more difficulties, while better teachers are relocated to schools with less qualifications.

It is also necessary to make an ideological change to include companies in the academic training process, specially because an inclusive growth depends on the connection between society and the private sector.

Likewise, it is important to focus on the training of values, that starts from each home. Society cannot neglect its role on teaching. All individuals, including parents, teachers, and the public and private sector, are partly responsible for the education of its citizens.

Finally, Mexico needs to start implementing strategies to attract talent and bring back the qualified Mexicans that live outside the countries' borders, and to achieve this, it has to convince them that the future lies in Mexico.

Security

The war on drugs is one of the bigger problems Mexico faces and the one that requires to be treated most urgently. This will only be possible through a collaboration with the United States, because the failure to control the flow of cash and weapons in the Mexico-United States border has become the main security issue for the country.

The legalization of drugs as a strategy of fight against organized crime is a sensible option as it would take away resources from the cartels, and thus reduce their means to keep committing crimes. The discussion should be instead about a matter of health. Addicts need to be treated instead of sent to prison, and youth should be educated about the risks of drugs' use.

One of the proposals that would improve the national scene would be to optimize institutional coordination. For this, all involved actors need to be well trained in the procuration of justice, from the policeman to the judge.

Institutional coordination needs to reach all spheres and expand over time, because reinventing government programs every three or six years, -every time there is an election period- damages the country and does not allow the continuity in conflict resolutions. Finally, another aspect regarding coordination has to do with implementing national standardized emergency numbers.



Oscar Peralta Casares Alfonso García Cacho



Other issue to avoid corruption has to do with the honesty of employees in security related organizations. To tackle this, a solution could be found in the strong correlation found between honesty and fair and competitive salaries.

The other is that the Mexican government needs to generate an environment of accountability. Authorities need to feel watched by its citizens, and their actions and decisions need to be under constant scrutiny.

Women

It is urgent that women become more present in decision-making positions, not to fill a gender quota but because to complement talent.

First, the government needs to allocate resources with the aim of "maternalizing" society, for example by increasing public daycare centers or modifying work day hours to allow women more flexibility. Society and its policies must recognize all that women do, in both the public and private realms.

Companies, meanwhile, likewise have a significant role to play in closing the gender gap. By establishing results-oriented systems for promoting employees, companies will effectively make the market more flexible and thereby facilitate women's ascension to positions of power.

Increased market competition in itself will also contribute to closing the gender gap, as companies would have to hire based on abilities, rather than gender.

Additionally, women need to be in decision-making positions where they can effectively bring about change.

Finally, women themselves need to find their voice and make it heard, demanding equal treatment, they must not wait and expect the doors to be opened for them; rather, they must actively create and seize opportunities for themselves.

Youth

Mexico needs to recognize the potential of youth. It needs to motivate young people to take risks and teach them how to respect the rule of law through quality education. It is necessary to discover new talent, and once identified, to nurture it by offering motivation to stay and contribute to the development of the country.

To equip the new generations with better and more efficient tools for technological development, basic education needs to contemplate teaching of computer skills, as an additional class like Spanish or mathematics. The better the preparation of future generations will be, the more proposals to solve current problems will arise.

Finally, the Mexican youth needs to be trustworthy of its capabilities, be conscious of its lacks in order to fill them up, and dare to take risks. Age is not relevant, what is important is the ambitions, wishes, objectives. Youth needs to believe in its potential to face a changing and demanding world and come up with innovative solutions to tap into Mexico's new sources of growth.



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OUR HISTORY

At TELÉFONOS DE MÉXICO (TELMEX), we are celebrating almost 24 years as a private company. During this period of time we have modernized, updated, and transformed ourselves from being an enterprise that offered only telephone services to the leading company in telecommunications services in our country; all in a highly competitive market. For more than two decades our commitment has been to connect Mexico, through the best technological platform, to provide our customers the best services in terms of universal access and promoting technological innovation, information technologies and communication throughout México.

The bidding process to privatize Telmex in December 1990 took place 18 years after the Federal Government had acquired 51% of its capital, in 1972, and the remaining 49% was held by investors and customers. It was mandatory to fund TELMEX in order to have telephone services, since it was plagued by poor quality because of its deficient and obsolete infrastructure, which was outdated and with an up to 2 year backlog period in order to get a phone line.

In 1990, the year the call was made to privatize Telmex, the government held approximately 56% of its capital. From that the government bid 25.4% of the company, which was formed by 20.4% of controlling shares and an option to acquire 5% of shares with limited voting rights. More than 16 national and foreign companies participated in this bid process of which 5 were international telecommunication companies that comprised groups which at that time submitted offers. Of the bids offered, the winning group was formed by: Southwestern Bell (now AT&T) which bought 10%, France Telecom with 5%, Grupo Carso with 5.78% and 34 Mexican investors who collectively bought 4.6%, who incorporated a limited trust that could sell to third parties during the following 10 years. The winning bid for the 20.4% was for a company value of USD \$8,615,700,000, or 16.6% higher than the market value of Telmex as listed in the Mexican Stock Exchange (which on the date the bid was offered was USD\$7,387,800,000) and 4.1% higher than the second highest bid offered by the group formed by Telefónica de España, GTE (General Telephone & Electronics Corporation) and Casa de Bolsa Acciones y Valores. It should be noted that this market price was 541% higher than the market value of Telmex on December 31, 1988, only two years earlier.

The privatization of TELÉFONOS DE MÉXICO meant the entry of large foreign investments to our country, and opened access to international financial markets which had been closed to emerging countries since the foreign debt crisis of 1982.

TECHNOLOGICAL TRANSFORMATION

24 years ago TELMEX had one of the world's most underdeveloped infrastructures, a growing inability to provide the services demanded by the population and a lack of a "customer service" culture. To transform this situation and to build a state-of-the-art company that allowed Mexican citizens to communicate efficiently, and that provided Mexico with a telecommunications platform to promote the development of its national economy, we invested (from 1990 to 2013) more than 35.1 billion dollars in its expansion, modernization and transformation, as well as in changes in the digital culture of both the company and the country. Because of that, among its other accomplishments TELMEX has the following achievements:

- From 1990 through 2014 the number of land lines increased from 5.4 million to 13.2 million.
- The locations served increased to cover more than 115 million Mexicans.
- Our fiber optic network grew from 360 km to 190,792 km, and became one of the most modern and reliable networks in the world.
- We have evolved from having contracting and collection centers to 390 modern commercial offices, which now offer customer support and product marketing.
- The digitalization of 100% of the telephone network was completed in the year 2000, even before countries like the United States and Spain, and this increased the quality of service and the diversity of services provided.
- In 1996 we launched in the market the dial-up services for Internet access, and in 2001 we launched the Infinitum broadband services, reaching 9.1 million customers in 2014, which is a major contribution to the reduction of the digital divide in the country.
- The number of years of education per employee increased from 5.7 in 1990 to 16.1 in 2014, which resulted in an increase in productivity and positive changes in the company's work culture, especially in the processes used in customer service. At the same time, a platform was established for the transfer and assimilation of new technologies and innovation.
- We constructed more than 3,600 digital classrooms and libraries and provided more than 390,000 Digital Scholarships, benefiting more than 3.5 million Mexicans. We have also installed more than 5,500 public sites that offer free connectivity to mobile WiFi Infinitum Internet.
- The TELMEX Institute of Technology in Information Technology (Inttelmex IT) has trained 7,044 professionals at no cost.
- We developed one of the most competitive portfolios for business solutions, offering comprehensive integration services to promote the development of Mexican companies.
- We have multiplied several times the productivity of the company, and this has allowed us to curb our costs and offer 81.8%lower prices for all our services, and also from 2000 to date the price for Internet access by kilobyte was reduced 98.8%.

In the same manner, we began a consolidation process of Local Service Areas (ASL), reducing their number from 2,200 to only 397, which is an 82% reduction in national long distance destinations. Compared with other countries, Mexico now has 8 times more people per ASL than Brazil, 3.5 times more than Spain and 23.7 times more than the United States; and, on average, the number of square kilometers covered by ASL is 5 times higher than in those same countries. Additionally, this plan was launched for neighboring cities, and to date 30,566,000 inhabitants in 198 cities benefit from significantly reduced prices.

TELMEX FOUNDATION

In 1995, the Telmex Foundation was created with a commitment to support health, education, justice, culture and sports in our country, and, among many other accomplishments, has performed or provided the following: 1,052,782 outpatient surgeries; 102,695 bonds; 387,771 bicycles for the "Help me Get There" program; 28,960 tons of humanitarian aid; 15.25 million packets of nutritional sweeteners; 13,743 teams in the Telmex Cup; early education manuals; cultural events; the TELMEX Ring program; the cycling tour; and, financial support to more than 1,858 institutions.

GRUPO R

We began with Grupo Río San Juan, a company founded in 1958, as the pioneer in construction and housing Development in the most important industrial, commercial and dwelling areas in the northern region of the state of Tamaulipas, an also as one of the main generators of jobs, business and direct foreign investment in the region. In Grupo Río San Juan, we have a territorial reserve of over 9,880 acres which will be used for future housing developments required by the market demand.



Grupo R is founded in 1960 and since its creation; it has been a fundamental support for the development of many Petróleos Mexicanos projects, always placing the strictest enforcement of safety and care of the ecology first. Starting in 2010, it became the only Mexican company that has ventured in ultra deep water oil drilling, after the acquisition and operation of the GR Centenario, Bicentenario and The Muralla IV platforms, which keeps us ahead technologically speaking, and which also allows us to face the new challenges we are faced with in the oil and gas extraction in deeper and deeper waters.



As for the energy sector, our companies are highly specialized and competitive in engineering, design, procurement, construction, installation, maintenance and integrated services for the oil industry, as well as for the drilling, maintenance and rehab of oil wells, both inland as offshore.



The main companies of Grupo R are:

Comprehensive Real Estate Development. Urbanization and Construction:

Grupo Río San Juan, S.A. de C.V. (GRSJ) Constructora Mataredonda, S.A. de C.V. (CM) Triturados y Premezclados del Norte, S.A. de C.V. (TPN)



Drilling:

Industrial Perforadora de Campeche, S.A. de C.V. (IPC). Grupo R Exploración Marina, S.A. de C.V. (GREMSA) Corporativo Grupo R. S.A. de C.V.



Gas Fields:

Servicios Múltiples de Burgos, S.A. de C.V. (SMB) Desarrollo y Servicios Petroleros S.A. de eV. (DSP)



Servicios Costa Afuera y Mantenimiento de Plataformas:

Constructora y Arrendadora México, S.A. de C.V. (CAMSA) Servicios Marítimos de Campeche, S.A. de C.V. (SMC) Mantenimiento Mar/timo de México (MMM).



Industrial and Oil Construction:

Bosnor S.A. de C.V. (Bosnor) Constructora y Edificadora Madero, S.A. de eV. (CYEMSA) Río San Juan Construcciones S.A. de C.V. (RSJC) Proyectos Ebramex. S. de R.L. de C.V. (Ebramex) Mina-Trico, S. de R.L. de eV. (Minatrico).



Industrial Maintenance:

Servicios y Maquinaria de México, S.A. de eV. (SYMMSA) T3 Energy Services de México, S. de R.L. de C.V. (T3 México)



Specialized Transportation:

Servicio Industrial Especializado, S.A. de eV. (SER/ESA)















Almost 115 years in Banorte's history; always committed with the development of Mexico.

Today we are the third largest financial institution in Mexico, with over 1,300 branches and 6,700 ATM nationwide, serving more than 11 million customers in Banorte and Ixe, as well as 15 Centros Pyme specialized in attending the needs of Small and Medium companies.

Our Pension Fund Management Company is the largest in Mexico and the 2nd in Latin America, with more than 11 million customers. We have consolidated our participation in the Insurance and Annuities Market with the acquisition of the minority stake held by Group Generali in those business lines.

This is how we offer a unique value proposition to our customers, with innovative products and state of the art technological platforms.

We have always been and will remain committed to grow with and for Mexico.

Banorte, el Banco Fuerte de México.



The origins of Nestlé go back to 1867 in Vevey, Switzerland, when its founder Henri Nestlé revolutionized the food industry by developing the first lactated flour to satisfy the food and nutritional needs of children.

In 1905 he merges with a major producer of condensed milk, the Anglo Swiss Company Condensed Milk, with which he begins the diversification and internationalization process. New products were added, little by little to the first production of condensed milk and lactated flour, such as soluble coffees, chocolates, and candy, frozen goods, both culinary and refrigerable, as well as pet foods, all of them worldwide, currently accepted and sold in more than 100 countries.

Always ahead in innovation and renovation in the food sector, Nestlé takes advantage of its more than 100 years of expertise in research and technological development to offer top nutritional and quality food products to its consumers. Nestlé is ranked as the world leading company in nutrition, health and welfare.

It is in all continents with over 10,000 products, produced in 461 plants in over 83 countries, with 328,000 plus collaborators around the globe. Nestlé's brands and products are focused towards a relentless innovation and renovation, serving and anticipating the changing needs of its consumers, with products elaborated for all stages of life.

Nestlé has been dedicated to know the needs and desires of its consumers as well as its local values and culture. This is why the company has proven having a great capability to adapt to every country, never deflecting from its convictions and fundamental values, which are paramount to guarantee success, by sustaining its growth strategy in the Creation of Shared Value and promoting concrete benefits for the development of society, boosting both the country development and environmental care.



Founded in 1969 in San Francisco California by Adrian Dalsey, Larry Hillblom and Robert Lynn, whose initials gave name to the brand, DHL Express is the world's leading logistics company with its headquarters in Germany and is part of Deutsche Post DHL Group.

The company currently covers 220 countries, and Mexico is a key market for business growth. Due to its geographical connection and its average annual double-digit growth, the country is one of the 11 priority markets for DHL Express. In addition, Mexico represents 20 percent of Latin America's Gross Domestic Product (GDP), has 47 free trade agreements and has a strong domestic demand as well as a growing foreign trade, placing the country at the same level of Brazil, Russia, India and China.

Mexico offers DHL significant business opportunities resulting from its economic stability and growth of key sectors such as Automotive, Pharmaceutical and Chemical, Engineering and Manufacture, as well as other important segments like Aerospace and Technology.

DHL Mexico:

DHL operates in Mexico since 1979 (35 years).

- DHL is implementing a strategic plan that aims to invest USD\$160 million over a five-year period (2012-2017).
- Investments focuses on areas such as Fleet, Gateways, Hubs, Stations, Technology, Air and Domestic Networks, among other key projects that will allow the company's rapid growth and increase its capacity to satisfy customers demand.
- DHL generates more than 3,600 employments in the country.
- With presence throughout the country, it operates a network of 55 stations with a sophisticated logistics scheme, with more than 1,200 couriers to guarantee coverage to the 32 federal entities through more than 600 points of sale
- Its sophisticated network includes more than 1,568 ground-units as well as 12 dedicated domestic flights, ten international flights and many business alliances with airlines.
- It operates more than 300 ground-routes, covering approximately 120,000 kilometers every day and carrying 700 tons daily.
- It serves more than 18 thousand clients.
- It has four Hubs or high volume transfer centers: Mexico City, Guadalajara, Monterrey and Queretaro; five clearinghouses: Mazatlan, Minatitlan, San Luis Potosi, Zacatecas and Silao; and six international Gateways: Mexico City, Monterrey, Guadalajara, Merida, Hermosillo and Queretaro

Throughout the 35 years of DHL Express in Mexico, the company has created specific solutions for each segment, including both large industry and small and medium enterprises (SMEs), a sector comprised by 800,000 companies in the country. DHL Express aims to strengthen its position as the main consultant in international trade among its customers and prospects, guiding them through the basic steps to enter markets like Latin America and China and expanding Mexican exports beyond the U.S.



Airbus Group

Shaping the Future of Aeronautics and Space Airbus Group is a global leader in aeronautics, space and related services.

It comprises Airbus as a leading global manufacturer of highly innovative commercial aircraft, Airbus Defence and Space as the defence and space leader in Europe, providing tanker, combat, transport and mission aircraft as well as space systems, equipment and services, and Airbus Helicopters which offers the world's widest range of civil and military helicopters. Airbus Group is a major partner in the Eurofighter consortium, a stakeholder in the missile systems provider MBDA and a 50% partner in turboprop aircraft maker ATR.

Value creation is a key priority as it supports investment in future products and services, which help to maintain the Group's market leading position. Airbus Group – known as EADS until 1 January, 2014 – was created in 2000 through the merger of DaimlerChrysler Aerospace AG in Germany, Aérospatiale Matra in France, and CASA in Spain. The Group is today's best practical example of a truly successful European industrial company. In 2013, Airbus Group had revenues of 57.6 billion, more than double the 24.2 billion generated in 2000.



Grupo TMM is one of the largest integrated logistics and transportation companies in Mexico providing specialized maritime services and integrated logistics services, including land transportation services and ports and terminals management services, to international and domestic clients throughout Mexico. We offer a solid logistical structure looking after our clients' most precious resources: time and money. Thanks to our three business units and the efforts of our human capital, Grupo TMM has everything necessary to offer a world class service guaranteeing the highest quality to all our clients. The original company, Transportes Maritimos Mexicanos, S.A. was constituted on June 1955 and three years later changed its registered name to Transportacion Maritima Mexicana, S.A. During 60's the Company experienced a fast growing era, it started operations on the Atlantic Gulf with services to US and Mexican ports; opened its Pacific Coast liner service to Central and South America; inaugurated its transatlantic service on a regular basis to Northern Europe, initiated regular services to the Far East and to the Mediterranean Coast; and started its regular services to Brazil. At that time the Company initiated its diversification process, first in the railroad business acquiring the Tex-Mex railway, and in 1983 initiating the Car Transportation operation with specialized vessels. During the 90's TMM enters into strategic alliances; in 1993 agrees with Hapag Lloyd to serve Northern Europe ports; in 1994 with Seacor Marine in Supply Ships; in 1995 again with Hapag Lloyd to serve the Mediterranean area, and also with CSAV for the Car Carrier business. In logistic services, in late 90's TMM acquired the concession to operate the Manzanillo Container Terminal in the mexican pacific; it obtained a 40 year concession on the International Cruise Dock at Cozumel Island at the mexican caribean, and also got a 25 year concession from the Acapulco Port Authority, to operate the cruise dock, the multipurpose terminal, and the international cargo terminal. TMM is listing on the Mexican Exchange Market since 1980; and abroad TMM is listed on the New York Stock Exchange effective 1992.

Our Mission

"We are a Mexican group specializing in maritime and onshore transport, integrated logistics, storage and port operations.

Our competitive strength is based on the integration of our own strategic assets and those of third parties to offer a wide variety of solutions providing a high level of service and flexibility for our clients, all of which is supported by constantly developing technology, 50 years of experience and excellent human capital.

Our commitment is to maximize shareholder equity through the efficient and profitable operation of our business units."

Our vision

"To be the leading provider of transport services and integrated logistics solutions in the national market, seeking to participate in high return and profitable niche markets

At Grupo TMM we are committed to respecting the environment and participating in the consolidation and development of Mexico."

Our Infrastructure

Grupo TMM has a unique position in the Mexican market, being the ideal link between railways, roads and ports as well as the link between the main cities and production centers in the country.

The Company has facilities located in Aguascalientes, Veracruz, Queretaro, Ramos Arizpe, Laredo, Hermosillo, San Luis Potosi, Toluca, Cuernavaca, Monterrey, Puebla, Cd. Sahagun and Mexico City.

Grupo TMM offers a logical structure to enhance a client's most precious resources: their time and money, working jointly with all industries, including companies that require the highest standards to guarantee their satisfaction in logistical matters.

Our Solutions

Our consulting services, the creation of synergies through our diverse operations, our market knowledge and our interest to treat our clients as they require, has allowed us to provide customized and integrated solutions, in the areas of:

- Logistics and Inland Services.
- Specialized Maritime Services.



The SAFRAN Group is a high technology international group, leader in its core business: Aerospatiale (propulsion and equipment), Defense and Security.

With 66,300 employees in the world and over a 19,5 Billion-USD result, SAFRAN Group is worldwide number one in:

Commercial aircraft engines (SNECMA – CFM)
Helicopter engines (TURBOMECA)
Landing and Braking Systems (MESSIER-BUGATTI-DOWTY)
Cable Systems (LABINAL)

Biometric ID Documents, Biometric systems, Multi-biometric technology (MORPHO Identification)

SAFRAN has been in México since the end of the 80's and it has more than 5,000 employees, for 11 companies.

In addition to its activities of production and design, the group is heavily involved in:

Education (Mexican-French aerospace campus in Querétaro) Development of the Supply Chain in Mexico Development of clusters for the Aerospace Industry Environment (bioturbosine, Electronic green taxiing system)

The Group companies located in Mexico are:

State of Mexico & Mexico City:

MORPHO Identification (biometric systems, fingerprint-iris-face) MORPHO Cards (manufacture and sale of smart cards) SAFRAN MEXICO (corporate office) TURBOMECA (commercial support for maintenance of turbines)

Chihuahua:

LABINAL (cable systems) SAFRAN Engineering (design center)

Queretaro:

SAMES (maintenance of CFM-56 engines)
MESSIER-BUGATTI-DOWTY SERVICES (maintenance of landing gears)
SNECMA (manufacturing of engine parts CFM-56)
MESSIER-BUGATTI-DOWTY (manufacture of landing gear parts)

Further information: SAFRAN México T. +52 (55) 5281 8775 info@safran.com.mx www.safran-na.com











EXonMobil

ExxonMobil is the world's largest publicly traded international oil and gas company, providing reliable forms of energy that support growing economies and improve living standards around the world.

ExxonMobil combines ingenuity, innovation and technology to deliver energy to a growing world.

The company explores for, produces and sells crude oil, natural gas and petroleum products.

An industry leader in almost every aspect of the energy and petrochemical business, ExxonMobil operates facilities or markets products in most of the world's countries and searches for oil and natural gas on six continents.

ExxonMobil in Mexico has a 125 year history, mainly in the lubricants and chemical product businesses.

BOMBARDIER

the evolution of mobility

Bombardier Inc.

Bombardier is the world's only manufacturer of both planes and trains. Looking far ahead while delivering today, Bombardier is evolving mobility worldwide by answering the call for more efficient, sustainable and enjoyable transportation everywhere. Our vehicles, services and, most of all, our employees are what make us a global leader in transportation. Is headquartered in Montréal, Canada. Our shares are traded on the Toronto Stock Exchange (BBD) and we are listed on the Dow Jones Sustainability World and North America Indices. In the fiscal year ended December 31, 2013, we posted revenues of \$18.2 billion. News and information are available at bombardier.com or follow us on Twitter @Bombardier.

Bombardier Transportation México

With a presence in Mexico of more than twenty years, Bombardier Transportation has become the most important supplier of passenger rail transportation equipment in the Mexican market, with almost 70% of the rolling stock and transportation systems in operation today in Mexico manufactured at its local facilities. The main manufacturing site is located in Ciudad Sahagún, Hidalgo, 90 kilometres from Mexico City. With a skilled workforce of more than 1,300 employees, this facility specializes in the manufacture and product introduction of passenger rail vehicles, as well as after-market maintenance and customer service. Also operates another manufacturing site in Hidalgo and a plant in Huehuetoca, State of Mexico, which specializes in the manufacture of electrical harnesses. Is the only rail manufacturer in Mexico to operate an advanced facility with integrated engineering and manufacturing capabilities. Quality-driven management and state-of-the-art equipment help offer products and services that attain the highest quality standards. Its commitment to the Mexican market is ever increasing, as demonstrated over the last few years with millions of dollars invested in equipment, site upgrades and training at its Mexico facilities.

Bombardier Aerospace México

Bombardier Aerospace's manufacturing operations in Querétaro were established in 2006 and complement the company's other existing manufacturing sites. Operations in Mexico, which currently count more than 1,800 employees, allow Bombardier to develop a manufacturing capacity that lessens its reliance on third parties for structural aircraft components and greatly contributes to the reduction of operating costs and increased profitability. In addition to main harnesses and electrical sub-assemblies for Bombardier business and commercial aircraft, operations at the Mexico site include the manufacture of structural aircraft components, such as the aft fuselage for the renowned Global business jet family, the flight control work package (rudder, elevator and horizontal stabilizer) for the Q400 NextGen turboprop, as well as for CRJ700/900/1000 NextGen and the Challenger 605 aircraft. Manufacturing of the composite structure, electrical harnesses and wing assembly for the all-new, state-of-the-art Learjet 85 business jet, as well as sub-assembly systems installation, is also carried out in Mexico. Construction of the 18,581-m2 (200,000-ft2) Learjet 85 aircraft facility began in September 2009, and the facility was inaugurated on October 21, 2010.

To date, Bombardier Aerospace has announced a total investment of \$500 million in its Querétaro operations.



Grupo Salinas is composed of dynamic, fast-growing, and technologically advanced companies focused on creating shareholder value and improving society through excellence. Grupo Salinas promotes economic development in the countries where it operates by making technology accessible to all levels of society.

Created by entrepreneur Ricardo B. Salinas, Grupo Salinas operates as a forum to develop entrepreneurial ability and support decision-making among the executives who lead Group's member firms: Azteca, Azteca America, Grupo Elektra, Banco Azteca, Seguros Azteca, Afore Azteca, Advance America, Grupo Iusacell, Italika, Punto Casa de Bolsa, and Azteca Internet.

Grupo Salinas companies generate annual revenue of approximately US\$7 billion and US\$1.3 billion in EBITDA in the media, retail, financial services, telecommunications and Internet industries. Grupo Salinas companies operate in Mexico, the United States, Brasil, Colombia, El Salvador, Guatemala, Honduras, Peru, and Panama.

Fundación Azteca, as well as its affiliate organizations in the United States, Peru, Guatemala and El Salvador, and Fomento Cultural Grupo Salinas, Kybernus, and Caminos de la Libertad, are Grupo Salinas non-profit organizations dedicated to improving health, education, preserving the environment, making culture accessible, and promoting leadership and freedom.







Headquartered in Mexico City, KCSM is a leading rail Mexican company serving major industrial centers in northeastern and central Mexico, as well as the ports of Lázaro Cárdenas, Tampico/Altamira and Veracruz.

With 2,609 track miles, KCSM offers direct border crossing through the international bridges of Nuevo Laredo and Matamoros. KCSM is a subsidiary of KCS, a transportation holding company with railroad investments in the U.S., Mexico, and Panama.

Its primary U.S. holding is The Kansas City Southern Railway Company, serving the central and south central regions of the United States.

KCS's North American rail holdings and strategic alliances are primary components of the NAFTA Railway system, linking the commercial and industrial centers of the U.S., Mexico, and Canada.



Proudly Mexican, food chain GRUMA is the global leader of corn and flour tortilla production worldwide, and a leading producer of wheat flour and its derivatives such as flatbreads, wraps, naan, pita bread, chapatti, and pizza bases plus other food products, such as rice, snacks, pastas, condiments and palm hearts.

GRUMA has experienced exceptional growth worldwide with operations in the Americas, Europe, Asia and Oceania with 101 production plants, and a strong presence in 113 countries across the globe, with its global brands, Maseca and Mission, along with a large selection of local brands such as Guerrero in the U.S., Tortiricas and Tosty in Costa Rica, and Robin Hood in Venezuela.

Thanks to innovation and the use of new technologies, GRUMA has expanded its portfolio of products and services to cater to different lifestyles, cultures and needs of its customers and consumers in every country where it does business.

GRUMA has always been known for its strong entrepreneurial vision to reach all corners of the world where it has become a successful business organization focused on contributing to the improvement of the quality of life of its Human Capital, and its customers and consumers while also providing excellent quality products to fit their lifestyles and cultural needs, and creating value for its shareholders.

GRUMA is a socially responsible company that supports the development of the communities in which it operates by consistently offering high quality products all families can afford, creating jobs, reinvesting profits, implementing environmentally friendly practices, and encouraging education and advancement without neglecting its continued growth.

Since its foundation 64 years ago and its clear vision for sustainable growth, its focus on value creation, technology, infrastructure and renewed strategy, GRUMA is optimistic about the future, and is committed to building a new phase in which the principles and values that have shaped it now allow it to overcome the challenges it could face looking forward.



Accenture is a global management consulting, technology services and outsourcing company, with more than 305,000 people serving clients in more than 120 countries.

Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments.

Our four growth platforms

- -Accenture Strategy
- -Accenture Digital
- -Accenture Technology

Accenture Operations

Are the innovation engines through which we build world-class skills and capabilities; develop knowledge capital; and create, acquire and manage key assets central to the development of integrated services and solutions for our clients. The company generated net revenues of US\$30.0 billion for the fiscal year ended Aug. 31, 2014



A Mexican company that rises up to offer a different alternative in the service of air transportation; counting on the best qualified group of human talent in the Mexican civil aeronautics industry.

Its present fleet counts of 34 new airplanes Airbus A320 of high technology and luxury cabin, having higher seat pitch between the rows of elegant and comfortable leather seats.

Proudly the company lives its continued second year servicing to its clients, who take advantage from the undisputable opportunity of being able to fly at fair rates in a class superior to normal tourist, to the thirteen destinations in the Mexican Republic. Interjet has already reached more than a million passengers. This mark fulfills with the objective to make air traveling accessible to the greater number of Mexicans.

It is the first airline in Mexico that has been conceptualized, designed and constructed under the of "High Efficiency" businesses model, resulting from a precise and most careful planning completely made by Mexican personnel of the amplest experience and capacity in the Mexican civil aviation.

Experienced Pilots, that have been selected under the most rigorous examinations of technical knowledge and flight experience; working with Flight Attendants well trained in subjects of security and on board service, offer smooth flights with excellent attention on our airships, which are supported by ground and technical personnel highly skilled.

This low-cost airline combines experience and youth, an optimal formula for security and reliability.

Interjet applies the outmost computing technology and the state of art in automation within all the servicing and operative processes that modern aviation company may offer.

Mission

To provide air transportation services highly safe to fair price, by means of a substantial elevation of the efficiency and productivity of all its resources, for direct benefit of all its passengers.

Vision

To be the company with the highest yield, leader in its business sector, that guarantees stability and permanence in the national air transportation industry.

Objetives

- To satisfy the potential demand of air transportation in Mexico, with the highest safety, quality and excellence servicing indexes.
- To stimulate the air transportation demand, with fair and competitive tariffs.
- To benefit directly to the users with more air traveling options to its destinations
- To maintain and perform a permanent program of high efficiency in the operations to be reflected in lower tariffs and better service to benefit our users.
- To create direct and indirect working positions in different zones of the country, employing more highly enabled personnel in the aeronautics industry.



Arancia is privately owned company based in Guadalajara, Mexico.

Company history: Arancia grew in the corn refining business from the acquisition by Luis Aranguren S. of a starch mill in 1925. It became the market leader in Mexico in the 1960s and grew into related areas (consumer products, food flavorings, enzymes, surfactants, transportation). In the 1990s, Arancia divested some business lines in preparation for open markets. It also joined forces with Corn Products, eventually merging its business of starches and syrups becoming a shareholder of the global company and entering the Board Directors. Arancia has since grown its other lines of business.

Today, Arancia operates five companies in three main areas of interest:

Biotecnology and Food and Industrial Ingredients:

- Enmex Food and Industrial enzymes, with important exports to the US and Europe (www.enmex.com.mx)
- NaturaExtracta Food extracts, flavors, colors and specialty ingredients (www.naturaextracta.com)

Logistics Services:

- SEAO Textile Rental services and sterilized packages for the health sector (www.seao.com.mx)
- Pacific Star Mexico-Wide foodservice supply and distribution to restaurants (www.pacificstar.com.mx)

Energy

- Eneri - Smart Meters and Electricity use monitoring and control (www.eneri.com.mx)

Strategic institutional investments, with board-level participation or insight:

- Corn Products International A global Corn Refiner focusing on creating ingredient solutions (www.ingredion.com)
- Enzymotec Lipid-based biofunctional ingredients for nutrition, health and pharma (www.enzymotec.com)
- Advanced BioNutrition Encapsulation technology for protecting and delivering bioactives (www.advancedbionutrition.com)
- Coskata A biology-based renewable energy company with synthesis gas ethanol technology (www.coskata.com).

Arancia values are a strong foundation to our companies culture. Arancia has received for 9 consecutive years the national disctinction Empresa Socialmente Responsable from the Centro Mexicano de Filantropia A.C.

Our main values are: respect for the individual, ethics, institutional management, continuous improvement, the customer, and results oriented organizational culture.



Grupo Financiero Value is a leader in stock-market intermediation, fund operator, investment management and leasing. Value Financial Group provides a wide range of services in Mexico to a substantial and diversified client portfolio that includes corporations, governments and individual investors. We invite you to take a tour of our new internet portal and use the many financial resources it offers.

Mission

The mission of Grupo Financiero Value is meeting the financial needs of its customers through a personal treatment so that we are a leader in customer's care and service.

Vision

To be the leading growing financial group in the country by providing high quality financial services, consistency and profitability, with an experienced working team in an environment of honesty, collaboration and cutting edge technology that can ensure security for our customers and continued growth of our portfolio.

VALUE Casa de Bolsa

Specializes in investment management in order to increase the assets of our clients. Value Casa de Bolsa is recognized in the market due to the best quality services provided, the best investment funds as well as to the fact that we give our clients the best results.

Value Casa de Bolsa specializes in:

- Investment Funds
- Money Market
- · Capital Markets



2 July 1934 was born the main public development Bank in our country: Nacional Financiera.

Nafinsa, a bank whose main shareholder is the Mexican government, was born as an instrument to drive the important socioeconomic transformations that would change the direction of our country.

Institutional Vision:

Promote the growth of the business sector through financial products, training and technical assistance, promoting their competitiveness, as well as support strategic projects and contribute to the formation of financial markets in the country.

Institutional objectives:

- Contribute to the development of the enterprises with access to financing products.
- Promote development of strategic and sustainable projects for the country.
- Promote regional and sectorial development of the country, mainly in less developed federal entities.
- •Develop financial markets and the industry of risk capital in the México.
- Being an institution with effective management, based on a consolidated structure of corporate governance that ensures a continuous and transparent operation.



Aerolíneas Ejecutivas es una empresa mexicana líder en aviación ejecutiva en América Latina.

En la actualidad es distribuidor exclusivo para la venta de aeronaves nuevas de las marcas: Bombardier; Beechcraft; Honda Jet; AgustaWestland y Enstrom.

A través de sus programas MexJet y JetCard, opera 23 aeronaves de las marcas que representa ofreciendo diferentes paquetes y planes para sus clientes. Durante 2015 recibirá 6 jets ejecutivos Learjet 75 pedidos a la canadiense Bombardier, con lo que incrementa su flota y refrenda su compromiso de renovación constante para ofrecer la mayor seguridad y el mejor servicio a sus usuarios.

Aerolíneas Ejecutivas comprende todas las actividades de la aviación ejecutiva desde la operación de vuelos, mantenimiento de jets ejecutivos así como helicópteros; y administración de tripulaciones.

Cuenta con 5 hangares en su base de Toluca y uno más en la de Monterrey.

Cuenta con un departamento especializado en la compra/venta de aviones Seminuevos multimarca denominado ALE Preowned que brinda asesoría durante todo el proceso a sus clientes.

Ofrece y da servicio de mantenimiento en sus talleres certificadospor la FAA y DGAC ubicados en las ciudades de Toluca en el Estado de México y Monterrey en Nuevo León.

Tiene bases en las ciudades de Toluca, Monterrey, Culiacán, Mérida, Cancún y Bajío.

www.aerolineasejecutivas.com



Founded in 1966, Grupo Expansion (also known as GEx) is currently the most important multiplatform group aimed to selective and business audiences in Mexico. In 2010 changed its corporate image and was oriented to "Creating passionate media experiences to enrich readers' and users' lives ".

Grupo Expansion is Mexico's second largest magazine & digital publisher with a solid portfolio of 17 magazines, 11 websites and a monthly reach of nearly 37 million. GEx's brands include: Expansión, ELLE, Obras, Manufactura, IDC, Quién, ELLE Decoration, InStyle, Accént, Aire, Gran Plan, Quo, Chilango, Life and Style, Metroscúbicos, Travel + Leisure, Revolution, CNNExpansión, Mediotiempo, and CNNMéxico.

Social Media: Facebook/grupoexpansion; Twitter: @grupogex.

SPECIAL THANKS

Our special thanks to Maestro Tequilero for their contribution in the Mexico Business Summit.





MEDIA

El Economista Monday, 27 october Page 30 Empresas y Negocios

@ EL ECONOMISTA



Miguel Alemán Velasco, presidente de México Cumbre de Negocios, foro realizado en el estado de Querétaro. FOTO: ESPECIAL

© El ambiente social no pone en riesgo inversiones, ofrece mucho más seguridad a mediano y largo plazo porque se tienen autoridades apegadas a la ley y al Estado de Derecho".

Miguel Alemán Velasco, presidente de México Cumbre de Negocios.

MÉXICO CUMBRE DE NEGOCIOS 2014

México, por debajo de su potencial

En la inauguración del evento, empresarios y políticos coincidieron en la necesidad de crecer

Lourdes Durán Peñaloza y Dinorah Becerril EL ECONOMISTA

EL GOBERNADOR de Querétaro, José Calzada Rovírosa, dijo que el análisis histórico de los últimos
30 años ubican a México como un
país que pudo haber crecido más
de lo que logró, con un promedio
de 2.2 por ciento. Luego de la firma del TLC en 1994, consideró, el
país entró en una etapa de letargo,
en la que únicamente "contempló"

"México duplica el valor de su economía cada 30 años, China lo hace cada 10 años", comparó.

En el marco de la inauguración de México Cumbre de Negocios, agregó que cuando México duplica el ingreso de quienes habitan el país, Corea del Sur lo hace en 10 veces más.

Expuso así que hay que estudiar cómo hacer más efectivas las políticas públicas y crecer más.

"El PIB per cápita de aquellos países que se atrevieron a cambiar ha crecido de manera notable", dijo.

Tal es el caso de Alemania que de 1968 al 2013 creció su PIB por habitante en 400%, Polonia en 680%, Corea del Sur en 950% y Chína en más de 1,000 por ciento.

El común denominador de éstos, afirmó, es que son países que se atrevieron al cambio, como la unificación de las Alemanias, y la integración del sistema capitalista.

"Antes de estas reformas (...) las últimas grandes reformas de México se dieron el ingreso del país al GATT y la integración del Tratado de Libre Comercio en 1994. Después de esas grandes reformas nos sentamos a contemplar en vez de habernos sentado a ponernos de acuerdo y haber estimulado la economía", difo.

Óscar Peralta Casares, vicepresidente ejecutivo de Grupo Metal Intra y organizador del evento, coincidió en que "estamos en medio de un profundo proceso de cambio.

"Debemos reconocer que para ver a México crecer no podemos estar divididos, el desarrollo de nuestro país depende de la capacidad tanto de los gobiernos, como del sector empresarial para ponernos de acuerdo", dijo.

En su oportunidad, Miguel Alemán Velasco, presidente de México Cumbre de Negocios, expuso que México debe aprovechar los nuevos recursos en favor de su crecimiento y el nivel de vida de su población.

empresas@eleconomista.com.m

TONY BLAIR

Reformas de EPN, de las más ambiciosas

EL MOMENTO que está viviendo México tras la aprobación de las reformas estructurales en los primeros dos años del presidente Enrique Peña Nieto es "uno de los programas más ambiciosos que se hayan dado en el mundo", calíficó el ex primer ministro de Reino Unido, Tony Blair.

En conferencia magistral durante la XII edición de la México Cumbre de Negocios, el ex primer ministro británico consideró que el pacto entre las diversas fuerzas políticas para aprobar reformas como la energética, de telecomunicaciones, de competencia económica, financiera, hacendaria, entre otras, está siendo visto "bajo la lupa" por la comunidad internacional.

"Éste es un tiempo sumamente importante para estar en México", explicó. (Arlene Patiño Flores)



Excélsior Monday, 27 october Page 6 Dinero El principal objetivo es desplazar la mayor cantidad de productos que forman parte de la temporada

acumulados por las compras realizadas por diversos bienes, entre otras acciones que resultan atractivas para los consumidores.

Los plazos de pago y los descuentos no son los mismos; las mensualidades pueden ir desde é hasta 24 meses, mientras que los descuentos, egún la forma de pago.

Clifras de Liverpool revelan que en 2013 los ingresos de la división de crédito sumanon 7 mil 745 millones de pesos, equivalentes a un incremento de 11 por ciento respecto a lo generado en 2012. Este resultado fue alcanzado por una mayor participación de las tarjetas de esta tienda como medio de pago.

Al cierre del año, el porcentaje acumulado de pagos realizados con los plásticos representó 32.6 por ciento del total de ventas. Asimismo, durante el año se anádieron más de 365 mil cuentas nuevas para alcanzar el total de 3.5 millones de tarjetas emitidas, indicó Liverpool.

En tanto El Palacio de Hierro señaló que en 2013 los ingresos de la división de crédito aumentaron 15.8 por ciento contra el año anterior, como resultado del exitoso relanzamiento de la tarjeta Palacio, la cual, a su vez, apuntal de Inegocio comercial, cuyas ventas crecieron 16.1 por ciento contra el año simpatos de negocio un sólido desempeño en prácticamente todos los formatos de negocio.

CONSUMIDOR MÁS CRÍTICO

La Procuraduría Federal del Con-sumidor (Profeco) recomienda que cuando se realicen compras durante las ventas nocturnas, el cliente debe las ventas nocturnas, el cliente debe ser más crítico sobre lo que realmente va a comprar y lo planee, que haga un presupuesto y es ujete a el, compara entes el precio de contado en varios establecimientos, revise el precio a meses sin intereses, que sea igual que el de contado, y aproveche los descuentos y plazos de pago para comprar un producto o servicio de precio elevado.

Si bien pueden realizarse en cualquier

precio elevado.

Si bien pueden realizarse en cualquier época del ain, son más frecuentes en abril y mayo, con el objetivo de incitar al consumidor a realizar compras con motivo del Día del Niño y de las Madres; en junio para desplazar la mayor cantidad de mercancia de la temporada primavera-verano; y en octubre y diciembre previas a las festividades del fin de año. M

Pide Agustin Carstens confiar en el país

Slim: México vive una revolución energética

Las empresas ven con interés los avances en las reformas estructurales en el país, asegura Miguel Alemán Velasco

Miriam Ramirez/México

arlos Slim Helú, presidente de Grupo Carso, indicó que México cuenta con gran oportunidad de crecer en materia económica debido a que vive una revolución, la cual ha iniciado con la reforma energética. En el contecto de la 12 Edición México Cumbre de Negocios, el empresario mexicano manifestó que la sociedad cuenta con la fuente económica de servicios y abora más con los energética. Dio que en energía se habla de 40 mil a 50 mil milliones de pesos de inversión ama la 70 mil milliones de pesos de inversión ama la 70 mil milliones de pesos de inversión ama la 70 mil milliones de pesos de inversión ama la 70 mil milliones de pesos de inversión ama la 70 mil milliones de pesos de inversión aconómica y de la generación de empleo?, expresó. Al participar en la conferencia magistral como cierre del primer día de actividades de este foro, Slim añadió que en esta sociedad de tenciología y de conocimiento se vuelve indispensable del aeducación, por lo que México tiene uma gran oportunidad de crecimiento. En este contexto, representantes del sector privado invitados a este evento coincidieron en que despues del um moderado repunte durante 2014, entre 2.5 y 2.7 por ciento, se espera que el recimiento del producto interno bruto (PIB) de México mejore en 2015, incluso por arriba de 3 por ciento. A su vez, el gobernador del Banco de México, Agustin Carstens, aseguró que la base fundamental para el futuro, yo creo que el futuro es base firme para crecer, hemos trabajado mucho para ello, se están abriendo bases nuevas para ello a través de la implementación es el trabajo que estas puedan empezar a operar Por su parte Miguel Alemán Velasco, presidente del México Cumbre de Negocios manifestó que en México las empresas ven con interés los avanifesto que estas grandes en desciones, política hacendaría y fiscal y energética, entre otras. "Ountro de México, destas grandes estas grandes reformas estructurales en materia financiera, de telecomunica-ciones, política hacendaría y fiscal y energética, entre otras."



EL PIB CREZCA POR ENCIMA DE 3%

Estado de derecho mexicano, como la instancia superior de preservación de la paz social y la impartición de justicia", dijo Alemán.

Durante su participación en la mesa México, llegó la bora de crecer. Claudio.

K González, presidente del Consejo de Kimberly Clark de México, afirmo que para poder ofrecer las oportunidades a toda la población hace falta acabar con el tema de corrupción einseguridad.

Al respecto, Gerardo Gutiérrez Candiani, presidente del Consejo Coordinador Empresarial (CCE), indicó que "este es uno de los temas pendientes que todavás tenemos como país, la parte de seguridad a la hora que ponderan los inversionistas ven la realidad del país".

No obstante, manifestó que es una

la realidad del país".

No obstante, manifestó que es una condición de un Estado mexicano y no sólo de un gobierno, sino una responsabilidad de todos, en términos sociales y políticos, un problema que afecta a algunas zonas de la República mexicana. M

Milenio Monday, 27 october Page 27 **Negocios**

El Universal Monday, 27 october Page A4 Nación



Asegura Agustín Carstens que es la reforma que más promete en inversión

gen arrancar energética

Es importante, dijo, levantar la restricción de la inversión en Pemex y CFE

QUERÉTARO. Lo mejor que le puede pasar al País es implementar cuanto antes la reforma energética, afirmó Agustín Carstens, Gobernador del Banco de México.
Dijo que es urgente porque es de las reformas la que más promete por ser un sector en el cual se ha subinvertido sustancialmente, sobre todo en Petróleos Mexicanos (Penes) y Co-leos Mexicanos (Penes) y Coleos Mexicanos (Pemex) y Co-misión Federal de Electricidad

misión Federal de Electricidad (CFE), explicó.
"Para mi el tema energético es el que más promesa tiene (sic), porque es un sector en el cual se ha subinvertido sustancialmente, porque el sector eléctrico y el del petróleo han venido dependiendo fundamentalmente de la capacidad financiera del Gobierno.

bierno. "El Gobierno, teniendo tan-

tos objetivos que compiten, te-niendo una problemática social de desarrollo difícil, es complicado siempre tener la capaci-dad de invertir todo lo que se debería de invertir en empre-sas como Pemex o la Comisión Federal de Electricidad, enton-ces levantar esa restricción es muy importante, son sectores fundamentales, son sectores con grandes oportunidades, y que pueden tener un impacto multiplicador importante",

to multiplicador importante", comentó.

Al participar en la México Cumbre de Negocios celebrada en esta entidad, Agustín Carstens añadió que lo que puede distinguir aún más a Norteamérica del resto del mundo, es tener precios de energéticos baratos, y eso hará que desde un punto de vista de la manufactura, y de la producción, vuelva a la región altamente competitiva. competitiva.
"En México todavía no

tenemos gas donde debe de haber gas, y todavia tenemos electricidad en muchas zonas muy caras, y que incluso con Estados Unidos cuesta trabajo



Agustín Carstens, Gobernador del Banxico, dijo que es dificil que el Gobierno tenga la capacidad de invertir en todo

competir. "Ese sector (el energético) en particular a mi se me hace que es el que podría tener el mayor impacto en todo el cre-cimiento económico potencial de México", insistió.

Durante su participación en el evento, Carstens también hi-

zo referencia a la propuesta del Gobierno del DF de subir el sa-

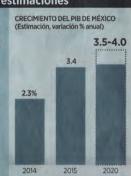
Gobierno del DF de subir el sa-lario mínimo. El Gobernador aseguró que un incremento en el Salario Mi-nimo ocasionaría desempleo y la contratación de empleados desde la informalidad.

"Hay que considerar que

Promisorias estimaciones

Barclays espera que el siguiente año el PIB comience reflejar los primeros efectos de la reforma energética y que para 2020 crezca a tasas cercanas a 4 por ciento

Departamento de Análisis de REFORMA



hay tres maneras en que un mayor salario minimo se podría manifestar, uno es generando mayor desempleo, porque podría haber empresas que ya no estén contratando más gente o que contratan a través de la informalidad.

"Si se aumenta el salario mí-

nimo se incrementaría toda la estructura salarial de una empresa, y por lo mismo aumen-tarian los costos causando in-flación.

Demandó buscar las condi-ciones que permitan subir sala-rios sin generar desempleo ni

Reforma Monday, 27 october Page 26 **Negocios**

Es Pacto por México, plan ambicioso.- Blair

QUERÉTARO.- El programa que incluye las reformas estructurales en el País es posiblemente el más ambicisos del mundo, y aunque el cambio es dificil, vale la pena, dijo el ex Primer Ministro del Reino Unido, Tony Blair, al inaugurar la edición 12 de México Cumbre de Negocios.

"Este es un tiempo sumamente emocionante para estar mente emocionante para estar

"Este es un tiempo suma-mente emocionante para estar en México; algo que deben de tener muy claro es que, como resultado del Pacto por Méxi-co y las reformas incluidas en el mismo, este programa de este Presidente en México es-tá siendo visto bajo la lupa en el mundo como uno de los pro-gramas más ambiciosos que se-hayan dado hasta el momento, posiblemente el más ambicio-posiblemente el más ambicioposiblemente el más ambicio-so del mundo". "El cambio es dificil, el cam-

"El cambio es dincil, el cam-bio es lo más dificil de lograr, pero vale la pena, darnos cuenta de que los países si han podido cambiar", expresó Blair. Por su parte, Miguel Alemán Velasco, presidente de México

Lecciones de peso

Blair recomendó lecciones que ayudarán a México en el cambio.

- Proteger a la población de menores recursos.

 Fortalecer al sector privado.

- Generar más empleo.
 Dar fuerza al comercio.
 Permitir con mayor amplitud

Cumbre de Negocies, dijo que el objetivo de este evento es enriquecer un intercambio de

enriquecer un intercambio en visión y propuestas, para apro-vechar los nuevos recursos para el crecimiento del País. José Calzada, Gobernador de Queretaro, lanzó un llama-do a analizar cómo hacer más foretirse la caltifez estáleza. efectivas las políticas públicas para impulsar el crecimiento de México.

La Jornada Monday, 27 october Page 24 Economía



TIPO DE CAMBIO (piste)	Compra	Venta	INDICADORES	
Dólar	13.25	13.85	BOLSA MEXICANA	
Euro	16.94	17.41	Indice de precios y cotizaciones	
TASAS DE INTERES	0.00	THE R.	Clorre 43 mil 665.54 t	inklades
Cetes 28 días		2.93%	Variación puntos	-25.50
Getes 90 días	- 6	2.96%	Variación por ciento	-0.06
TILE 28 dies		3.28%	Reservas Internacionales	
PETRÓLEO (dishuit)	Precio	Variación	190 mil 987.2 mdd al 17 de octubre	
WTI	81.01	-1.08	Inflación	
Brent	86.13	-0.70	1a, guinc, octubre de 2014	0.50%
Mezcla mexicana	78.15	-0.35	De sept. 2013 a sept. 2014	4,22%

24

CUERTAGO, Que, 26 de COTUBRE .

En México "hay una sociedad agraviada y demandante de justicia", aseguró este domingo el empresario Miguel Alemán Velasco al inaugurar un encuentro que reúne a varios de los hombres de negocios más influentes. que reune a vanos de los nom-bres de negocios más influyentes del país y a funcionarios públi-cos, así como a políticos y ex-pertos de otros países. Hoy es el momento más

Hoy es el momento más oportuno para subraya; "nues-tra confianza en las institucio-nes y en las instancias superio-res que dirigen a la nación con apego a la ley", dijo Alemán Velasco, al cumplirse un mes-aunque no mencionó explícita-mente el hecho- de la desapari-ción de 43 normalistas de Ayotzinapa, Guerrero, hecho que ha despertado un amplio rechazo en México y otros países.

"Sabemos que hay una socie-dad agraviada y demandante de justicia, con quienes nos solida-rizamos fraternalmente", afirmó Alemán Velasco en la inaugura-Ateman Vetasco en la maugura-ción de la decimosegunda edi-ción del foro México Cumbre de Negocios, encuentro que él mis-mo organiza y preside. En un auditorio en que se en-

contraba presente el ex premier británico Anthony Blair, Alemán Velasco consideró que "de mane-ra fundamental" es importante ahora orientar las acciones públi-cas a favor de una estrategia social orientada a elevar el nivel de vida

de la población más necesitada.

"Es este un momento de com-prometernos a promover una re-

■ El empresario inauguró en Querétaro el encuentro anual México Cumbre de Negocios

La sociedad está agraviada y busca justicia: Alemán Velasco

■ Expresó fraternal solidaridad y consideró "fundamental" orientar las acciones públicas para elevar el nivel de vida de la población Pidió fortalecer el estado de derecho en el país

novada ética de amplio espectro, que rescate los valores fundamentales de respeto y de conviencia. La ética donde gobernan de se fundamentale de respeto y de conviencia. La ética donde gobernan de se fundamentan en un mode la responsabilidades públi-

cas", agregó.

En estos momentos, considero, es necesario que se gencer un intercambio de visiones y propuestas para aprovechar las oportunidades que, a su juicio, se abren con las reformas impulsadas por el gobierno y aprobadas por el Congreso a lo largo del año pasado, con el fin de elevar el nivel de vida de la población.

blación.

Dentro de esas grandes reformas merece especial atención el fortalecimiento del estado de derecho en México, como la inserior de preservación. tancia superior de preservación de la paz social y de la imparti-ción de justicia, aseguró. Entre los empresarios que

Entre los empresarios que asisten se encuentran Ricardo Salinas Pliego, presidente del Grupo Salinas (TV Azteca, Elektra); Claudio X. González, presidente de Kimberly Clark y del Consejo Mexicano de Hombres de Negocios; Juan Diego Gutiérrez. Cortina, presidente de la constructora Gutsa, y Carlos Rojo, director general del Grupo Financiero Interacciones.



En la mesa redonda México, llegó la hora de crecer, participaron Claudio X. González, presidente del minisfración de Kimberly Clark de México; Gerardo Gutiérrez Candiani, presidente del Consejo Coord sarial, y Sergio Argüelles González, presidente y director general de Finsa **■** Foto Demián Chávez

ROBERTO GONZÁLEZ AMADOR Y MARIANA CHÁVEZ

QUERETARO, QRO., 26 DE OCTUBRE. Cuatro de cada diez dólares de la deuda emitida por el gobierno federal en el mercado interno está en manos de extranjeros, "lo que en principio es bueno, pero el problema es qué va a su-ceder" cuando el banco central de Estados Unidos revierta su de Estados Unidos revierta su política de reducción de tasas de interés, puesta en práctica después de la crisis de 2008. comentes este domingo Agustín Carstens Carstens, gobernador del Banco de México. "Lo que puede suceder es que haya una reversión de capitales", afirmó. "Uno se pone nervioso cuando ve esas gráficas", dijo en un foro de empresarios, en el que planteó que en un entorno de inestabilidad financiera mundial el país debe apostar por fortalecer sus fuentes internas de crecimiento. "México debe prepararse para crecer más con estabilidad financiera", aseguró Carstens al participar en la primera de tres jorna-

■ México debe fortalecer fuentes internas de crecimiento, afirma

Puede ocurrir una reversión de capitales, advierte Agustín Carstens

das del foro México Cumbre de Negocios, convocado por el em-presario Miguel Alemán Velasco. Uno de los pilares para lograr ese objetivo, añadió, es tener fortale-za en las cuentas externas "pou que puede haber una reversión de los flujos" de capital que han lle-yado, como a otras naciones en los flujos" de capital que han lle-gado, como a otras naciones en desarrollo o emergentes, para aprovechar mayores tasas de inte-res que las ofrecidas en los países desarrollados, donde los bancos centrales han reducido los réditos para estimular la economía des-pués de la crisis de 2008-2009. Los otros "pulares" menciona-

Los otros "pilares" menciona-dos por el gobernador Carstens para que el país pueda lograr cre-cimiento económico en un entor-no de estabilidad financiera son: mantener la estabilidad macroeco-

nómica y generar fuentes de crecimiento interno, independientes del impulso de la todavía aletargada economía mundial; "para eso van a funcionar las reformas".

En cuanto a la solidez de loi de de la fundamentos macroeconómicos, Carstens dijo que si bien el deficiscal ha aumentado, a un nivel en torno a 3.5 por ciento del producto interno bruto, se mantiene dentro de rangos que parecen razonables. La deuda, como proporcio del tamaño de la economía -alrededor de 40 por ciento- no rebasa límites que sean insostenibles. La inflación, añadió, se acercará a

gobierno de aumentar la gasolina en 3 por ciento a comienzos de 2015 en contraste con los incrementos de 10 a 12 por ciento im-

mentos de 10 a 12 por ciento impuestos hasta ahora.

En el frente externo, el que
presenta desafíos para el país,
Carstens dío que la política de
tipo de cambio de libre flotación
ha permitido absorber los choques externos, dado que en momentos de inestabilidad el peso
se deprezia y ello facilita el anse deprecia y ello facilità el au-mento de las exportaciones. Eso, dijo, ha permitido el repunte de la actividad recientemente.

Imites que sean insostenibles. La inflación, añadió, es acercará a mediados del año próximo a la meta de 3 por ciento fijida por el banco central, en parte porque se ha desvanecido el efecto de la reforma fiscal y por la decisión del jos de inversión y movimiento

de capitales, entre otros- "es fá-cilmente financiable".

Además, con la reserva inter-nacional de divisas por 190 mil millones de dólares más los 73 mil millones de dólares de la línea de crédito flexible del Fondo Mo-netario Internacional "trenemos un marco de 260 mil millones de dólares para enfrentar cualquier-contingencia hacia delante.
"Estos son los pilares de la es-tabilidad macroeconómica. Pero

tabilidad macroeconómica. Pero

tabilidad macroeconómica. Pero no son suficiente para crecer. La condición suficiente para crecer es la implementación de las reformas que yas e legislaron".

En términos económicos, y en el contexto de la criss internacional, "hemos pasado por un periodo bastante complicado desde 2007 y 2008, es un entorno que no se había visto en 70 u 80 años. Hemos podido navegar bastante bien por ese proceso, los riesgos externos están alfi, no se acabado de digerir los problemas de fondo de digerir los problemas de fondo y por eso debemos tener una es-trategia fuerte que permita mante-ner la estabilidad y así crecer".

Reforma Energética Primeras rondas petroleras captarán 12,600 mdd anuales o La Secretaría de Energía emitirá 25 reglamentos para el sector este viernes ENVIADOS QUERETARO.- QRO AXEL SÁNCHEZ DAINZÚ PATIÑO El gobierno presentará tres ron-das de licitación de pozos petroleros entre el 2015 y el 2018, que se sumaran a las ronda 0 y 1 de este año, con lo cual esperan ingresos por alrededor de 12 mil 600 millones de dólares anuales, dijo el secretario de Energía, Pedro Joa-CONTRATOS El titular de la Sener dijo que elaboran las bases de las licitacio quín Coldwell. quincena de noviembre saldrán Recordó que la ronda uno de li-Durante la XII Cumbre de Negocitaciones petroleras consiste en un portafolio balanceado de las áreas y campos que incluye 169 bloques, de los cuales 109 corres-ponden a proyectos de exploración las prebases de licitación de la roncios, explicó que estarán lanzando las prebases de las rondas 2, 3 y 4 da uno, que se emitirán por tipo de yacimiento, y que empezarán a finales de 2015. Ese mismo año se darán a conocer los ganadores con aquellos en aguas de poca pro-fundidad. de la ronda uno. "Queremos hacer una ronda li-En la primera quincena de di-ciembre saldrán con crudos exy 60 a extracción de hidrocarburos que serán licitados durante 2015. citatoria por año, con las Rondas 2, 3 y 4 estaremos ampliando las "Muchas veces en el país se ha-bían anunciado reformas energétitrapesados, en enero se lanzará Chicontepec y campos no convenareas de exploración y producción en hidrocarburos (...) buscamos oportunidades de que México ex-porte a naciones de Asia-Pacifico", cionales.
"En febrero estaremos mancas, pero no eran de la profundidad de las que se necesitaban. La actual reforma es un cambio de paradig-ma, es la primera vez que se hace dando las bases de prelicitación de campos terrestres y marzo será

aguas profundas. Esperamos estar

firmando los primeros contratos

entre junio y septiembre, para que a fines de 2015 esté en plena implementación la reforma energética", El Financiero Tuesday, 28 october Page 10 Economía

La Razón Tuesday, 28 october Pages 20-21 Negocios

Este viernes, se publicarán los 25

Coldwell dijo que en la primera explicó el funcionario.

reglamentos de la reforma energética, con lo que estará concluida la etapa regulatoria.



una reforma sin un marco regulatorio", dijo el titular de la Sener.

Sobre la caída en los precios internacionales del petróleo opinó que en el corto y mediano plazo se

aprecia un ambiente de volatilidad.

La Crónica Tuesday, 28 october Page 23 Negocios



EL DATO | INVERSIÓN EN QUERÉTARO José Calzada Rovirosa, gobernador de Querétaro, anunció que tres empresas realizarán inversiones en la entidad por un

total de 500 millones de dólare



MARTES. 28 OCTUBRE 2014

negocios@cronica.com.mx

Tres rondas adicionales dentro de la reforma energética, anuncia Sener

XII CUMBRE DE NEGOCIOS

► Incluirán yacimientos maduros y aguas someras ► "Se hará una cada año, con lo que se espera atraer inversión anual por 12,600 millones de pesos": Pedro Joaquín Coldwell

ADRIAN ARIAS EN QUERETARO T

a Secretaría de Energia alista tres rondas más de lleitación hacia 2018 para incluír campos y proyectos de extracción de hidrocarburos que no fueron incluidos en las rondas 0 y 1. Así, el gobierno federal espera atraer inversione cercanas a los 50 mll millones de dólares como resultado de estos procesos licitatorios.

"Estimamos hacer tres rondas

"Estimamos hacer tres rondas por lo menos en este sexenio, um por año, y captar 12 mil 600 millones de dolares anuales", dijo Pedro Joaquín Coldwell, secretario de Energia, en el marco de la Cumbre de Negocios. Indicó que estos proyectos arrojarán inversiones que oscilarán los 50 mil millones de dólares en los próximos 4 años.

Explicó que las prebases de licitación de estos proyectos se diseñarán con respecto al tipo de yacimientos que se pondrán a disposición del mercado: "Empezaremos con aguas someras. La primera quincena de noviembre estaremos saliendo con las prebases de licitación y la primera quincena de septiembre estaremos saliendo con crudos extranessados", indició.

con crudos extrapesados", indicó. En enero del próximo año. Sener lanzará las prebases para los campos no convencionales y en febrero se darán a conocer las bases de prelicitación de campos terrestres: "Esperamos estar firmando los primeros contratos entre junlo y septiembre para que a fines del siguiente año este en plena implementación la reforma energética", comentó el funcionario.

el funcionario.

"Así iremos implementando las rondas 2, 3, y 4, que se realizarán una por año y que ampliarán las áreas que se irán explotando en el país", abundó Coldwell.

Por otro lado, adelantó que el próximo viernes se expedirán los 25 reglamentos de las leyes secundarias de la reforma energética, con lo cual quedará listo el marco regulatorio de la reforma. Recientemente, la Sener sometió a consulta pública estos reglamentos ante la Comisión Federal de Me-



ACTIVO. Pedro Joaquín Coldwell, secretario de Energia, durante su ponencia en la Cumbre de Negocios México 2014.

jora Regulatoria. Una vez terminado este proceso, la Sener estará en condiciones de incluir en los proyectos las observaciones obtenidas durante la consulta y expedir finalmente los reglamentos.

Además, Coldwell también indicó que en pocos años Estados Unidos dejará de ser el principal comprador de petróleo crudo para México: "En unos cuantos años más Estados Unidos va a poder producir tanto petróleo como lo hace hoy Arabia Saudita. Era nuestro principal comprador, y va nos estamos preparando para eso. Petróleos Mexicanos (Pemex) se está diversificando con convenios de comercialización en China y ampliando los convenios de colaboración con Japón y otras naciones", indicó.

A su vez. Mario Beauregard.

A su vez, Mario Beauregard, director de Finanzas de Pemex, comentó que la caída en las exportaciones hacia Estados Unidos también se ha visto impactada por la merma en la producción de la paraestatal: "Nuestra producción en los últimos 10 años ha bajado en un millón de barriles diarios y un gran cantidad de crudo la tenemos que mantener en México para nuestro sistema de refinación", indicó.

Necesario el pacto por el estado de derecho: Alemán

Miguel Alemán Velasco, presidente de la Cumbre de Negocios, afirmó que toda la sociedad del país debe contribuir para celebrar un "Pacto por el estado de derecho", a fin de abatir la inseguridad social y terminar con los actos de violencia que se han suscitado.

"Lo que más nos proocupa es que todos los mexicanos cumplan con que se haga realidad un estado de derecho. Necesitamos un pacto por un estado de derecho y lo vamos a impulsar y todos los mexicanos debemos apoyarlo. Si eso lo logramos, vamos a estar unidos. Eso es lo que logramo Inglaterra y Polonia y hasta se tiró el muro de Berlín", comentó el directivo.

Añadió que todos los actores de la sociedad deben trabajar en conjunto, desde su ámbito de competencia, para coadyuvar al bienestar de los ciudadanos y colaborar con el gobierno para lograr un bienestar general. Por la mañana el Consejo Coordinador Em-

Por la mañana el Consejo Coordinador Empresarial (CCE) convocó a un compromiso por el fortalecimiento institucional del Estado mexicano, con el consenso de los tres niveles de gobierno, los partidos, la sociedad y la iniciativa priva-

Expuso la necesidad de una reforma integral de las instituciones en favor del estado de derecho. (Adrián Arias en Querétaro).

NÚÑEZ SOTO

Habrá total transparencia en nuevo AICM

MIGUEL ÁVIGEL Núfiez Soto, director general del Grupo Aeroportuario de la Ciudad de Médico, y quien se encuentra a cargo del proyecto del nuevo Aeropuerto Internacional de la Ciudad de Médico (ACIM), el firm di que el proyecto se realizará con plena transparencia y se apegará a las mejores prácticas internacionales. Adelantó que a mediados del próximo año, el pobiemo federal presentará ante el Congreso de la Unión un plan de inversiones multainaulas para garantizar que el proyecto cuente con los recursos necesarios para su construcción.

rector general de DHL, señaló que el gobierno federal debe privilegia la transparencia en las asignaciones de contratos del nuevo Aeropuerto Internacional de la Ciudad de México (ACIM), a fin de evitar irregularidades y garantizar la credibilidad del proyecto, además de que debe diseñarse un programa para asegurar la continuidad de la obra una vez que termine la actual administración, dilio.

administración, quo. "VA se asignó el contrato para el diseño del aeropuerto, pero cálquien conoce al testigo social que supervisó este proceso? Es importante que haya transparencia y que no se asigne a los amigos o a quien se fe deba un favor político", comentó el directivo durante la mesa "México como Hub de Infraestructura", durante la Cumbre de Negocios. Ariando que le proyecto del aeropuer-

AUTIMO QUE el proyecto del aeropuer to no debe apegarse a los tiempos políticos, es decir, que el gobierno no debe tener premura por inaugurarlo antes de que termine la presente administración, pues el apresuar este tipo de construcciones, siempre resulta perjudicial: "Se desegurar que cuando llegue el siguiente presidente que haya continuidad", sentenció. (Adrián Arias en Querfaro).

Excélsior Tuesday, 28 october Page 11 Dinero



El Universal Tuesday, 28 october Page B12 Cartera

Casi lista, la regulación energética

 Este viernes se emiten 25 reglamentos, asegura Coldwell

IVETTE SALDAÑA Y MIGUEL PALLARES Enviados

-cartera@eluniversal.com.mx

QUERÉTARO, Qro.— La etapa regulatoria de la reforma energética se concretará este próximo viernes, cuando se emitan los 25 reglamentos para las industrias eléctrica y petrolera, aseguró ayer el secretario de Energía, Pedro Joaquín Coldwell.

Adicionalmente, en esta fase de implementación, en la primera quincena de noviembre, saldrán las prebases de licitación de aguas someras, a mediados de diciembre se darán a conocer las de crudos extrapesados y en enero se lanzará Chicontepec y campos no convencionales, de modo que en marzo se abrirán los paquetes.

En su participación en la 12 Cumbre de Negocios, Coldwell dijo que en febrero se darán a conocer las bases de prelicitación de campos terrestres y se abrirán propuestas en la primera mitad de abril.

"Esperamos estar firmando los primeros contratos entre junio y septiembre para que a fines del próximo año esté en plena implementación la reforma energética", anunció durante la 12 Cumbre de Negocios,

Con la reforma energética se incrementará la capacidad de exportación y por ello se firman convenios de comercialización con China y los que se tienen con Japón, siguen los proyectos transístmicos para llevar crudo del Golfo de Mé-



Al participar en la 12 Cumbre de Negocios, efectuada en Querétaro, el secretario de Energía Pedro Joaquín Coldwell afirmó que el próximo año podría darse la plena implementación de la reforma energética

"Va a haber asociaciones muy importantes de Pemex, lo que permitirá que la empresa aprenda y asimile tecnologías de punta"

PEDRO JOAQUÍN COLDWELL secretario de Energía xico al Pacífico y de ahí exportarlo a países asiáticos, dijo Coldwell.

"Va a haber asociaciones muy importantes de Pemex, lo que permitirá que aprenda y asimile tecnologías de punta", afirmó.

Los cambios que se realizan pretenden hacer a Pemex más eficiente, ya que por años fue un monopolio obligado a actuar en áreas donde no lo eradijo el director corporativo de Finanzas de Pemex, Mario Beauregard.

A su vez, Mark W. Albers, miembro del consejo directivo de Exxon Mobil, explicó que los términos fiscales, la regulación y la claridad de las licitaciones influirán en las decisiones que tome la compañía para extender su participación en la industria petrolera mexicana.

Se analizará con cuidado si se trata de licitaciones de crudo pesado, si son aguas profundas o cualquier otro aspecto, porque todo requiere de estudios distintos, explicó el vicepresidente para las Américas de Exxon Mobil Exploración, Erik Oswald.

El director de Bancomext, Enrique de la Madrid, dijo que ya se otorgan créditos a proyectos y proveedores del sector energético, pero Bancomext requiere de un capital adicional de 2 mil 500 millones de pesos para atender las peticiones de financiamiento. ●

La Jornada Wednesday, 29 october Page 10 Política



La Jornada Wednesday, 29 october Portada



El presidente Enrique Peña Nieto y el ex mandatario polaco y premio Nobel de la Paz 1983, Lech Walesa, conversaron durante la duodécima edición del foro México Cumbre de Negocios, que se realizó en la capital queretana

Foto Presidencia

La Crónica Wednesday, 29 october Page 24 Negocios





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Detalló que el acuerdo bilateral tiene que transitar por un proceso de consulta pública de 30 días, de acuerdo con las leyes estadounidenses: "Después de seperíodo el acuerdo quedará firme y en sólido. Esa es la expectacual los países deben reconocer que el sistema multilateral de comercio enfrenta un momento crucial. Comentó que el hecho de que los acuerdos de Bali no esten transitando, es un gran riesgo para el desarrollo del comercio global.

del comercio global.
"Frente a eso la expansión
acelerada de tratados bilaterales y plurilaterales ha sido una
respuesta a la necesidad de que
el mundo no se puede quedar
estancado frente a la necesidad
de crear crecimiento a través
del comercio internacional".

La Crónica Wednesday, 29 october Page 23 Negocios EL UNIVERSAL Miércoles 29 de octubre de 2014

CARTERA B7



Interesan a Bombardier dos de los tres proyectos ferroviarios

Presentará ofertas para los trenes México-Toluca y Mérida-Cancún

Huawei ampliará planta con 1,500 mdd

En 10 años, México será el segundo proveedor mundial de TIC, prevé Economía

IVETTE SALDAÑA Y MIGUEL PALLARES Enviados

El Universal Wednesday, 29 october Page B7 Cartera



El Universal Wednesday, 29 october Page B2 Cartera



FINAL PROGRAMS

PROGRAMS Querétaro, 26 - 28 October 2014

Tapping into Mexico's new sources of growth

Sunday, 26 october

11:30 onwards	Participant registration					
15:00 - 15:15	Welcoming remarks • Miguel Alemán Velasco, Chairman, Mexico Business Summit, Mexico • José Calzada Rovirosa, Governor of Querétaro, Mexico • Oscar Peralta Casares, Representative, Querétaro Business Community, Mexico					
15:15 - 16:20	Lessons to help a country change a country •Tony Blair, Former Prime Minister, United Kingdom Chaired by: •Andrés Rozental, President, Rozental & Asociados, Mexico					
Make it Mexico's moment Speakers: • Sergio Argüelles González, President and Director General, Finsa, Mexico • Claudio X. González, Chairman, Kimberly-Clark de México, Mexico • Gerardo Gutiérrez Candiani, President, Consejo Coordinador Empresarial (CCE), Mexico Moderator: • Ana María Salazar, Vice President and Executive Director, Mexico Weekly, Mexico						
18:00 - 19:10	The trends Mexico needs to care about Speakers: • Juan Enríquez Cabot, Co-founder, Synthetic Genomics Inc.; Managing Director, Excel Venture Management, USA • Claude Smadja, President and Founder, Smadja & Smadja, Switzerland Provocateur: • Sheel Tyle, Managing Director, Verax Global, USA Moderator: • Nik Gowing, International Broadcaster, United Kingdom					
18:00 - 19:10	How Mexico needs to win on its image Speakers: • Carlos Espinosa de los Monteros, High Commissioner for "la Marca España", Spain • Luiz Carlos Ferezin, President, Accenture, Mexico • Alan VanderMolen, Vice Chairman, DJE Holdings, USA Moderator: • Manuel Rivera Raba, Chief Executive Officer, Grupo Expansión, Mexico					
19:20 - 20:20	Strengthening the fundamentals for growth in a volatile monetary environment Keynote speaker: • Agustín Carstens, President, Central Bank of Mexico, Mexico Chair: • Pedro Velasco, Partner, Santamarina y Steta, Mexico					

20:20 - 20:45	Cocktail reception			
	Official opening dinner			
	Initiatives to boost Mexico's growth NOW			
20:45 - 22:15	Speakers: • Carlos Slim Helú, Honorary Life Chairman, Grupo Carso, Mexico			
	Chaired by: • Miguel Alemán Velasco, Chairman, Mexico Business Summit, Mexico			

Monday, 27 october

	Leveraging the energy revolution for new growth creation					
08:30 - 10:00	Speakers: • Ildefonso Aguilar, Managing Director Head for Planning and Business Development, Grupo Diavaz, Mexico • Mark W. Albers, Member of the Executive Board, Exxon Mobil Corporation, USA • Mario Beauregard, Chief Financial Officer, PEMEX, Mexico • Pedro Joaquín Coldwell, Secretary of Energy, Mexico					
	Moderator: • Ernesto Marcos Giacoman, Director, Marcos y Asociados Infraestructura y Energía, S.C., Mexico					
10:00 - 10:30	Networking Break					
	Adjusting the Financial Services sector to Mexico's growth needs					
10:30 - 11:45	Speakers: • Daniel Becker Feldman, Director General, Banca Mifel, Mexico • Enrique de la Madrid, Director General, Bancomext, Mexico • Juan Pedro Moreno, Senior Managing Director & Global Industry Lead for Financial Services, Accenture, Spain • Jacques Rogozinski, Director General, Nacional Financiera, Mexico • Carlos Rojo, Chief Executive Officer, Grupo Financiero Interacciones, Mexico					
	Moderator: •Manuel López San Martín, Columnist, La Razón; Anchor, Canal40, Mexico					
	Dealing with Mexico's water crisis					
10:30 - 11:45	Speakers: • José Miguel Gutiérrez Sainz, Chief Executive Officer,, Aguas de México, S.A. de C.V., Mexico • David Korenfeld Federman, Director General National Commission for Water (CONAGUA), Mexico • José López, Executive Vice President, Nestlé S.A., Operations Manager, GLOBE, Switzerland • Francisco Suárez Hernández, Director of Corporate Affairs for Coca-Cola, FEMSA, Mexico					
	Moderator: • Félix Martínez Cabrera, President, ANACAFE; CNA Vice President for the Mexican tropics; Secretary of the Board, Pronatura Veracruz, Mexico					
	Making Mexico a destination of choice for investment					
10:30-11:45	Speakers: • Laurent Bresson, President and Chief Operating Officer, Netxteer Automotive, USA • Francisco González, General Director, ProMéxico, Mexico • Erik Oswald, Vice President of the Americas, ExxonMobil Exploration Company, USA • Eduardo Solís Sánchez, President, Asociación Mexicana de la Industria Automotriz, Mexico					
	Moderator: •Jose Enrique Arrioja, Editor-At-Large, Latin America, Bloomberg, USA					

	Education: Creating effective synergies between government and the private sector
10:30 - 11:45	Speakers: • Javier Elguea Solís, Dean, Instituto Tecnológico de Teléfonos de México (Inttelmex), Mexico • Raúl Gallegos, Chief Executive Officer and President, General Electric Mexico • Jaime Reyes, Innovation Secretary, State of Jalisco, Mexico
	Moderator: • Jude Webber, Bureau Chief, Financial Times, Mexico
	A new look at Mexico's national security challenges
12:00 - 13:15	Speakers • Hans-Joachim Kolhsdorf, Managing Partner, Efficient Ideas; Honorary Member, CEEG, Mexico • John D. Negroponte, Vice Chairman, McLarty Associates, USA • Juan Francisco Torres Landa, Secretary, México Unido contra la Delincuencia, A.C., Mexico • Alfonso Zárate, Chief Executive Officer, Grupo Consultor Interdisciplinario, Mexico
	Moderator: • Rossana Fuentes Berain, Founder, Mexico Media Lab S21, Mexico
	Special sign-up session with the thought leaders you want to follow-up with
12:00 - 13:15	The great convergence: the logic of one world
12.00 - 13.13	A conversation with: • Kishore Mahbubani, Dean, The Lee Kuan Yew School of Public Policy, Singapore
	Plenary Luncheon
	Mexico and the Southern hemisphere: Creating a zone of co-prosperity
13:15 - 14:45	Speakers: •Juan Orlando Hernández, President of The Republic of Honduras •Salvador Arriola, Secretary for IberoAmerican Cooperation, SEGIB
	Moderator: •Arturo Valenzuela, Senior of Advisor for Latin America, Covington & Burling, LLP; Professor of Government Georgetown University; Former Assistant Secretary of State for Western Hemisphere Affairs in the first Obama Administration, USA
	Managing competition AND cooperation with Asia
15:00 - 16:15	Speakers: • Kishore Mahbubani, Dean, The Lee Kuan Yew School of Public Policy, Singapore • Tadayuki Nagashima, Executive Vice President, Japan External Trade Organization (JETRO), Japan • Enrique Rodriguez, Director General of Public Affairs and Communications, Huawei, Mexico
	Moderator: • Claude Smadja, President and Founder, Smadja & Smadja, Switzerland
	Innovation => Productivity = Growth. How to?
15:00 - 16:15	Speakers: • Matt Levatitch, President and Chief Operating Officer, Harley Davidson Motor Company, USA • Marcelo López Sánchez, Secretary for Sustainable Development, State of Queretaro, Mexico • Alec Ross, Innovator; Former Senior Advisor for Innovation to Secretary of State Hillary Clinton, USA
	Moderator: • Yaël Smadja, President, Smadja & Smadja, USA; Chief Executive Officer, The Women Speakers Bureau, USA Executive Director, Cumbre de Negocios
16:15-16:45	Networking break
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	Making social media a real business in Mexico		
	Speakers:		
	•Lino Cattaruzzi, General Manager, Google Mexico, Mexico		
16:45 - 18:00	•Alec Ross, Innovator; Former Senior Advisor for Innovation to Secretary of State Hillary Clinton, USA		
	• Jorge Ruiz Escamilla, Director, Facebook México, Mexico		
	Moderator:		
	•Rossana Fuentes Berain, Founder, Mexico Media Lab S21, Mexico		
	Mexico as an infrastructure hub: how to ensure that the plan works		
	Speakers:		
	• Jorge Arduh, Chief Executive Officer, INDRA Mexico, Mexico		
	•Antonio Arranz, Chief Executive Officer, DHL Mexico, Mexico		
16:45 - 18:00	• Raymond Bachant, President Americas, Bombardier Transportation, Canada		
	 •Alberto Pérez-Jácome, Director General, Grupo Hermes Infraestructura, Mexico •Manuel Angel Nuñez, Director General, Grupo Aeroportuario de la Ciudad de Mexico, Mexico 		
	Moderator:		
	• Mario González, Anchor, CNN, Mexico		
	Bringing in the missing pieces for a buoyant domestic market		
	Speakers:		
	 Luis Miguel González, Editorial Director, El Economista, México Nicolás Mariscal Servitje, Chief Executive Officer, Grupo Marhnos, Mexico 		
16:45 - 18:00	•Alberto Raich, President, Kellogg's Mexico, Mexico		
	•Leo Schlesinger, General Director, MASISA, Mexico		
	Moderator:		
	• Hans Joachim Kohlsdorf, Managing Partner, Efficient Ideas; Honorary Member, CEEG, Mexico		
	Special sign-up session with the thought leaders you want to follow-up with		
	The New European Commission: deciphering and influencing its impact on global business		
16:45 - 18:00	Discussion initiators:		
	Clauda Smadia President and Founday Smadia & Smadia Switzerland		
	•Claude Smadja, President and Founder, Smadja & Smadja, Switzerland •Sebastian Vos, Partner and Head of European Public Policy & Government Affairs, Covington & Burling, Belgium		
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	Where do we go from here?		
	Speakers:		
	•Miguel Alemán Velasco, Chairman, Mexico Business Summit, Mexico		
10.15 10.15	•Adolfo Franco, Social Entrepreneur and award-winning filmmaker, Mexico		
18:15 - 19:45	 Angélica Fuentes Téllez, Chief Executive Officer, Grupo Omnilife-Angelíssima, Mexico Ximena Puente de la Mora, President, IFAI, Mexico 		
	• Ricardo Salinas Pliego, President & Chief Executive Officer, Grupo Salinas, Mexico		
	Madayatan		
	Moderator: • Nik Gowing, International Broadcaster, United Kingdom		
	Gala Dinner		
90.00 99.15	An evening for making new friends and enjoying cultural and gastronomical delight.		
20:00 - 22:15			
	Hosted by: • José Calzada Rovirosa, Governor, State of Queretaro, Mexico		
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Tuesday, 28 october

	Reform is good, implementation is better				
08:30 - 09:50	Speakers: •Alberto Bello, Business Editorial Director, Grupo Expansión, Mexico •Francisco Funtanet Mange, President, CONCAMIN, Mexico •Margarita Luna Ramos, Minister, Supreme Court of Justice, Mexico •Ernesto Marcos Giacoman, Director, Marcos y Asociados Infraestructura y Energía, S.C., Mexico				
	Moderator: • Alejandro Carrillo, Director General, Fundación Miguel Alemán, Mexico				
	Women: breaking the barriers to boost the economy				
08:30 - 09:50	Speakers: •Rossana Fuentes Berain, Founder, Mexico Media Lab S21, Mexico •Angélica Fuentes Téllez, Chief Executive Officer, Grupo Omnilife-Angelíssima, Mexico •Amalia García Medina, Congresswoman; President of the immigration Committee, Mexico •Maria Novales-Flamarique, Partner, McKinsey & Company, Inc, Mexico •Alejandra Palacios Prieto, President, Comisión Federal de Competencia Económica (COFECE), Mexico				
	Moderator: • Yaël Smadja, President, Smadja & Smadja, USA; Chief Executive Officer, The Women Speakers Bureau, USA; Executive Director, Cumbre de Negocios				
	Sustainability: The policies that will ensure long-term growth				
08:30 - 09:50	Speakers: Nicolás Mariscal Torroella, Chairman of the Board, Grupo Marhnos, Mexico Isabel Studer, Founding Director, Global Institute for Sustainability, EGADE Business School-Tecnológico de Monterrey, Mexico Francisco Suárez Hernández, Director of Corporate Affairs for Coca-Cola, FEMSA, Mexico Arnulfo Treviño, Vice Chairman, Corporate Affairs, Cuauhtémoc Moctezuma, Mexico				
	Moderator: •Luis Manuel Guerra, President and Director General, Instituto de Asistencia en Investigaciones Ecológicas, Mexico				
09:50 - 10:10	Networking break				
	Leveraging the prospects the Pacific Alliance opens for Latin America				
10:10 - 11:20	Speakers: •Luis Miguel Castilla, Former Minister of Economy & Finance, Peru •Ildefonso Guajardo, Secretary of Economy, Mexico •Felipe Larraín Bascuñán, Former Minister of Finance, Chile; Director, Clapes UC - Centro Latinoamericano de Politicas Economicas y Sociales, Chile •Vanessa Rubio, Undersecretary for Latin America and the Caribbean, Mexico				
	Moderator: • Arturo Valenzuela, Senior of Advisor for Latin America, Covington & Burling, LLP; Professor of Government, Georgetown University; Former Assistant Secretary of State for Western Hemisphere Affairs in the first Obama Administration, USA				
	Using the crisis as an opportunity to strengthen the economic ties between Europe and Mexico				
11:30 - 12:50	Speakers: • Tom Enders, Chief Executive Officer, Airbus Group, France • Jean-Paul Herteman, Chief Executive Officer, SAFRAN, France • José Antonio Meade Kuribreña, Foreign Affairs Secretary, Mexico • Paulo Portas, Deputy Prime Minister, Portugal				
	Interpellator: •Sebastian Vos, Partner and Head of European Public Policy & Government Affairs, Covington & Burling, Belgium				

	Special Keynote Address
	Drawing the lessons of a life long fight for democracy
12:50 - 13:30	Special Keynote Address: •Lech Walesa, Former President of Poland, Poland
	Chaired by: • Miguel Alemán Velasco, Chairman, Mexico Business Summit, Mexico • Claude Smadja, President and Founder, Smadja & Smadja, Switzerland
	Plenary luncheon
13:45 - 15:15	Special Address: •Enrique Peña Nieto, President of the United States of Mexico
	Welcoming remarks: • Miguel Alemán Velasco, Chairman, Mexico Business Summit, Mexico • José Calzada Rovirosa, Governor of Querétaro, Mexico
	20 years after: Rebooting NAFTA beyond manufacturing
	Speakers: •Luis de la Calle, Managing Director and Founding Partner, De la Calle, Madrazo, Mancera, S.C. (CMM) Mexico
15:30 - 16:40	 Carl Meacham, Director, Americas Program, CSIS, USA John D. Negroponte, Vice Chairman, McLarty Associates, USA Roberta Jacobson, Assistant Secretary of State for Western Hemisphere Affairs, US Department of State, USA
	Moderator: • Julio Millán Bojalil, President, Grupo Coraza Corporación Azteca, Mexico
	A more inclusive growth for Mexico
15:30 - 16:40	Speakers: • Paul Collier, Co-Director, Centre for the Study of African Economies; Professor of Economics and Public Policy at the Blavatnik School of Government, The University of Oxford, United Kingdom
	Chaired by: • Alberto Bello, Business Editorial Director, Grupo Expansión, Mexico
	Governors' Roundtable
	Speakers: • Eruviel Ávila, Governor of State of México, Mexico • José Calzada Rovirosa, Governor of Querétaro, Mexico
16:45 - 18:15	 Graco Ramírez Garrido Abreu, Governor of Morelos, Mexico Aristóteles Sandoval Díaz, Governor of Jalisco, Mexico Iñigo Urkullu, Lehendakari de Euskadi, President of the Basque Country
	Chaired by: • Manuel Rivera Raba, Chief Executive Officer, Grupo Expansión, Mexico
18:15 - 19:00	Farewell reception

Special Program for "the Mexico's Future Group" Querétaro, 25-26 October 2014

Saturday, 25 october

17:30 onwards	Participant registration				
18:15 - 18:30	Welcoming remarks and kick off discussion				
18:30 - 20:00	Session 1 How evolution and genomics can create great entrepreneurs Speaker: • Juan Enríquez Cabot, Co-founder, Synthetic Genomics Inc. Managing Director, Excel Venture Management Chaired by • Alberto Bello, Editor-in-chief of Business and News, Grupo Expansión, Mexico				
20:00 - 22:30	Meet and fun Participants are invited to relax and meet one another				

Sunday, 26 october

09:30 - 10:30	Session 2 What do you mean I am too young to be an entrepreneur / investor? Speaker: •Sheel Tyle, Managing Director, Verax Global, USA Chaired By •Yaël Smadja, Smadja & Smadja USA; Chief Executive Officer, The Woman Speakers Bureau, USA; Executive Director, Cumbre de Negocios					
11:00 - 12:00	Session 3 How your brand can become your unbeatable asset Speaker • Lino Cattaruzzi, Position Head of Google, Mexico Chaired by • Claude Smadja, President and Founder, Smadja & Smadja, Switzerland					
Session 4 Why Mexicans need to care about Asia Speaker • Kishore Mahbubani, Dean, The Lee Kuan Yew Public Policiy, Singapore Chaired by • Alberto Bello, Business Editorial Director, Grupo Expansión, Mexico						
13:30 - 14:30	Brunch					
14:30 onwards	Participant Registration to the Mexico Business Summit 2014					

IMAGES OF THE SUMMIT























































