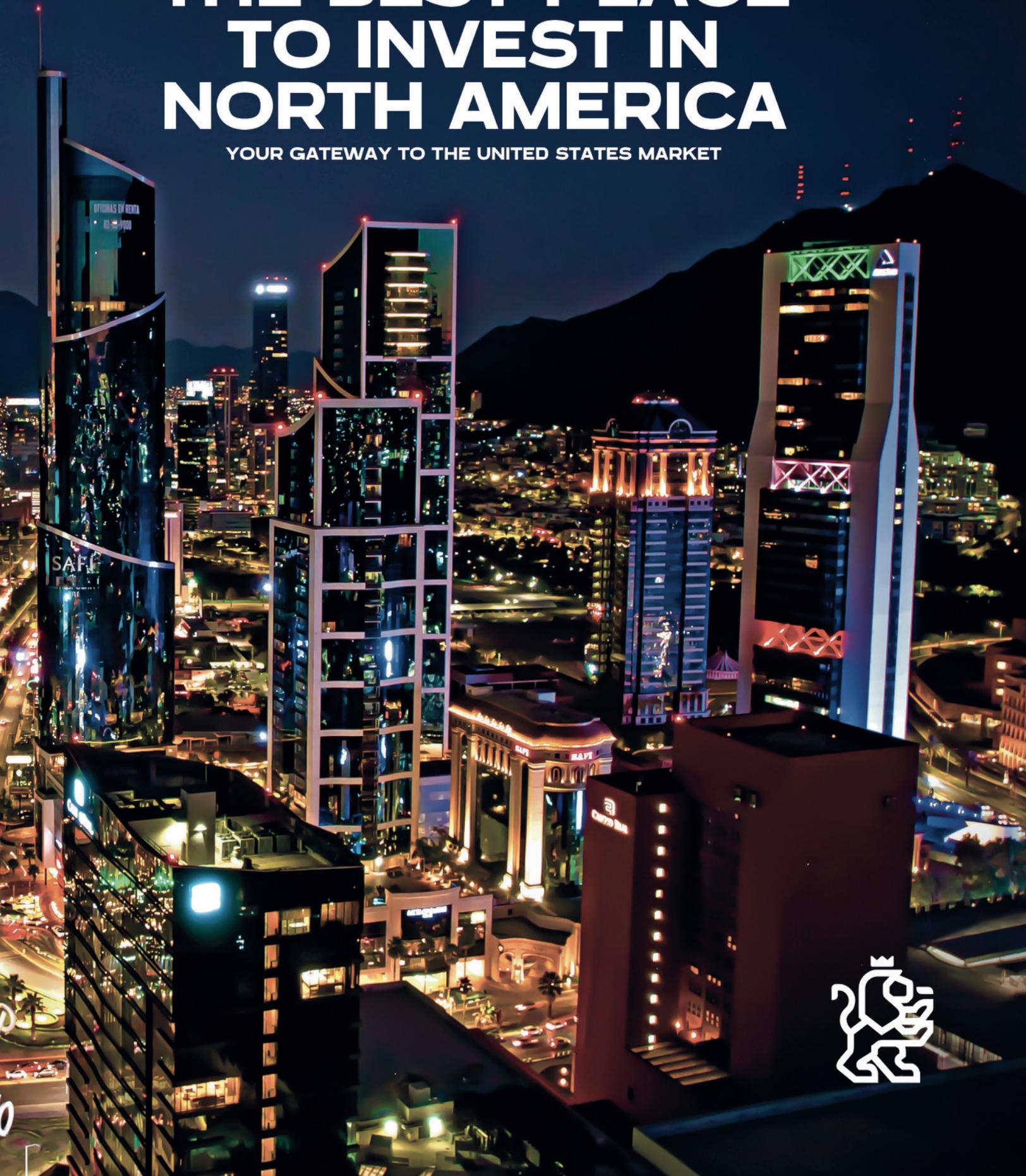


MONTERREY • NUEVO LEÓN • MÉXICO

THE BEST PLACE TO INVEST IN NORTH AMERICA

YOUR GATEWAY TO THE UNITED STATES MARKET



WELCOME TO NUEVO LEÓN, MÉXICO

INVESTMENT GUIDE





Why Choose Nuevo León, México for Your Investment?

Investing in Nuevo León, México, is more than a strategic business decision—it is an invitation to join a dynamic and thriving community. Our state is not only known for its prime location and cutting-edge industrial infrastructure, it is a place where innovation meets passion and success is built on strong human connections.

As Governor of Nuevo León, I speak with great pride about our state's rich heritage and the more than 4,500 international companies that have already chosen Nuevo León as their home. For more than a century, our region has been at the forefront of México's industrial success and we remain committed to driving that legacy forward, ensuring that future generations continue to thrive.

However, there is something about Nuevo León that goes beyond the impressive statistics and achievements—it is the spirit of our people: hard-working, highly educated, innovative and warmly welcoming. We are home to some of the top-ranked universities in Latin America, nurturing talent that fuels progress and innovation. Our culture, renowned cuisine, and deep-rooted hospitality are integral to who we are, and we take immense pride in sharing these treasures with the world.

By investing in Nuevo León, you are not only taking advantage of a thriving economic landscape, but also investing in a community dedicated to your success. We understand the critical need to optimize costs, enhance efficiency and meet sustainability goals—and we have the expertise to help you achieve them.

I invite you to come and experience Nuevo León firsthand. Explore our vibrant cities, savor our exquisite cuisine, and experience the warmth of our hospitality. I am confident that when you leave, you'll carry with you not only a strong sense of purpose, but also a profound understanding of what makes Nuevo León such an extraordinary place for business.

Sincerely,
Governor Samuel Alejandro García Sepúlveda



Samuel Alejandro García Sepúlveda
Governor of Nuevo León



Emmanuel Loo
Acting Minister
of Economy



**We are honored to welcome
you to Nuevo León!**

Emmanuel Loo
Acting Minister of Economy
emmanuel.loo@nuevoleon.gob.mx

CONTENTS

WHY CHOOSE NUEVO LEÓN?

Invest in Monterrey, Nuevo León, México	P. 10
Entrepreneurial Culture	P. 12
Strong Economy	P. 13
Quality of Life	P. 14
Government Support	P. 15

16

MONTERREY: THE BEST PLACE TO INVEST IN MÉXICO

Where is Monterrey?	P. 18
Connectivity	P. 19
Security in Monterrey	P. 20
Labor Force	P. 21
Educational Hub	P. 22
Nuevo León: The Leading State in Clusters	P. 23
14 Clusters	P. 24
Renewable Energy Agency of Nuevo León (REANL)	P. 25
Energy Roadmap	P. 26
Infrastructure Advantages	P. 28
Research and Technological Innovation Park (PIIT)	P. 29
Partners of the Research and Technological Innovation Park (PIIT)	P. 30
United States-México-Canada Agreement (USMCA)	P. 31
Supply Chain	P. 32
Port Colombia	P. 34

36

FOREIGN DIRECT INVESTMENT

Nearshoring	P. 38
Automotive	P. 40
Home appliances	P. 41
Energy	P. 42
IT & Software	P. 43
Food & Beverage	P. 44
Other industries	P. 45

46

STEPS TO LAND IN MONTERREY

Steps to Land in Monterrey	P. 48
Step 1: Market Analysis	P. 52
Step 2: Legal Strategy	P. 56
Step 3: Site Selection	P. 59
Step 4: Real Estate	P. 60
Step 5: Finance	P. 76
Step 6: Establishment and Permitting process	P. 80
Step 7: Human Capital	P. 94

100

MONTERREY'S LIFESTYLE

Outdoor Options	P. 102
Famous Restaurants	P. 104
Famous Restaurants in Arboleda	P. 107
Hotel Options	P. 108
Entertainment	P. 109
Entertainment: Stadiums	P. 110
Entertainment: Magic Towns	P. 111
Entertainment: Festivals	P. 112
Entertainment: Shopping	P. 113

114-119

SUCCESS STORIES

120-125

INVESTMENT CATALOG



KEY ALLIES

INVESTMENT GUIDE

OCALTA



GRUPO CLISA



ALIANZA



WISDOM DL



D-TROY LOGISTICS



NEXXUS



INVEST IN MONTERREY NUEVO LEÓN, MÉXICO



"Safest State in México"
according to the United States
Department of State



+4,500

**FOREIGN COMPANIES
THAT ALREADY TRUST NUEVO LEÓN**





INDUSTRIAL HUB OF MÉXICO

+4,500 Foreign Companies
+250 Industrial Parks



LOGISTICS HUB OF MÉXICO

Less than 2 hours away from the US Border

Most efficient and safest US-MEX border crossing



EDUCATIONAL HUB

+26,000 Bachelors
+35,000 Technicians
+25,000 Engineers
+5,000 Masters & PhDs
*Per year**
+890,000 graduates by 2027

BIGGEST AND MOST EFFICIENT LOGISTICS HUB THAT CONNECTS MÉXICO WITH THE US



INVEST IN NUEVO LEÓN
MINISTRY OF ECONOMY

Hisense

Infosys
Navigate your next



HERSHEY
THE HERSHEY COMPANY

POLARIS

Mondelēz
International

brembo



GAT

BOSCH

Honeywell

Callaway
GOLF

KOHLER

MARS



FESTO

DHL

SIEMENS



XCMG

DOOSAN

VOLVO



Entrepreneurial Culture

Monterrey has a tech-driven entrepreneurial ecosystem that fosters innovation and business growth.

With a strong network of incubators, accelerators and coworking spaces, the city provides entrepreneurs and startups with the **resources, mentorship and support** needed to successfully scale their ventures.



Strong Economy



Monterrey has a diversified economy, hosting major industries such as manufacturing, finance, and technology.

It is home to leading corporations and a highly skilled workforce, which drives innovation and growth.



**VALLE ORIENTE ZONE,
SAN PEDRO GARZA GARCÍA,
NUEVO LEÓN**



Quality of Life

Monterrey is a modern, cosmopolitan city known for its high quality of life.

With a vibrant cultural scene, a diverse gastronomic offering, and outdoor activities such as hiking and rock climbing, it offers a perfect balance of urban living and nature.



Government Support



The local and state governments in Nuevo León are committed to promoting economic growth through pro-business policies, competitive tax rates, and streamlined regulations.

These initiatives have positioned the state as a key hub for business investment and expansion in México.

Monterrey offers a unique blend of strategic location, economic strength, innovation and high quality of life.

With strong government support and a thriving business ecosystem, the city is an attractive destination for investors and companies looking to grow in Latin America.

HORNO 3 MUSEUM,
MONTERREY,
NUEVO LEÓN





**FASTEST GROWING
STATE IN MÉXICO**



**#1 IN FOREIGN DIRECT
INVESTMENT ATTRACTION**



**40% OF MÉXICO'S LARGEST
COMPANIES ARE LOCATED
IN MONTERREY**



#1 IN JOB CREATION

**MONTERREY,
NUEVO LEÓN,
MÉXICO**





MONTERREY: THE BEST PLACE TO INVEST IN MEXICO

INVESTMENT GUIDE • MINISTRY OF ECONOMY OF NUEVO LEÓN



Where is Monterrey?



Monterrey, Nuevo León, is a vibrant city located in northern México with a population of over 6.5 million people. It is a major business hub in the country, with a thriving economy and a highly skilled workforce. **Below are some highlights about Monterrey:**



FUNDIDORA PARK,
MONTERREY,
NUEVO LEÓN

Strategic Location

- Monterrey is located only 200 km from the nearest international bridges



Port Colombia

- 2nd place in exports
- Fastest border crossing
- 247 km from Monterrey



Location and Connectivity

- More than 13 million passengers annually with daily flights
- 12 airlines to more than 57 destinations
- Direct international flights to the US, Canada, Europe and Asia



Connectivity

Nuevo León's strategic location makes Monterrey the logistics hub that **connects México with the United States.**



PICKUP	STATE	DELIVERY	STATE	ALL IN
MONTERREY	NUEVO LEÓN	AUSTIN	TX	\$3,058.25
Cd. Juárez	Chihuahua	Austin	TX	\$5,545.96
Guadalajara	Jalisco	Austin	TX	\$5,879.30
Saltillo	Coahuila	Austin	TX	\$3,212.63
Querétaro	Querétaro	Austin	TX	\$4,000.00
MONTERREY	NUEVO LEÓN	HOUSTON	TX	\$3,778.25
Cd. Juárez	Chihuahua	Houston	TX	\$6,265.96
Guadalajara	Jalisco	Houston	TX	\$6,599.30
Saltillo	Coahuila	Houston	TX	\$4,213.33
Querétaro	Querétaro	Houston	TX	\$4,100.00



Security in Monterrey

Nuevo León is the safest place to do business in México



- Exercise normal precautions
- Do not travel
- Reconsider travel

Data: United States Department of State

Labor Force



The workforce in Nuevo León has proven to produce top quality individuals, competing at a global level.

Their specialized talents strengthens the state's competitiveness in strategic areas such as advanced manufacturing, engineering and technology.

+35,000

TECHNICIAN
GRADUATES PER YEAR

+26,000

BACHELOR
GRADUATES PER YEAR

+25,000

SCIENCE AND ENGINEERING
GRADUATES PER YEAR

+5,000

SCIENCE MASTERS AND
PHD GRADUATES PER YEAR

- Monterrey has been **25 years** without a strike
- Monterrey is the entity with the most and best trained workers, better salaries and the most attractive to attract talent and investment (**IMCO, 2020**)
- Monterrey ranked 1st as one of the 3 cities in México with the highest English language proficiency (**EF EPI Index, 2019**)





Educational Hub

Monterrey, Nuevo León has established itself as the educational center in México, offering diverse educational opportunities, research institutions, and a supportive environment for students and scholars with more than 150 universities, including the best universities in Latin America.



TECNOLÓGICO DE MONTERREY (ITESM)



Tecnológico de Monterrey

UNIVERSIDAD DE MONTERREY (UDEM)

UDEM

UNIVERSIDAD AUTÓNOMA DE NUEVO LEÓN (UANL)



UANL

UNIVERSIDAD REGIONMONTANA (U-ERRE)

U-ERRE

Nuevo León: The Leading State in Clusters



Nuevo León has established itself as the leading state in cluster formation in México, **with a total of 14 clusters covering a variety of strategic sectors.**

Nuevo León's cluster strategy has proven to be a successful model of collaboration between companies, academic institutions and the government. These clusters not only promote innovation and the adoption of new technologies, but also create synergies that improve the competitiveness of local companies and attract investments.





14 Clusters

Clusters are strategic business groups whose objective is to increase the productivity of companies in a certain sector in a **joint effort of companies, universities and the Ministry of Economy.**



Nuevo León Automotive Cluster (CLAUT) promotes competitiveness and growth of the automotive sector in the region through collaboration, links and synergies between government, academia and business.



Nuevo León State Electrical Appliances Cluster (CLELAC) increases the competitiveness of the household appliance sector to contribute to the sustainable economic development of the region.



Biocluster Nuevo León supports the generation and application of scientific and technological knowledge in Biotechnology, as well as the transfer and commercialization of technology in this area.



Nuevo León Food Cluster (Agroalim) is made up of more than 70 agribusinesses that together promote, link and develop collaboration platforms to increase competitiveness in the state.



Nuevo León ICT Cluster (Csoftmty) seeks economic growth and a better quality of life in the state through technological innovation.



Monterrey Aerocluster promotes regional integration for the development of the aerospace sector in Nuevo León.



Nuevo León Energy Cluster promotes the development of competitiveness in the state's energy sector.



Monterrey Interactive Media and Entertainment Cluster (MIMEC) represents and coordinates the efforts of the interactive media industry in Nuevo León in synergy with the government, private sector and academia.



Tooling Cluster develops projects, initiatives and activities that generate exponential results and benefit the entire Tooling Industry in the region.



Nanotechnology Cluster of Nuevo León contributes to the sustainable economic development of the State through the application of nanotechnology.



Nuevo León Housing Cluster promotes the housing industry in Nuevo León and México, identifying global practices and standards for urban development and sustainable housing.



Nuevo León Tourism Cluster promotes and executes actions for the development of proposals, programs and management models that promote the competitiveness of the tourism industry.



Logistics Cluster of Nuevo León enhances competitiveness and operational efficiency thanks to its strategic location and state-of-the-art infrastructure, turning the state into a top-tier logistics hub.



Nuevo León stands out as a leading destination for medical tourism thanks to its top-tier infrastructure, skilled specialists, and strategic location. **High Specialty Medical Tourism Mexico Cluster (TAEMM)** strengthens sector collaboration, improves healthcare services, and attracts investment, positioning the state as a trusted medical destination.

Renewable Energy Agency of Nuevo León (REANL)



REANL is dedicated to forging a sustainable energy future in Nuevo León by establishing policies, strategies and guidelines that facilitate the transition to clean and renewable energy sources. Through the promotion and

development of innovative projects, REANL champions the implementation of renewable energy solutions and encourages the efficient use of energy resources, paving the way for a greener and more prosperous future for the state.

WIND FARM
"EL MEZQUITE", MINA,
NUEVO LEÓN





Energy Roadmap



Planning and infrastructure

REANL supports **growing industrial activity** and **nearshoring trends** through advanced energy infrastructure planning.

Key initiatives include analyzing industrial park absorption and availability, developing a georeferenced infrastructure information tool, and the formation of a working group with industrial and housing developers.



PLANNING AND INFRASTRUCTURE

- Smart Grids
- Storage infrastructure
- Micro-grids and decentralized networks
- Substations automation
- Smart meters
- Public-Private Partnership

Demand and optimization

REANL focuses on **reducing energy demand through efficiency and optimization**. This includes hosting Grid Code compliance workshops for industry and offering energy efficiency programs in collaboration with international agencies, federal entities and foreign governments.

Initiatives also include audits for SMEs, training programs and certifications, aimed to ensure an immediate impact on demand reduction and energy optimization.



DEMAND OPTIMIZATION

- Smart Buildings
- Demand response
- Data-driven energy management
- Energy efficiency programs
- Energy management system
- Implementation of regulations



Harnessing renewables

This strategy aims to **integrate clean energy sources** into Nuevo León's energy matrix.

Efforts include developing a digital platform for the sector information and promoting clustered renewable generation projects. Training and certification programs support workforce adoption of renewable technologies.

These initiatives enhance renewable energy deployment, reduce carbon emissions, and foster **sustainable development**.



HARNESSING RENEWABLES

Integration of renewable energy

Energy conversion technology

Storage systems

Integration of large-scale renewables

Financing programs

Decarbonization

Energy transition

REANL leads the transition towards a **sustainable energy future** for Nuevo León.

Projects include the Carbon Capture, Use, and Storage (CCUS) initiative, the structure of the local carbon market, green hydrogen and biofuel programs that aim to integrate and strengthen local value chains, with strategic projects for hydrogen production.

These initiatives position Nuevo León as a **leader in energy transition**, aligning with global sustainability goals and reducing the carbon footprint of industrial processes.



ENERGY TRANSITION

Green hydrogen

Transport electrification

Carbon capture

Decarbonization programs

Energy supply to community

Human capital



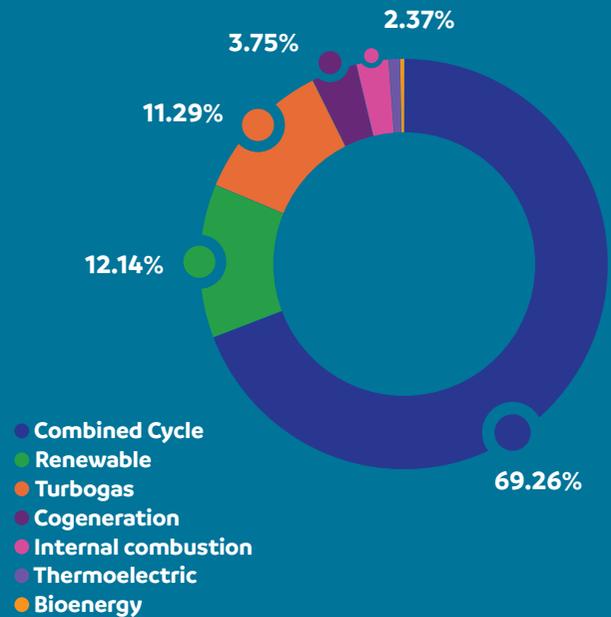
Highlights Energy (N.L.)

N.L. is the **third largest energy generator** with more than 8 GW of installed capacity in operation

12% of the installed capacity is renewable, **86%** with natural gas

N.L. is the **largest industrial energy consumer** nationwide

Installed Capacity Technology



Infrastructure Advantages

Infrastructure Cost Highlights

- **Electricity:** Nuevo León offers diversified electricity supply options, including both basic supply regulated by the CFE and access to the wholesale market through Qualified Suppliers, resulting in competitive rates that are 10-15% lower than in other regions of México.
- **Natural Gas:** The state has a robust natural gas infrastructure with an extensive pipeline network and multiple suppliers, ensuring reliable supply and competitive prices that are 5-10% lower than in other industrial areas of México.
- **Water:** Nuevo León offers affordable industrial water rates, with the option to use treated water at even lower costs.

Competitive Advantages of Nuevo León

- **Cost advantage:** The combination of lower infrastructure costs for electricity, natural gas, and water translates into significant savings for companies operating in Nuevo León.
- **Energy flexibility:** Access to the wholesale electricity market allows companies to negotiate flexible prices and potentially achieve even greater savings.
- **Reliable supply:** The state's proximity to the U.S. border and connection to major national gas pipelines ensure a reliable and secure supply of natural gas.
- **Sustainable practices:** Nuevo León promotes sustainable management practices through projects, programs, and incentives for the efficient use of resources (energy, water).



Research and Technological Innovation Park (PIIT)

The Research and Technological Innovation Park (PIIT, by its Spanish acronym) in Monterrey, Nuevo León, México, is a world-class science and technology park that was founded in 2005 through a joint initiative between the state government of Nuevo León, the federal government, universities, and public and private institutions. The PIIT serves as **a space dedicated to the establishment of**

research, engineering, and innovation centers that aim to promote cutting-edge research, technological development, and innovation in the region. Additionally, the park offers available space for the installation of R&D facilities, providing an ideal environment for companies and institutions looking to establish or expand their innovation capabilities.

Free Land Opportunities



110 Hectares



33 R&D centers



2 high impact incubators



+550 patent applications



+170 granted patents



+300 linked projects



+200 published scientific papers



Partners of the Research and Technological Innovation Park (PIIT)





United States-México-Canada Agreement (USMCA)

From the North American Free Trade Agreement (NAFTA), the USMCA is the new **United States-México-Canada Agreement (USMCA)**.

Population: 492 million people,
6.5% of the world

Combined GDP: \$25.9 trillion,
18.3% of the global economy

Regional trade: \$1.17 trillion,
15.9% of global trade

Automotive employment: 13 million
workers in North America

Global production: 17% of the world's
vehicles produced in the region





Supply Chain

Monterrey, Nuevo León, México is known as a major industrial and manufacturing center, with a thriving supply chain serving many different industries.

The city is home to a variety of companies involved in the production of automotive parts, electronics, appliances, and other manufactured goods, as well as companies involved in logistics and transportation.

The most powerful indicator of the quality of the supply chain in Monterrey is that **49.03% of FDI is expansion projects, companies such as VOLVO, LEGO, Caterpillar and KIA have found in Monterrey exactly what they needed to succeed and more.**

Overall, the supply chain in Monterrey is a key strength of the city's economy and one of the main reasons why so many companies choose to locate their operations in the state of Nuevo León.

SupplyHub



Nuevo León: México's Industrial Powerhouse

Nuevo León offers state-of-the-art infrastructure and a solid network of suppliers that guarantees efficiency, quality and scalability. Its supply chain reduces logistics and import costs, drives innovation and optimizes production.

The state government supports companies through **SupplyHub**, a free digital platform where buyers and suppliers can register. This platform streamlines connections through a structured search and integration cycle, which includes:

- 1 Identification of local products and suppliers**
- 2 Customer-supplier matchmaking agendas**
- 3 Visits to supplier plants**
- 4 Sector-specific and personalized business meetings**

This model strengthens the industry and enhances the regional supply chain.



**NUEVO LEÓN'S WORKFORCE
IS CONSIDERED THE MOST
PRODUCTIVE IN THE COUNTRY**



PORT COLOMBIA

**FASTEST AND MOST EFFICIENT
USA-MÉXICO CARGO CROSSING**



PORT COLOMBIA IS NUEVO LEÓN'S BORDER WITH TEXAS

LESS THAN 2.5 HOURS FROM MONTERREY

UNIFIED CARGO PROCESSING



US BORDER



OTHER PORTS



NORMAL LANE



CHECKPOINT



SAT LIGHT



CUSTOMS CLEARANCE



CBP LIGHT



CBP INSPECTION



CUSTOMS CLEARANCE

IMPORT TO THE US

ESTIMATED TIME
5 HRS

PORT COLOMBIA



FAST LANE



LIGHT



INSPECTION (CBP & ANAM)



CUSTOMS CLEARANCE

IMPORT TO THE US

ESTIMATED TIME
20 MIN



ONLY BORDER WITH ONLY ONE INSPECTION BY CBP, USDA, ANAM & SENASICA IN WHICH FRESH PRODUCE, MEATS AND LIVESTOCK ARE INSPECTED IN THE US

WHY USE PORT COLOMBIA?

FASTEST cargo crossing time across the US border

NUMBER 2 in exports/imports

SAFEST highway to I-35 (one of USA's main highways)

BONDED WAREHOUSE (Nuevo León is the ONLY state authorized by AGA to operate a bonded warehouse)

INDUSTRIAL PARK located nearby Port Colombia



INVEST IN NUEVO LEÓN
MINISTRY OF ECONOMY





MONTERREY,
NUEVO LEÓN,
MÉXICO





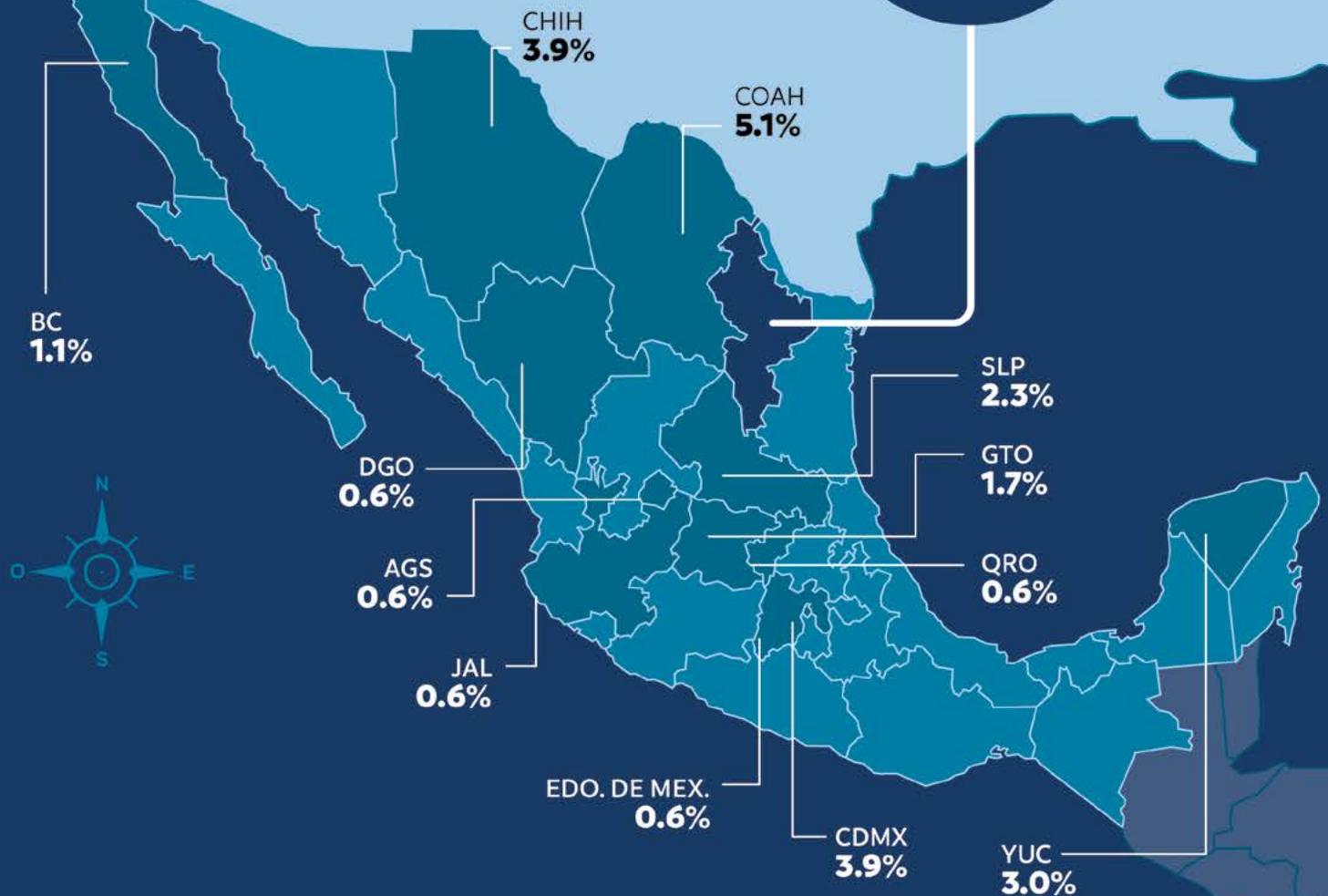
FOREIGN DIRECT INVESTMENT

INVESTMENT GUIDE • MINISTRY OF ECONOMY OF NUEVO LEÓN



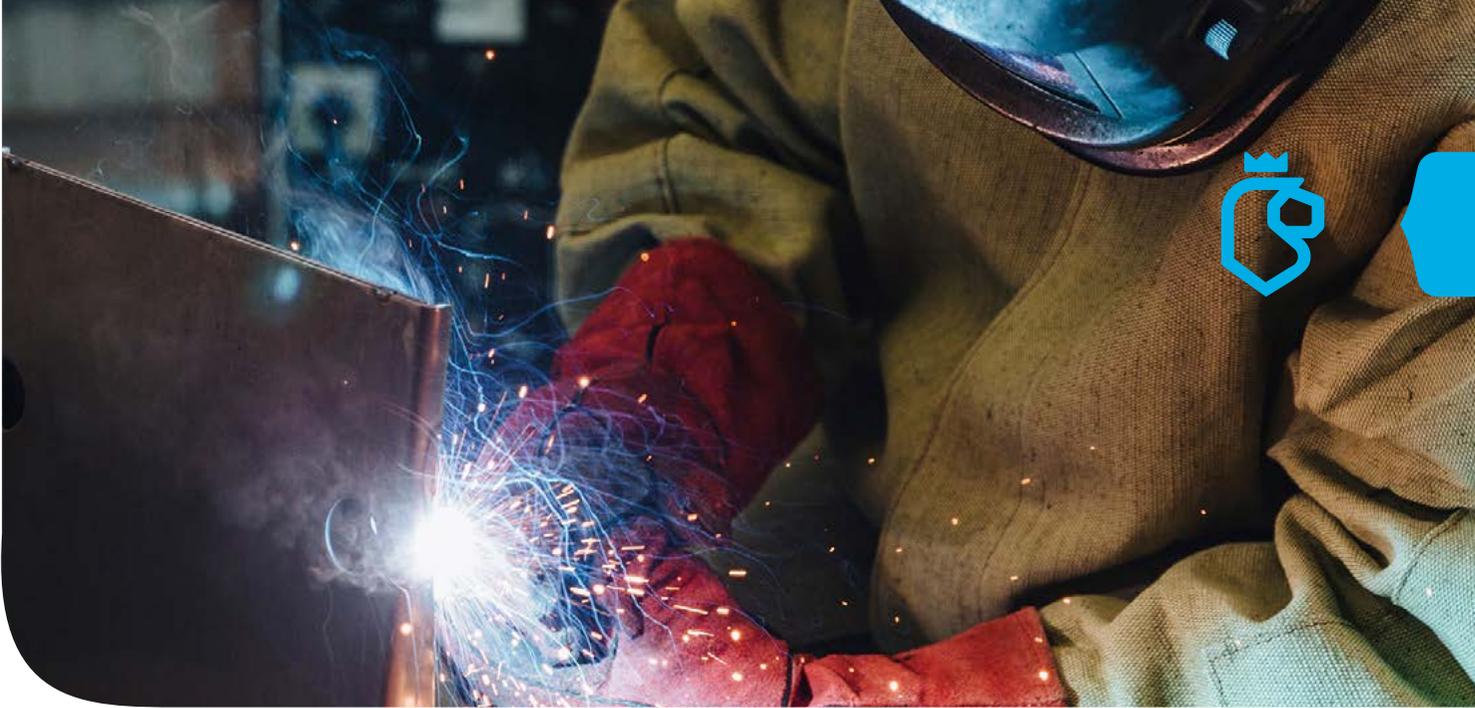
Nearshoring

N.L.
76%



Today, 76% of Nearshoring in México is concentrated in Nuevo León.

Data: Government of Nuevo León



Foreign direct investment results:

332 investment projects confirmed

October 2021 - December 2024



+285,000

new jobs



\$70 billion

dollars



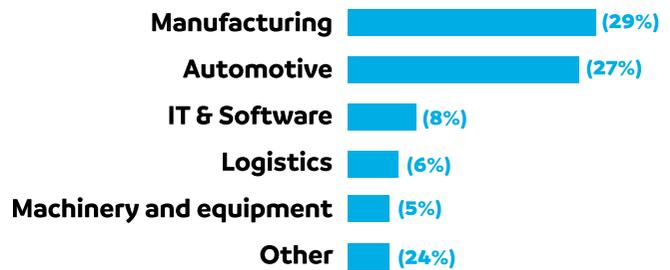
165

new investments

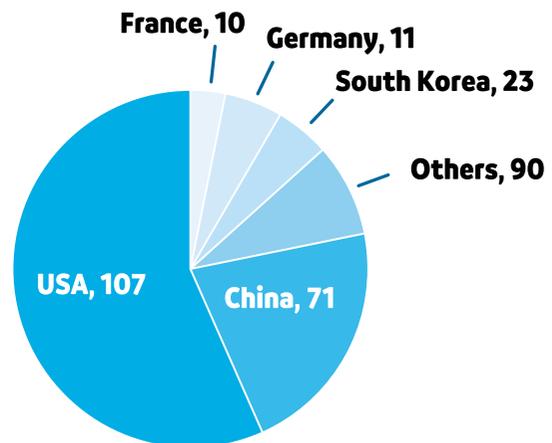
167

expansions

Investment by sector



Investment by origin





Automotive

+4,500

Foreign Capitalized
Companies in Monterrey





Home appliances

+4,500

Foreign Capitalized
Companies in Monterrey





Energy

+4,500

Foreign Capitalized
Companies in Monterrey



Thomas & Betts



EIS



Industronic



Seisa Energía



Solensa





IT & Software

+4,500

Foreign Capitalized
Companies in Monterrey





Food & Beverage

+4,500

Foreign Capitalized
Companies in Monterrey





Other industries

+4,500

Foreign Capitalized
Companies in Monterrey





MONTERREY,
NUEVO LEÓN,
MÉXICO



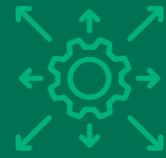


STEPS TO LAND IN MONTERREY

INVESTMENT GUIDE • MINISTRY OF ECONOMY OF NUEVO LEÓN



Steps to Land in Monterrey



STEP 1 MARKET ANALYSIS

Begin by conducting a thorough market analysis to understand local dynamics, competitors, and market demand. Plan a visit to the Ministry of Economy of Nuevo León to familiarize yourself with Monterrey's business environment. During this visit, explore the city's six industrial corridors, meet with government authorities, and connect with key players to gather insights that will enable you to make strategic decisions and ensure your business thrives in this progressive region.

STEP 2 LEGAL STRATEGY

After deciding to establish your business in Monterrey, **develop a legal strategy tailored to your business structure.** This includes becoming a legal entity in México and ensuring compliance with local regulations. Consider the "Shelter" model, where a third-party company manages your physical operations in México, allowing you to maintain control from your home country, simplifying the process and ensuring a smooth market entry.

STEP 3 SITE SELECTION

Identifying the right location is crucial for your Monterrey operations. This involves aligning site selection with your logistics strategy, ensuring the area has the necessary infrastructure, and conducting a thorough analysis to locate suppliers, buyers, and available labor. **Collaborate with authorities such as the Ministry of Economy and key players** to confirm that the site meets all operational needs.

STEP 4 REAL ESTATE

The next step is securing the ideal property for your business operations. This involves deciding whether to buy or lease, considering the duration and specific needs of your project. Planning for future expansion, taking into account continued growth in demand, is critical. Collaborating with local real estate experts will help you find a property that not only meets your current business goals, but also supports long-term growth and logistical efficiency.

STEP 5 FINANCE

Finance is a crucial part of any business venture. This step involves planning and managing various financial aspects such as currency exchange, securing loans, and opening business accounts. Proper financial planning should be initiated from the very beginning to ensure that everything proceeds according to the timeline and that your business remains financially healthy.

STEP 6 ESTABLISHMENT AND PERMITTING PROCESS

This step involves formally establishing your business entity and obtaining the necessary permits and licenses to legally operate in Monterrey. The process includes registering the company, securing operating permits, and ensuring compliance with all local regulations. This step is critical to avoid legal complications and ensure that the business can operate without interruption.

STEP 7 HUMAN CAPITAL

Human capital is key to the success of your operations. We recommend that you establish a well-prepared strategy to recruit, hire and train your employees. The Ministry of Labor in Nuevo León is available to help you find the talent you need to ensure your business thrives in Monterrey.

LOOKING TO EXPAND YOUR BUSINESS IN MEXICO?



ADMINISTRATIVE SUPPORT & SHELTER

FOCUS ON YOUR CORE BUSINESS,
WE'LL HANDLE THE REST

SINCE 1995

Our services include Accounting, Treasury, Taxes, Payroll, Import/Export, Human Resources, Environmental, Health, & Safety compliance and Shelter Services.



MORE THAN
300 PROJECTS



+150 ACTIVE
CLIENTS



100% OF OUR
CLIENTS RENEW

www.dimsa.com
dobusiness@dimsa.com



MACHINERY INSTALLATIONS, PLANT RELOCATION IN MEXICO, USA AND CANADA

TURNKEY INDUSTRIAL PLANT RELOCATION



We specialize in managing everything from single-machine moves to large-scale projects, including turnkey industrial plant relocations.

MACHINERY INSTALLATION



We specialize in unloading, assembling, installing, and positioning various types of machinery, for different types of industries.

HEAVY RIGGING



Our team is composed of experts in specialized installations and maneuvers, including work in confined spaces both inside and outside industrial facilities.

LAYOUT CHANGES



We carry out projects customized to our clients' needs, beginning with a collaborative planning process to define priorities, scope, and estimated timelines.

**LEARN MORE
ABOUT OUR SERVICES**

MONTERREY, N.L.
T. 81 8385 6532
W. 81 1157 5270

SILAO, GTO.
T. (472) 791 0067

RIGGINGSERVICES.COM.MX
CS@RIGGINGSERVICES.COM.MX



IMPULSA TU EMPRESA



¡Con energía solar!

- ✓ Ahorros Atractivos
- ✓ Instalación Inteligente
- ✓ Cuadrilla de Instalación In-house
- ✓ Gestoría y Trámites con CFE incluidos
- ✓ Monitoreo en Tiempo Real
- ✓ Proyectos Llave en mano
- ✓ Alta Ingeniería
- ✓ Soporte 24/7

 www.vivaelsol.mx

 +52 (81) 3142 3215

 vitaminad@vivaelsol.mx



Step 1: Market Analysis



1

PLAN YOUR VISIT TO NUEVO LEÓN

Schedule a visit to Monterrey to explore the local market.

2

CONTACT MINISTRY OF ECONOMY

Request their services and get guidance on next steps, allowing you to gain valuable insights into the region and business environment.

3

TOUR INDUSTRIAL CORRIDORS

Organize a guided tour of Monterrey's six industrial corridors to understand the industrial landscape.

4

SET OBJECTIVES AND AGENDA

Define clear objectives for your visit and create an agenda to meet with government authorities and key industry players.



Market Analysis

- **Year of establishment:** 2019
- **Industry:** Real Estate Market Intelligence
- **Main services:** Area availability, buildings under construction, absorption, leasing prices, planned projects, demographic analysis, regional and national market trends, market analysis, location analysis, business intelligence, construction specifications, availability and transaction comparison, market growth, CAM, negative absorption and REIT's reports.

In **Market Analysis**, we deliver the best experience by providing accurate and up-to-date information and knowledge that enables our clients to make strategic decisions for their businesses.

We are the only platform that carries out personalized monitoring and verifiable monthly visits to the 22 most important markets in the industrial sector nationwide to guarantee the veracity of the information we provide.

We have worked with national and international companies, as well as companies from all sizes, whether they are construction or development companies, REITs, CKDs, banks, brokerage firms, and family offices.

Contact

- **Website:** marketanalysis.mx
- **Email Address:** info@marketanalysis.mx
- **Phone:** +52 (81) 5998-2348



MARKET ANALYSIS[®]
DATA GENERATING RESULTS



YOUR STRATEGIC PARTNER IN **RECRUITMENT & WORKFORCE INSIGHTS**

We've been helping businesses succeed for over 10 years. At Grip Group, we specialize in **executive recruitment, labor market studies and logistics**. Based in Monterrey, we deliver data-driven strategies to optimize operations, attract top talent, and drive growth.



THE RIGHT TALENT FOR YOUR BUSINESS

Finding the right talent for your
Nearshoring Operations in Nuevo León

We understand that **talent is the key to success in the highly competitive nearshoring landscape**. Our specialized recruitment brands ensure that you attract and retain top professionals across different levels of expertise.



C-Level



Managers and Middle Management



Staff and Administrative Positions



Specialized Technicians

With our data-driven approach and deep understanding of the labor market, we match the right professionals with the right opportunities, reducing hiring times and optimizing workforce efficiency.

Explore Key Management Salaries and Benefits in the Monterrey Metropolitan Area

Salary	Minimum	Average	Maximum
Production Manager	\$93,374.71	\$136,231.05	\$196,749.42
Production Director	\$119,999.91	\$176,999.99	\$269,999.94

Source by Grip Group: Data is accurate as of March 2025 and subject to change

MXN*

Benefits	Production Manager		Production Director	
	Market	Top	Market	Top
Vacation Days	15 days	18 days	15 days	20 days
Vacation Premium	58%	100%	63%	100%
Christmas Bonus	28 days	35 days	28 days	35 days
Food Coupons	8%	12%	8%	12%
Attendance Bonus	No	10%	No	No
Performance Bonus	10%	15%	15%	20%
Life Insurance	Yes	Yes	Yes	Yes
Saving Fund	10%	13%	11%	13%
Health Insurance	Yes	Family	Family	Family
Canteen Service (Hot Plate)	Yes	Yes	Yes	Yes
Transportation	Gasoline cupons	Gasoline cupons	Company car	Company car

Source by Grip Group: Data is accurate as of March 2025 and subject to change

STRATEGIC COMPENSATION INSIGHTS FOR SMART BUSINESS EXPANSION



Before investing in a new location, understanding **salary benchmarks and workforce conditions is key**. Main by Grip Group provides precise salary, compensation, and benefits analysis, ensuring your business remains competitive and well-prepared



- ✓ Benchmark salaries to stay competitive
- ✓ Evaluate compensation packages to attract top talent
- ✓ Reduce turnover by aligning with industry standards

Key Data for Monterrey's Industrial Zone:



FORKLIFT OPERATOR

Monthly Base Salary		Monthly Benefits	Market	Top
Min	\$8,475.0	Christmas Bonus Days	15	20
25th Percentile	\$12,000.0	Vacation Days	12	14
Average Salary	\$12,527.7	Vacation Bonus	32%	75%
75th Percentile	\$13,839.0	Saving Fund (% month)	8.0%	13.0%
Maximum	\$17,000.0	Food Vouchers (% month)	7.0%	13.0%
		Punctuality and Attendance (%month)	6.0%	10.0%
		Productivity Bonus (%month)	3.0%	5.0%
		Subsidized Food	50/50	100%

Source by Grip Group: Data is accurate as of March 2025 and subject to change

Optimize your nearshoring strategy with data-driven salary insights and top-tier recruitment services in Nuevo León.
Contact us at: info@gripgroup.mx
☎ +52 1 81 3609 0980





Step 2: Legal Strategy



1

LEGAL AND CORPORATE ANALYSIS

Assess the characteristics of the investment.

2

ESTABLISH LEGAL ENTITY

Form a legal entity in México.

3

POWER OF REPRESENTATION

Prepare the representation power for your company in México.

4

OBTAIN COMPANY DENOMINATION PERMIT

Get approval for the company name.

5

DRAFT BYLAWS

Create the bylaws for the new Mexican entity.



Mexican Manufacturing, Maquila and Export Services Industry Program (IMMEX)

The Mexican Manufacturing, Maquila and Export Services Industry Program (IMMEX, by its Spanish acronym) is a legal instrument that allows the temporary importation of goods necessary for industrial or service processes focused on the production, transformation, or repair of merchandise of foreign origin.

The IMMEX program in México offers many benefits to foreign investors, including exemption from certain import taxes, value-added tax (VAT) and compensatory fees (in some cases), gaining access to international markets, enhancing their competitiveness, and promoting investment growth.



Gain access to international markets



Enhance competitiveness



Promote investment growth

TECHNICAL KNOW-HOW. LEGAL INSIGHT. DEDICATED SERVICE.

Holland & Knight is a global law firm with more than 2,200 lawyers and other professionals in 34 offices throughout the world, including a local presence in Mexico City and Monterrey. We are committed to providing high-quality client service and employ a practical, real-world approach to all matters as we work to achieve our clients' short- and long-term goals.

Holland & Knight has decades of experience advising an array of industries, businesses and government organizations, helping our clients identify and capture opportunities while mitigating risk and liability.

Our legal capabilities include matters concerning compliance, construction, corporate mergers and acquisitions, energy and natural resources, environment and sustainability, financial services, capital markets, banking and finance, project finance and infrastructure, intellectual property, international trade, labor and employment, litigation and international arbitration, nearshoring, real estate, regulatory and government affairs, taxation and other areas.

Notably, our firm and several of our lawyers in Mexico City and Monterrey have been recognized by leading industry publications and organizations such as *Chambers Latin America*, *The Legal 500 United States*, *Lexology Index*, *Latin Lawyer 250* and the Latin American Corporate Counsel Association (LACCA). Our firm also was selected as 2023 "Law Firm of the Year" for Energy Law by *The Best Lawyers in Mexico*.

Holland & Knight

www.hklaw.com

Francisco Andrés Gámez-Garza, Partner
franciscoandres.gomez@hklaw.com

Daniel Nájera, Senior Counsel
daniel.najera@hklaw.com

Monterrey | +52.81.8215.7700
Mexico City | +52.55.3602.8000



Step 3: Site Selection



1

IDENTIFY KEY LOCATIONS

Determine strategic locations for business operations.

2

EVALUATE LOGISTICS

Align site selection with export and logistics strategies.

3

ASSESS INFRASTRUCTURE

Make sure the site has the infrastructure necessary for your operations.

4

WATER FEASIBILITY

Authority: State Water and Drainage Department (AyD, for its acronym in Spanish)

5

ELECTRICAL FEASIBILITY

Authority: Federal Electricity Commission (CFE, for its acronym in Spanish)



Step 4: Real Estate



1

NEGOTIATION AND DRAFTING

Draft a letter of intent for property acquisition.

2

DUE DILIGENCE

Conduct thorough due diligence on the property.

3

PROPERTY INSPECTION

Perform an inspection visit to the property.

4

NEGOTIATE PURCHASE AGREEMENT

Finalize the negotiation and drafting of the purchase agreement.

5

NOTIFY PUBLIC REGISTRY

Submit a prepayment notice to the public registry.

6

FORMALIZE PURCHASE

Complete the formalization of the purchase agreement.

7

REGISTER PURCHASE

Register the purchase with the relevant authorities.

8

NOTIFY CADASTRAL OFFICE

Provide notice to the cadastral office.



Industrial Real Estate

The state of Nuevo León is the entity with the most industrial parks in México, with **more than 200 buildings located in 15 municipalities of the Monterrey Metropolitan Area**. Below is an overview of this activity:

The industrial parks in Nuevo León are developed within 6 submarkets.

Industrial warehouses and Build-To-Suit (BTS) in industrial parks are the projects with the greatest presence.

Despite being the most diversified market, manufacturing continues to lead the end use of leased and sold buildings, representing 84.3% of total absorption. Gross absorption was 7% higher than that recorded in 2023.

Land Demand

- *Leasing accounted for 66% of gross absorption in 2024*, while the purchase of industrial spaces has shown significant declines in recent quarters, with the Ciénaga de Flores submarket accounting for the majority of spaces under sales transactions.
- *BTS spaces are the most in demand*, with this type of building accounting for 60% of occupied space in 2024, while spaces in inventory accounted for 37% of gross absorption in the quarter.





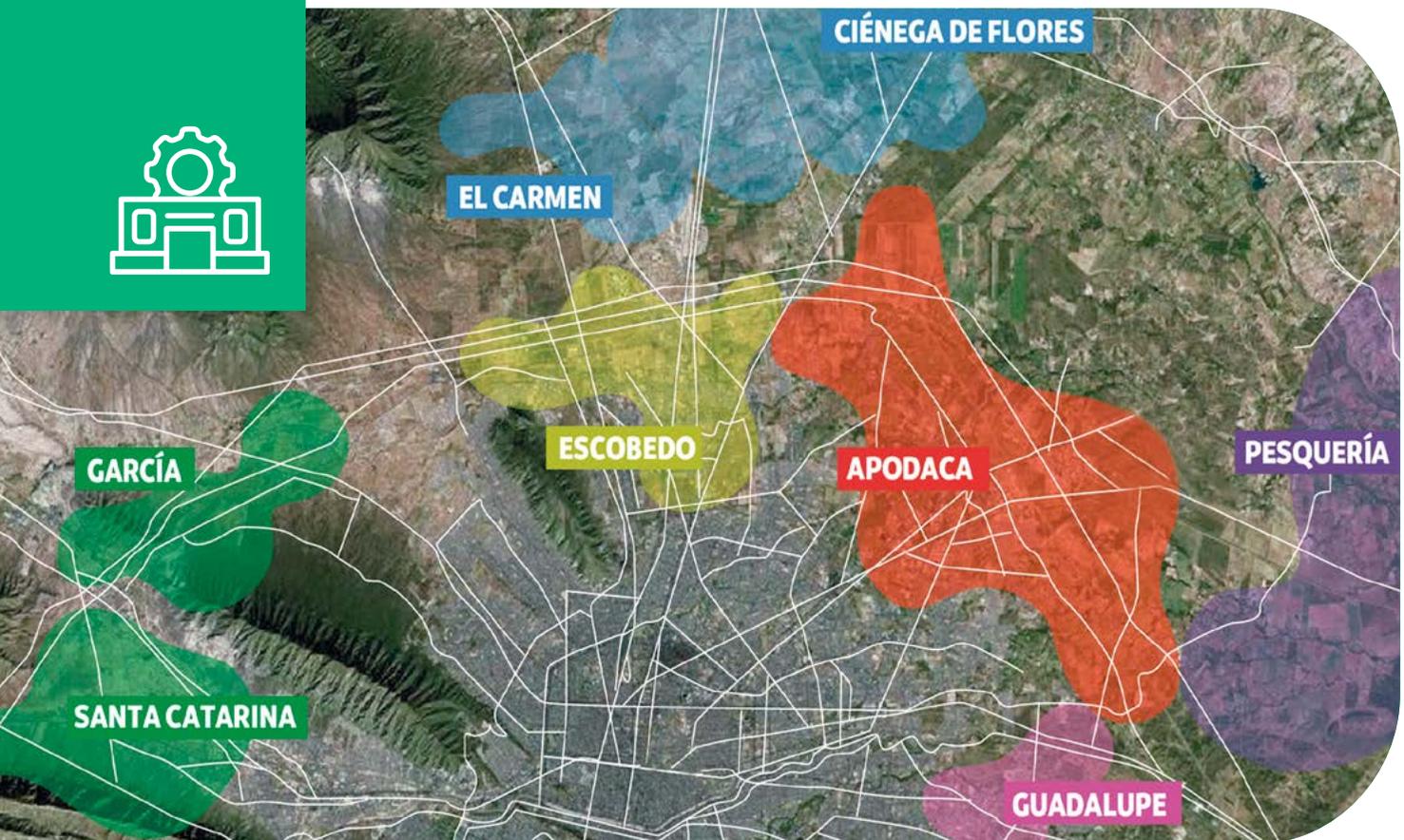
Regional Details

Nuevo León ranks second in **Foreign Direct Investment (FDI)** in the country with **4.42% of the national total (Q3 2024)**



+250

Industrial Parks in Nuevo León



6 Industrial Submarkets

- Apodaca
- Ciénega de Flores
- Escobedo
- Guadalupe
- Santa Catarina
- Pesquería



Monterrey was the industrial market with the highest demand for space in the country during the second quarter of the year, **consolidating 19.21 million square feet in 93 transactions**



1. Market Size	149,797,749 SF
2. Availability	6,584,817 SF
3. Vacancy	2%

4. Industrial Growth 5%

5. Absorption 2024 Class A+B 19,210,340 SF

6. Under Construction BTS 9,734,238 SF

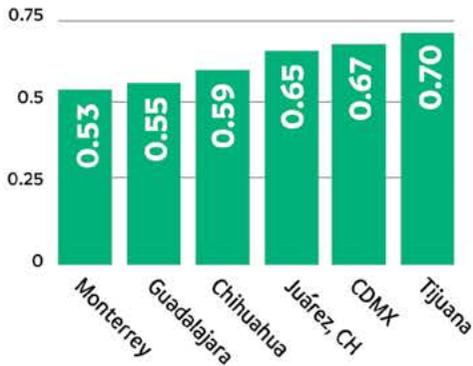
7. Under Construction Speculative 6,154,017 SF





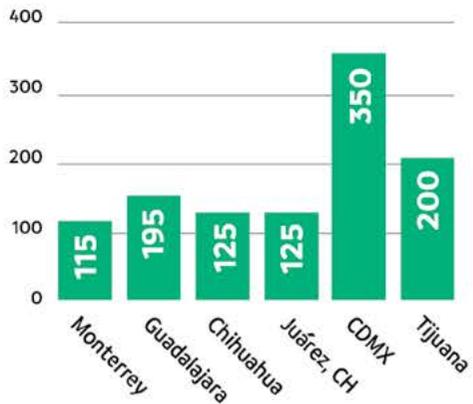
Market Indicators

Nuevo León vs. Other States



Lease

This table shows a comparison in the average price per square foot for lease

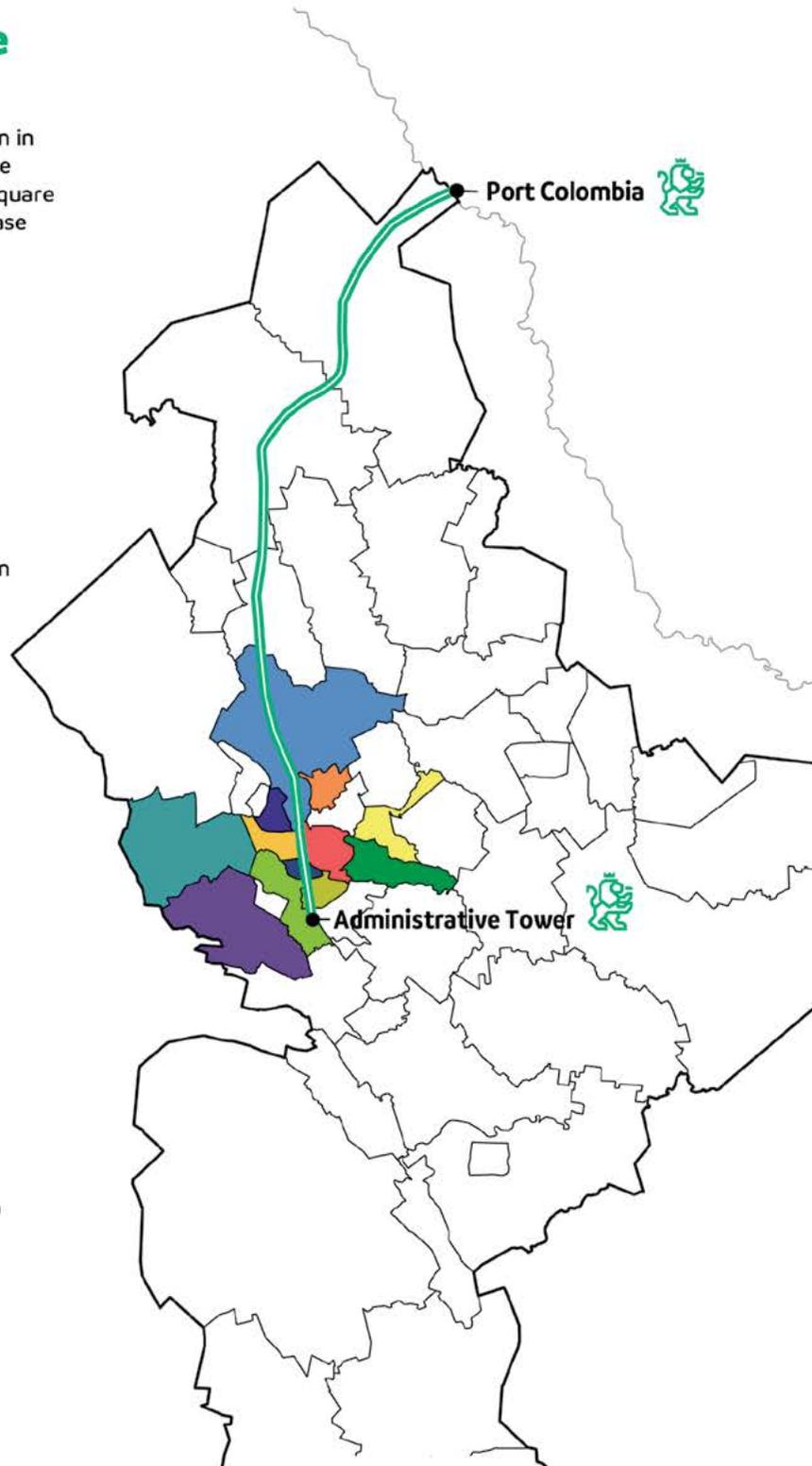


Sale

This table shows a comparison in the average price per square meter of land for sale

Industrial Zones

- Apodaca
- El Carmen
- Ciénega de Flores
- García
- General Escobedo
- Guadalupe
- Marín
- Monterrey
- Pesquería
- Salinas Victoria
- San Nicolás de los Garza
- Santa Catarina



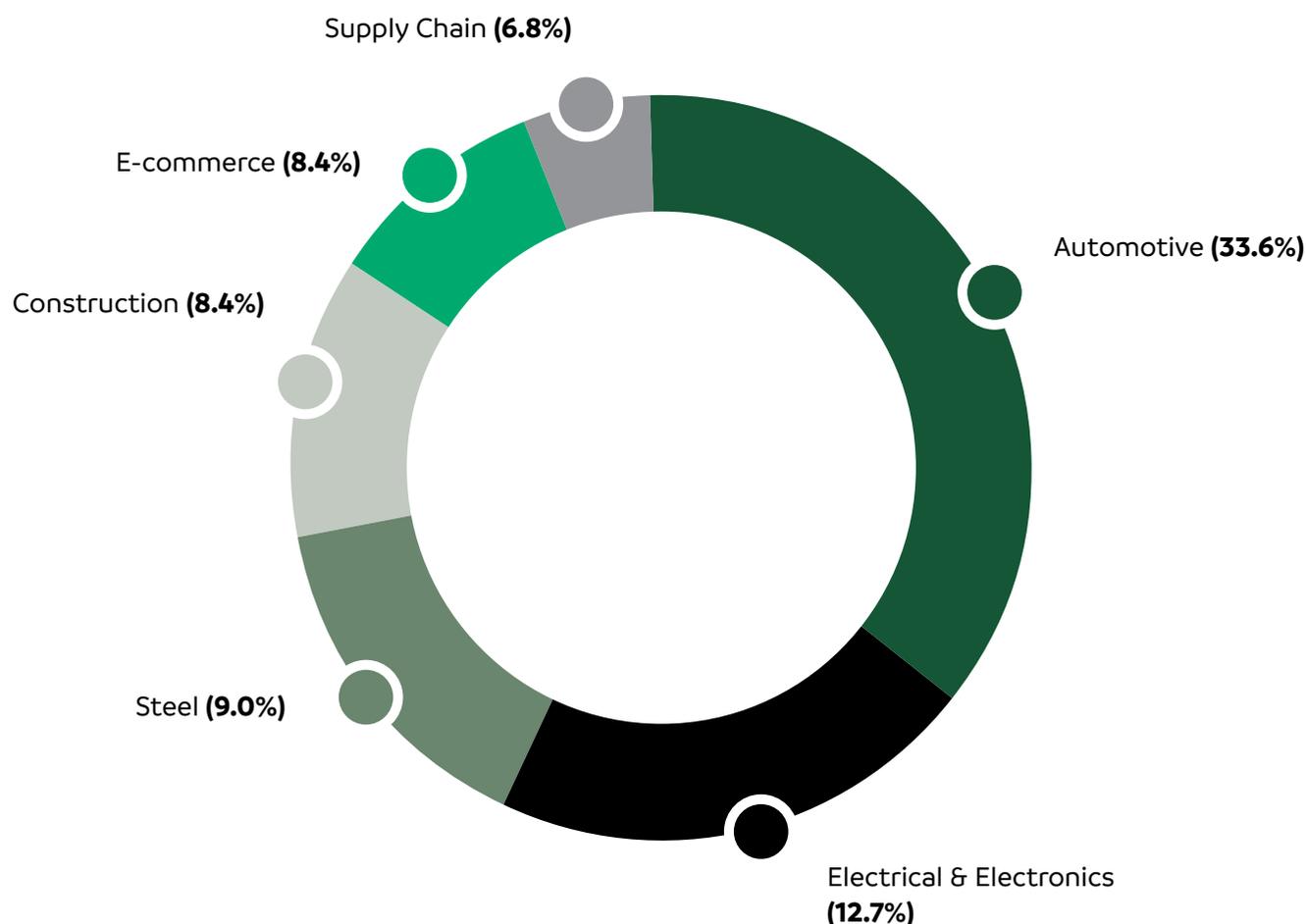


Absorption by Industry

The industries that demanded the most space in 2024 were **Automotive (33.6%)**, **Electrical and Electronics (12.7%)**, **Steel (9.0%)**, **Construction (8.4%)**, **E-commerce (8.4%)** and **Supply Chain (6.8%)**.

Volvo Group will invest \$700 million in a new heavy truck manufacturing plant in Ciénega de Flores, Nuevo León. The facility will produce vehicles for the Volvo and Mack brands, including assembly, production, and cabin painting.

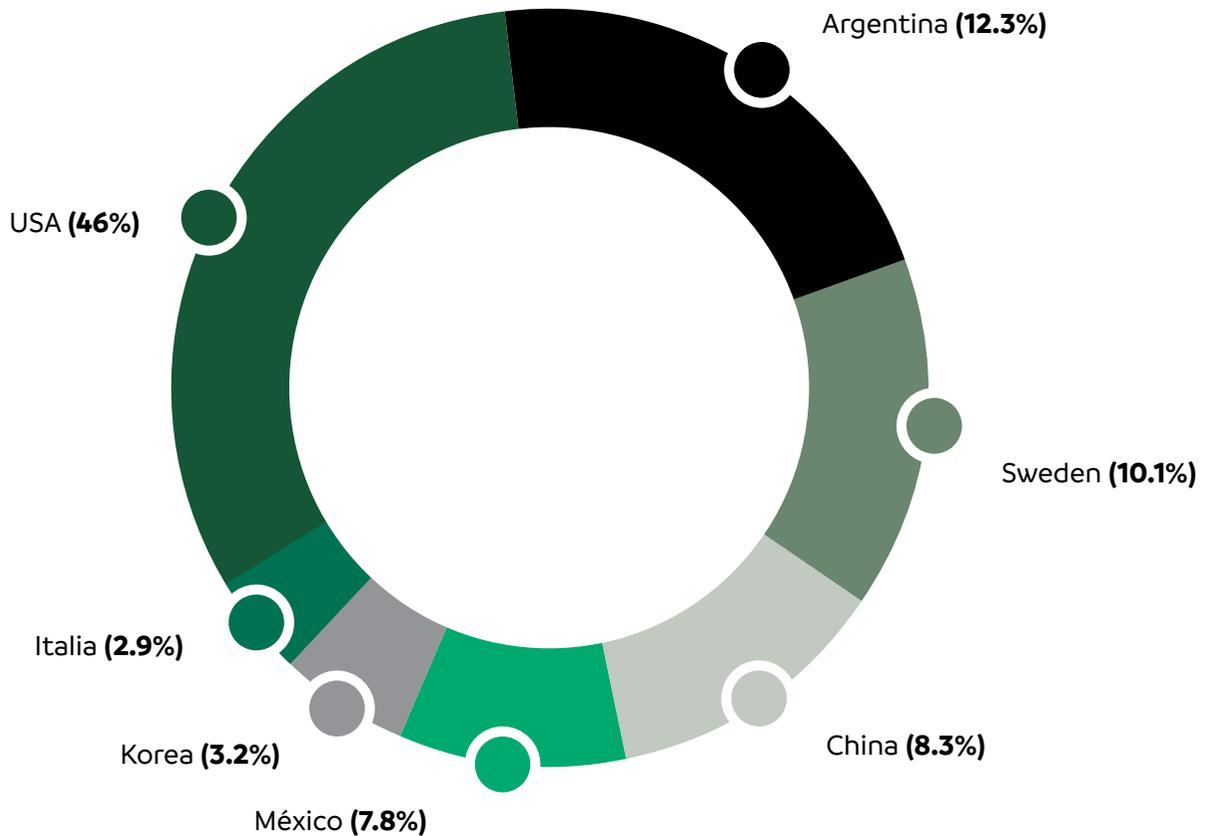
Covering 127 hectares, the plant will generate approximately 2,500 direct jobs. Its strategic location in Monterrey, near the US border, will optimize logistics for the North and Latin American markets. Operations are expected to begin in 2026, strengthening Volvo's presence in the region and contributing to Nuevo León's economic growth.





Absorption by Country

With respect to the country of origin of the companies that have decided to occupy the spaces within this market, we have that American companies continue to lead the demand for spaces, being responsible for 46% of the absorption registered, followed by **Argentinian (12.3%)**, **Sweden (10.1%)**, **Chinese (8.3%)**, **Mexican (7.8%)**, **Korean (3.2%)** and **Italian (2.9%)** companies.





Terra Regia

- **Year of establishment:** 2004
- **Industry:** Real Estate Developments
- **Main services:**
 - **Development of Industrial Districts:** We create largescale industrial districts, providing land with complete infrastructure and all federal and municipal approvals.
 - **Sale of Strategic Land:** We offer industrial land options ranging from 5 to 500 hectares (12 to 1,235 acres) in prime locations across Monterrey metro area.
 - **Comprehensive Advisory Services:** We consult our clients through every step, from selecting the ideal land to plant construction and connecting them with specialized professionals for project development.

At Terra Regia, we transform land into opportunities. With over 20 years of leadership in real estate development and more than 8 thousand hectares (19,700 acres) of land in the Monterrey metro area, we offer industrial land with infrastructure, zoning and all federal and municipal approvals ready for development, located in strategically designed districts.

We guide our clients at every stage, from land selection to urbanization or plant development, while offering full freedom to build with the support of our expert advisory services. **Our deep industry knowledge ensures that we deliver timely solutions that maximize the value of their investment.** For global companies, we simplify their entry into México, assisting them with key procedures and offering a seamless experience.

We are committed to being a long-term, strategic partner for companies looking to expand their operations in México.

Our experience spans collaboration with worldwide developers, end-users, and investors.

We have worked with clients from United States, Korea, Canada, China, and México, positioning us as a global partner in the sector.

Some of them include Prosperity, Dayou, Ferromex, Opplé, Tubacero, Super Lighting, Vynmsa, and Charger Logistics, highlighting our ability to serve a wide range of industries and needs.

Contact

- **Website:** terraregia.com
- **Email Address:** daniela.gonzalez@terraregia.com
- **Phone:** +52 811-917-5469



NEXXUS

Leader in Industrial Real Estate Developments

Over the last **30 years** Nexxus has been a leader in Industrial Real Estate Developments. Owns one of the largest Industrial land banks in Nuevo León with infrastructure above standard.

With more than **62,000,000 SF** available for BTS lease/sale Industrial projects.

Our main expertise is based on:



LEASING SPECULATIVE BUILDINGS

We provide construction services for BTS:
-For Sell
-For Lease
-Infrastructure above standard



BUILT TO SUIT PROJECTS

We provide construction services for BTS:
-For Sell
-For Lease
-Infrastructure above standard

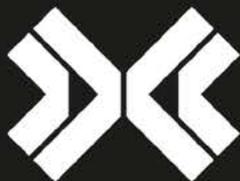
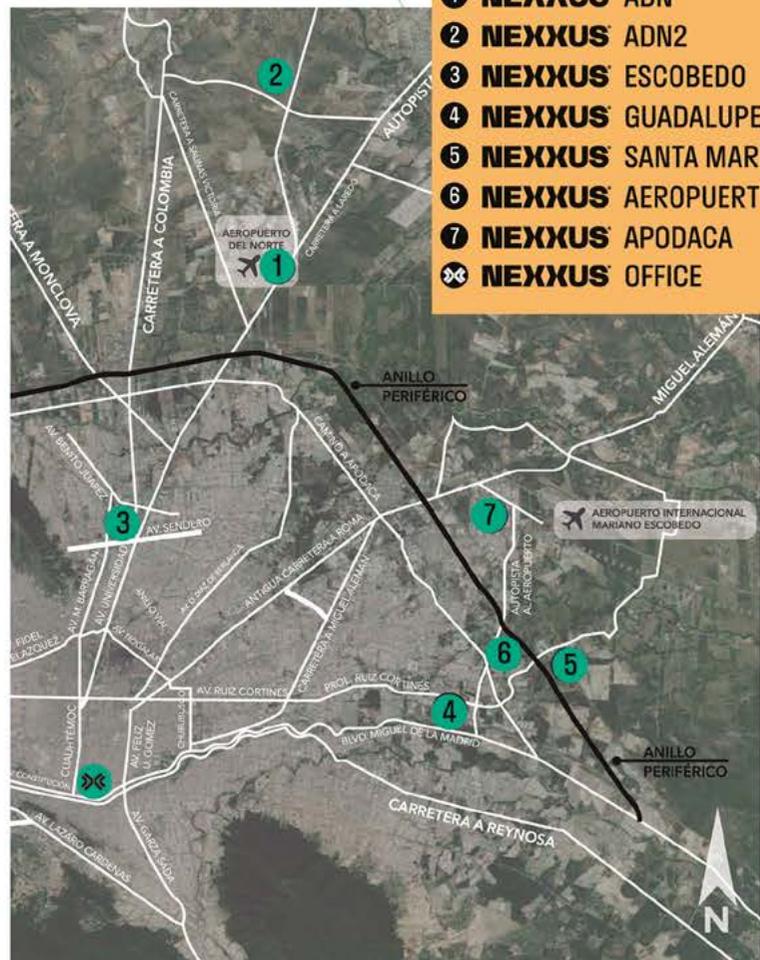


LAND RESERVE

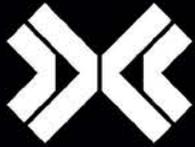
Large territorial reserve with quality labor force within 5 min, land with first class infrastructure and connectivity.

WE CURRENTLY MANAGE 7 INDUSTRIAL PARKS

strategically located around the metropolitan area.



More than **2,200** hectares &
21' 000, 000 sf built to satisfy
logistic and manufacturing
requirements.



**BUILT
YOUR
WAY**

CONTACT US

+52 81 8218 4000

industrial@nexus.com.mx

www.nexus.com.mx





POLYGON
Industrial Properties



Polygon Industrial Properties

- **Year of establishment:** 2019
- **Industry:** Industrial and Commercial Real Estate
- **Main services:**
 - **Leasing:** Market analysis, lease negotiation, and customized industrial solutions.
 - **Acquisitions:** Property valuation, site selection, and financial structuring.
 - **Development:** Feasibility studies and turnkey project execution.
 - **Advisory:** Asset portfolio optimization, investment strategies, and guidance on regulatory compliance in México.

At **Polygon Industrial Properties**, we specialize in **providing tailored real estate solutions** for industrial and commercial clients. Our team of experts offers **comprehensive services**, from **property leasing and acquisitions** to **full-scale developments and investment advisory**.

We are committed to **delivering strategic insights and high-value opportunities** to help businesses thrive. With **locations in México and Texas**, we help companies **optimize near-shoring strategies and reduce supply chain costs**. **Operating from México allows businesses to cut expenses by up to 40% compared to the U.S.**, benefiting from **favorable trade conditions**.

Our **industry knowledge, personalized approach, and strong market connections** allow us to provide **unmatched real estate solutions**. We help businesses **make informed decisions, secure the best locations, and optimize their industrial assets**.

At **Polygon Industrial Properties**, we have **extensive experience working with foreign companies and investors** in the **industrial real estate sector**. We assist **international buyers looking to acquire or lease properties** in the **México-Texas Economic Border** and surrounding areas. Additionally, we support **foreign property owners in marketing their industrial properties**, helping them **find suitable tenants or buyers**. We also collaborate with **industrial developers**, promoting their projects from **the pre-sale stage to completion** for a **seamless investment experience in México**.

Contact

- **Website:** polygon.com.mx
- **Email Address:** info@polygon.com.mx
- **Phone:** +52 812-876-5205



Ocalta Construction

- **Year of establishment:** 2005
- **Industry:** Construction (Industrial and Commercial)
- **Main services:**
 - **Pre-construction:** Land studies, architectural design, executive projects, engineering, permit management, cost analysis and BIM modeling.
 - **Construction Execution:** Earthworks, urbanization, civil works, metal structures, tilt-up walls, light systems, and precast walls.
 - **MEP Installations:** Electrical, hydraulic, sanitary, and stormwater installations; high and low voltage systems; HVAC, fire protection systems, and industrial equipment.



At **Ocalta Construction**, we are a **general contractor with over 20 years of experience** in industrial and commercial construction. We specialize in **optimizing budgets, reducing risks, and integrating advanced construction solutions** to deliver **high-quality, cost-efficient, and high-performance industrial spaces**.

Our services cover the **entire construction cycle**, from **architectural design to project completion**, ensuring **top-tier quality** while **simplifying the construction process** for our clients. Our mission is to build **efficient, sustainable, and customized industrial and commercial projects** that enhance operations and long-term profitability.

We stand out for our **true Build-to-Suit approach**, where projects are **fully tailored to our clients' needs**. By integrating **advanced construction solutions, BIM modeling, and strategic cost optimization**, we ensure that each facility is designed for **maximum functionality, scalability, and operational efficiency**.

Our **commitment to excellence, innovation, and customer satisfaction** has positioned us as a **leading company in the industrial and commercial construction sector**.

With **extensive experience working with foreign companies and clients**, we have successfully **collaborated with Mexican, American, and Asian companies**. Currently, we are **developing over 250,000 m² of industrial spaces**, reinforcing our ability to **deliver world-class projects that meet the highest standards**.

Contact

- **Website:** ocalta.com
- **Email Address:** info@ocalta.com
- **Phone:** +52 811-739-0776 / +52 813-572-8522



Interpuerto Monterrey

- **Year of establishment:** 2012
- **Industry:** Industrial Real Estate
- **Main services:** Land for Sale, BTS Projects and Inventory Building (leasing)

Interpuerto Monterrey is an industrial development providing a world-class infrastructure and services that make it the best inland port in México (electricity, water, sewage, natural gas, fiber optics, customs, free trade zone, among others).

Due to our strategic location, in the heart of USMCA market, we are a fully integrated logistics and manufacturing hub. Other high value aspects of the project is the Road and Rail Connectivity (CPKC & Ferromex), customs facilities and future commercial area. Interpuerto Monterrey has a total area of 1,450 hectares, located in Salinas Victoria, Nuevo León.

Several international companies have trusted Interpuerto Monterrey to establish their operation, such as: Mondelez, Kawasaki, Bosch, Bobcat, Lizhong Wheels, Hyundai Mobis, Bimbo, Hamaden, Tokai Rika, Jumex, Wellead, Tubacero, Kuka Home, among others.

Contact

- **Daniela Silva / Commercial Director** (dsilva@interpuertomty.com)
- **Website:** interpuertomty.com
- **Phone:** +52 1 (81) 1255-1511



American Industries



American Industries



- **Year of establishment:** 1976
- **Industry:** Services
- **Main services:**
 - Shelter and Administrative Services
 - Industrial Real Estate solutions
 - Warehousing Services
- **Presence:** All over México
- **Our websites:**
 - americanindustriessgroup.com
 - airealestate.com.mx
 - ariobravo.com

Under its own legal entity or through **American Industries' shelter and administrative services**—including human resources, customs, finance, fiscal, IT, and more—a company can focus on its core business of manufacturing or distribution while leveraging the benefits of the IMMEX program.

Our **Real Estate division** provides industrial space solutions in México. In Apodaca, Nuevo León, companies have access to two industrial parks with energy availability of up to 30 megawatts.

At **Río Bravo International Services**, we offer import, export, and warehousing services for manufacturing operations from the Laredo and El Paso border regions.

Contact

- **Phone:** +52 81 1801-2418
- **Email Address:** pgonzalez@aiig.com

vesta

Global standards. Local leaders.



Vesta develops best-in-class industrial real estate properties for the world's leading companies. Spread across 16 states, our industrial parks are strategically located within Mexico's most relevant logistics, e-commerce and light manufacturing hubs.

T.+52 (81) 1800 3172
monterrey@vesta.com.mx

GRUPO **GP**



+55

AÑOS DE EXPERIENCIA

+20

MILLONES DE M² CONSTRUIDOS

+800

PROYECTOS INDUSTRIALES

ALTEA[▲]

INDUSTRIAL BUILDINGS

NUEVO LEÓN



AEROPUERTO INDUSTRIAL PARK



HUINALA INDUSTRIAL PARK



LOPEZ MATEOS INDUSTRIAL PARK

www.alteadesarrollos.com | (81) 1031 6871 | industrial@alteadesarrollos.com



VILLACERO

Productos

Productos Planos:

- Hoja sin memoria
- Rollo y hoja caliente, decapada, frío y antiderapante
- Placa
- Cintas

Perfiles

- IPR, canales, ángulos, soleras, redondos, cuadrados, polines, PTR

Productos Largos y Trefilados

- Varilla y Alambón
- Alambre pulido, alambre recocido, malla electrosoldada, hoja para castillo, clavo, varilla grado 6000
- Alambre galvanizado, malla ciclónica alambre de púas y grapas

Tubería: (cert. API)

- Negra y Galvanizada
- Conducción (agua, petróleo y gas)
- Mecánica
- Conduit
- Sprinkler (contra incendio)

Tubo Helicoidal:

- (cert. API, agua, petróleo, gas y usos mecánicos)
- Diámetro de 18" a 120"
- Hasta 25m de longitud

Lámina Galvanizada y Pintada:

- Hoja lisa y acanalada
- Cinta y rollo

SERVICIOS

De Logística:

- Terminal Portuaria de Usos Múltiples (Lázaro Cardenas, Mich.)
- Almacenaje y maniobras
- Desconsolidar y consolidar cargas
- Transporte Terrestre (ferrocarril y camión)
- Recinto Fiscal
- Gestión de Inventarios

Soluciones con Acero:

- Desarrollo de Proyectos Integrales
- Soluciones en Proceso Manufactura

De Transformación:

- Temper Mill
- Soldadura
- Corte Láser / Plasma
- Nivelado y corte de hoja
- Corte en cintas "Slitter"
- Guillotina/Prensa
- Sierra Cinta
- Limpieza Mecánica

CONTACTO

Línea nacional: **01 800 220 4040**

Línea Monterrey: **(81) 8989 8901**

Línea internacional: **+52 (81) 8151 5353**

E-mail: **info@villacero.com**

E-mail internacional: **expo@villacero.com**



Step 5: Finance



1

FINANCIAL PLANNING

Plan for financing, including exchange rates, loans, and business accounts.

2

TAX ANALYSIS

Analyze tax implications for operations in México.

3

CORPORATE TAX APPLICATION

Apply corporate taxes to transactions.

4

COMPLIANCE

Ensure compliance with deductibility requirements.

5

ELECTRONIC BILLING

Design and implement electronic billing procedures.



TO ENSURE THAT RESOURCES ARE ALLOCATED CORRECTLY, CREATE A GANTT CHART FOR PLANNING, SCHEDULING, AND TASK MANAGEMENT.



Banking in México

International companies in México often have multiple bank accounts (around two or three banks), which helps them manage their finances, reduce risks, and access more benefits.



Mexican Corporate Banks

They are recommended to assume all payments to the company's suppliers.



Retail Corporate Banks

They are recommended for making all payroll payments for the company. Its presence in México for them could be:

1. A formal banking subsidiary
2. A representative office

INTERCAM

THE NEARSHORING BANK®

INTERNATIONAL TRADE SOLUTIONS.



Discover the unique experience of our unparalleled service.



Foreign Exchange | National and International Transactions | Accounts in Pesos and Dollars
Insurance and Bonds | Trusts and Escrow Accounts | Letters of Credit | Derivatives | Investments
Corporate Loans | Savings Funds and Employees' Savings and Loan Associations | Digital Banking

Intercam Customer Service Center

From anywhere in Mexico:
55 5033 3333

From the US and Canada:
1 844 859 9078

From anywhere else in the world:
+52 55 5033 3333

intercam.com.mx     

#HumanizingBanking®

 **INTERCAM**
Banco



Step 6: Establishment and Permitting process

1

TECHNICAL JUSTIFICATION STUDIES (ETJ)

Authority: SEMARNAT

2

HYDROLOGICAL MITIGATION STUDY

Authority: CONAGUA

3

WATER AND DRAINAGE FEASIBILITY

Authority: State Water and Drainage Department

4

ENVIRONMENTAL IMPACT ASSESSMENT (MIA)

Authority: State Department of Environment

5

REGIONAL URBAN IMPACT RESOLUTION

Authority: State Mobility Department

6

LAND CLEARING ASSIGNMENT

Authority: Municipality - Urban Development (UD)

7

EARTH MOVEMENTS

Authority: Municipality - Urban Development (UD)

8

CIVIL CONSTRUCTION

Authority: Municipality - Urban Development (UD)
Types: Temporary, Definitive

9

CIVIL PROTECTION

Authority: Municipality - Urban Development (UD)

10

WASTE DISPOSAL

Authority: Municipality - Urban Development (UD)

Operations



1

ENVIRONMENTAL IMPACT ASSESSMENT (MIA)

Authority: SEMARNAT (Federal)

2

ENVIRONMENTAL IMPACT ASSESSMENT/ ENVIRONMENTAL RISK ASSESSMENT (EIA/ERA)

Authority: SEMARNAT (Federal)

3

WATER REGISTER

Authority: CONAGUA
(Federal)

4

AIR QUALITY PERMIT

Authority: SEMARNAT
(Federal)

5

ENVIRONMENTAL PROTECTION PLAN (PPA)

Authority: SEMARNAT
(Federal)

6

CIVIL PROTECTION

Authority: Municipality

7

OPERATIONS NOTICE

Authority: Municipality

8

BETTER PRACTICES CERTIFICATE

Authority: Municipality

Parque Industrial Alianza Derramadero / Alianza Industrial Park

- **Year of establishment:** 2007
- **Industry:** Industrial Real Estate
5,000,000 square feet of construction
- **Main Projects:**
 - **Free Trade Zone**, on site for import and export operations.
 - **Intermodal Terminal**, flexibility and efficiency in logistics and operations, cost reduction and greater control over production.
 - **Housing, comfortable rental and purchase options** with all essential services.

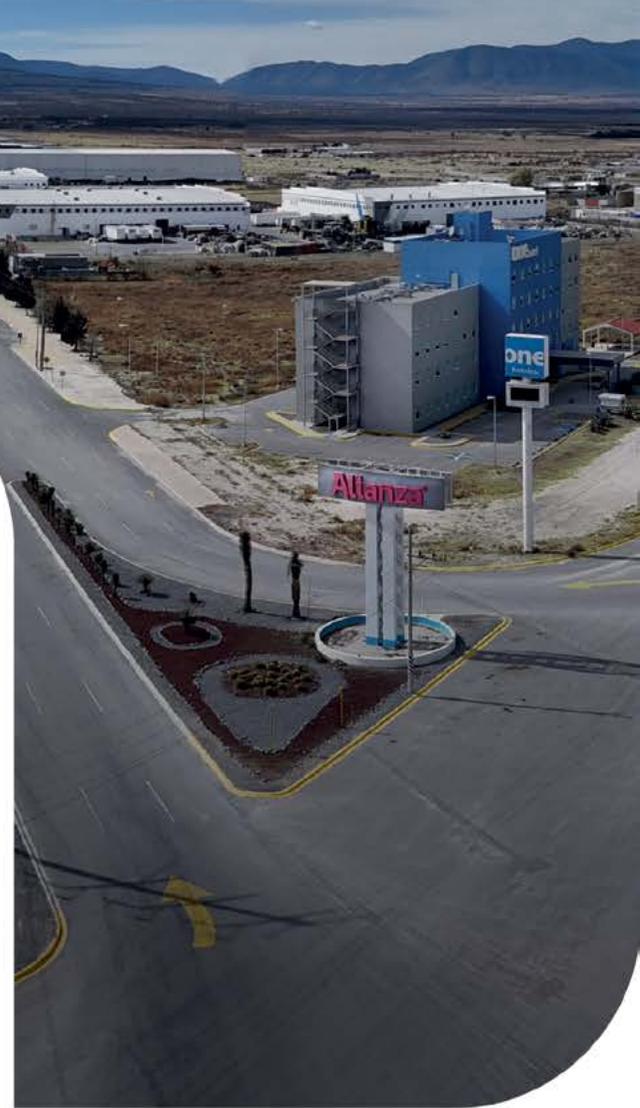
With 51 years of experience, Grupo Alianza has a solid infrastructure that supports the development of large-scale projects. In the industrial real estate sector, it offers a comprehensive project based on a Master Development Plan of excellence, anticipating the region's growth for an orderly expansion, prioritizes environmental care, ensures the supply of water, gas and electricity services, and provides communications networks that enhance the success of business operations within the industrial community already established in the park. Currently Alianza Industrial Park has 5,000,000 square feet of construction. It also has more than 2,000 hectares of space reserved for industrial lot sales and warehouse construction, as well as areas designated for residential development and green spaces. The park already features a technology university, a hotel, a fire station, a

police station, among other facilities, providing a **power supply of over 250 MVA, water availability of up to 220 LPS, and natural gas supply of up to 16 inches.**

Our experience with foreign companies and clients includes Daimler, Chrysler, Xusheng, Yokohama, ZC Rubber, Paramount, BTL, Julian Electric, CEVA, Saint Gobain, Detroit, IMMI, Nelson Global, Android, Antolin, Grimald, Facil, Liberty Steel, CVG and LEOCH Batteries. **And our new additions are** Coplata, Spey, GZDM, Zar Kruse, CNH, Crown and JGBR.

Contact

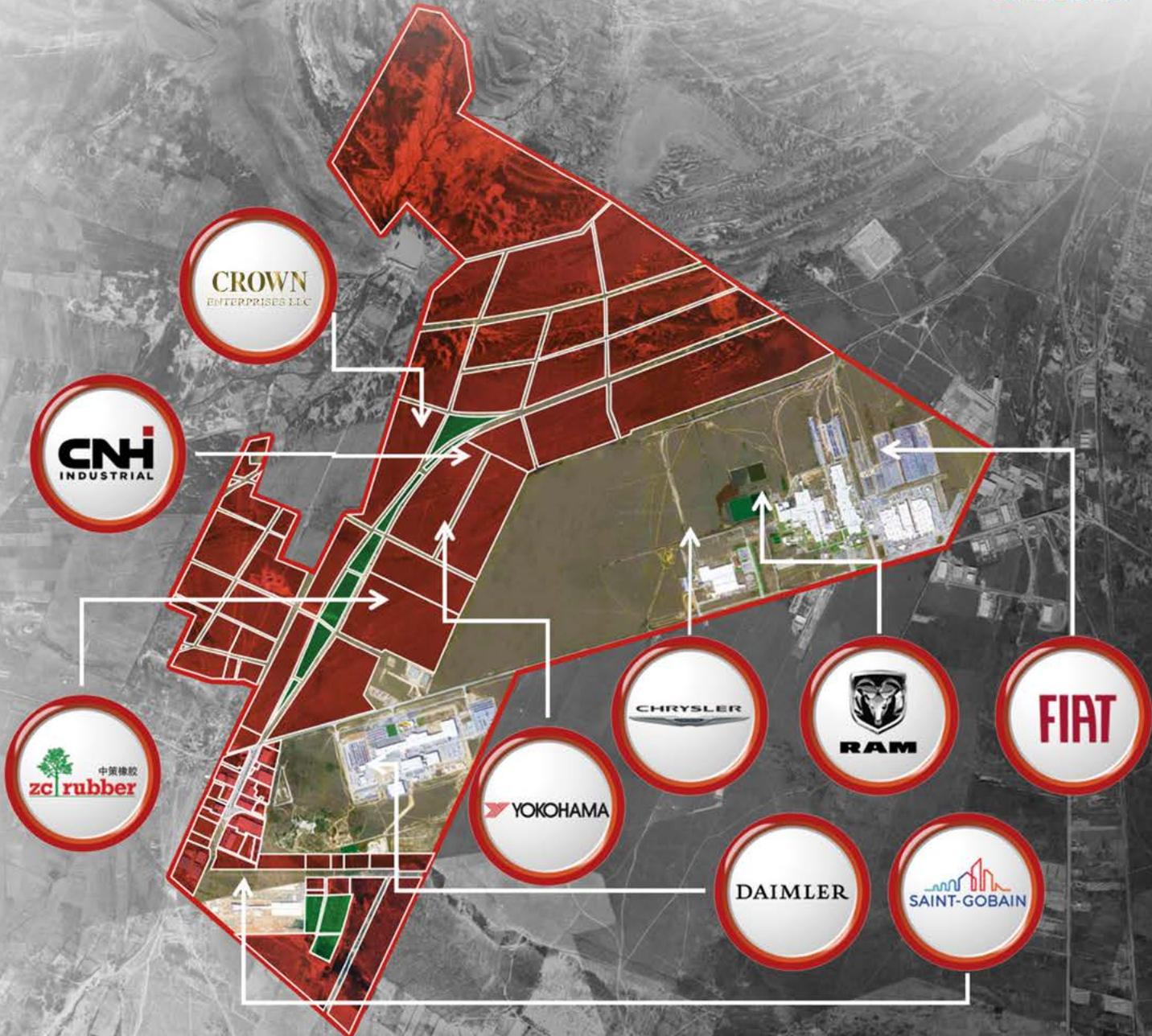
- **Phone:** +1 (210) 331-36-29
- **WeChat ID:** wxid_w0fuqh1xvfu612
- **Email Address:** info@alianzamx.com
- Cecilia Villarreal / + 52 844 277-1802
cvillarreal@alianzamx.com



Alianza*

2,000
hectares reserved

Authorized Land Permits:
Heavy Industry
Commercial
Residential
Others





WISDOM
Digital Logistics

Wisdom Digital Logistics

- **Year of establishment:** 2020
- **Industry:** Logistics
- **Main services:** Warehousing & Distribution; International Transportation: Air, Ground, Ocean & Customs Brokerage - own licenses.

At **Wisdom Digital Logistics**, we're transforming supply chain management by making it simpler, smarter, and more efficient.

Our innovative team of experts offers a complete suite of services like VMI, IMMEX management, customs clearance, freight transportation, and warehouse operations.

Our main objective is optimizing your logistics operations, all through our cutting-edge digital platform.

Our service promise is to guarantee our customers with a phenomenal experience and ensure supply chain is always running smoothly—every step of the way.

Let Wisdom Digital Logistics be your trusted partner in optimizing and growing your business in today's fast-paced world.

Contact

- **Website:** wisdomfo.com

+5,700

ANNUAL OPERATIONS
IN FREIGHT FORWARDING SERVICES

PERFORMED UP TO
475
OPERATIONS PER MONTH

+1M ft²
INFRASTRUCTURE TOTAL COVERAGE

BUILT
+ 677,300 ft²
MONTERREY . LAREDO FACILITIES

▶▶ think beyond borders.

Nueva Era Pipeline

The pipeline is a partnership between Howard Energy Partners and Grupo CLISA. A 300-kilometer pipeline from Webb County, Texas, to Monterrey, Nuevo León. This pipeline, with a diameter of 30 inches and a transport capacity of 504 million cubic feet daily, helps to reduce energy costs for customers. As Webb County is Texas's largest natural gas producer, the "Nueva Era" pipeline provides a more efficient alternative to traditional gas transportation schemes. It directly connects cost-effective natural gas producers to customers in northern Mexico.



Key Points:

- Privately owned.
- Connected to primary sources of natural gas from the USA.
- Proximity to major Nearshoring development hubs in the state of Nuevo León.
- Streamlined and transparent transportation contract system.
- Offering competitive prices.

For more information please visit:



www.howardenergypartners.com



www.grupoclisa.com.mx



GRUPO CLISA



YOUR STRATEGIC PARTNER FOR ENERGY SOLUTIONS



Power

We specialize in the power industry as a qualified supplier. Our expertise extends to importing and exporting power through the commercial networks of the Mexican National Interconnected System. Furthermore, we have extensive experience in off-grid power generation and emergency power supply solutions.

Natural Gas
Natural gas trading in the USA and in Mexico. Also we own a 200-mile natural gas pipeline called "Nueva Era Pipeline" that provides a reliable supply of natural gas sourced from South Texas producers to support the expanding industrial sector in northern Mexico. In addition, we provide Compressed Natural Gas (CNG) and Liquefied Natural Gas (LNG) solutions tailored to the needs of our partners.



Industrial Land

We have a land portfolio primed for accommodating energy-intensive industries in northern Mexico. Additionally, we have extensive acreage available for rapid development. Moreover, our repository of data allows us to pinpoint optimal locations equipped with power, natural gas, and other essential services.

At Grupo CLISA, we aspire to play a vital role in the nearshoring phenomenon. With a comprehensive set of capabilities, we are well-positioned to serve as your strategic partner in the energy and land sectors.



Mail

info@clisa.com



Website

www.grupoclisa.com.mx



Phone

+52 81 4000 9000



TLE – Transportes Logísticos Especializados (An ATC Group company)

- **Year of establishment:** 1960
- **Industry:** Logistics and Transportation
- **Main services:**
 - **Supply chain solutions** (Finished vehicle yards, sea containers yards, warehousing and cross dock)
 - **Transportation solutions** (More than 1,200 recent and equipped units with advanced tracking and security technology, including Kenworth trucks, 53 ft and 40 ft dry vans, 40 ft flatbeds, curtain side trucks and car haulers)
 - **Strategic alliance with D-Troy Logistics** (Specialized in door-to-door international services)

TLE offers integrated, agile and innovative logistics solutions for regular and specialized cargo, dry freight, finished vehicles and containers in a personalized, reliable and timely manner. Our certified professional drivers, along with full-time customer service teams, ensure effective communication and safe deliveries. Our units feature the implementation of Innovation and Technology (I 4.0) with Samsara, applying artificial intelligence for 24/7 truck tracking.

With more than 20 awards for excellence and high quality in transportation services, several international companies have trusted us, such as **GM, Yazaki, Penske, Stellantis, Maersk, Glovis** and more. Working as Supply chain stabilizers, strategic logistics partners, implementers of continuous improvement, and generator of savings, always ensuring the highest levels of security.

Contact

- **Website:** grupo-atc.com
- **Email Address:** contacto@grupo-atc.com



D-Troy Logistics

- **Year of establishment:** 2020
- **Industry:** Logistics and Transportation
- **Main services:**
 - **Transportation solutions** — More than 350 recent and equipped units with advanced tracking and security technology for:
 - *Dedicated transportation*
 - *Expedited shipping*
 - *Automotive-finished vehicle transportation*
 - *Hazmat safe transportation*
 - *Domestic transportation*
 - *Bonded border-crossing operations*

D-Troy Logistics offers integrated logistics solutions for regular and specialized cargo, dry freight, finished vehicles and containers with the highest service and safety standards focusing on the US market and international transportation of goods between México-USA and Canada, including: raw materials, finished vehicles, hazmat, regular and specialized cargo.

With our efficient, cost-effective logistics planning, CTPAT certification, unified cargo and agile cross-border processing without transfer/ drayage or transloading, and B1-certified drivers, we guarantee effective solutions for your needs.

Several international companies have trusted us, such as **TESLA, GM, Stellantis, Ford, Nissan, Mazda, Mitsubishi, KIA, Samsung, BAT USA, Black & Decker, Volkswagen, C.H. Robinson** and more. Working as Supply chain stabilizers, strategic logistics partners, implementers of continuous improvement, and generator of savings, always ensuring the highest levels of security.

Contact

- **Website:** www.dtroylogistics.com
- **Email Address:** contact@dtroylogistics.com
- **Phone:** +1 214 940-0130



fwd
Logística.

Fwd Logística

- **Year of establishment:** 2015
- **Industry:** Logistics/Transportation
- **Main services:** Land, Air, Sea and Specialized Freight

Fwd Logística specializes in customized supply chain solutions, leveraging technology to optimize time and resources. They offer land, air, sea, and specialized transportation, along with services like warehousing and cargo insurance. With a presence in México and the U.S., they focus on innovation, flexibility, and reliability. Their mission is to elevate logistics standards through technology.

Fwd Logística stands out for its focus on technology and innovation to optimize the supply chain. Beyond transportation and warehousing, they prioritize efficiency, flexibility and reliability in every operation. Their presence in México and the U.S. allows them to connect key markets, offering services tailored to each client's needs.

Fwd Logística has extensive experience working with international companies, making domestic freight and cross-border logistics seamless and stress free. With a strong presence in México and the U.S., they connect key markets with tailored solutions that truly make a difference. Their tech-driven and efficiency-focused approach ensures smooth and reliable shipments no matter the distance.

Contact

- **Website:** fwdlogistica.com
- **Email Address:** info@fwdlogistica.com
- **Phone:** 81 1968 5060
- **Phone (WhatsApp):** +52 81 1599 2021

TRAK TRANSPORTACIONES is your trusted partner for transportation solutions across Mexico, the US, and Canada.

We specialize in moving machinery, heavy loads, container transportation, and break bulk cargo, ensuring safe and efficient delivery for your logistics needs.



Trak
TRANSPORTACIONES

SERVICES

- Heavy haul
- Oversize transportation
- Flatbed, step deck and lowboy transportation
- Door to door service in and out of Mexico to the U.S. and Canada
- Loading and unloading services for heavy cargo
- Storage of machinery, containers, breakbulk cargo in our warehouses and yards
- Route studies: When the cargo is oversize or overweight, the project requires special planning and a detailed route study in which we identify critical points and obstacles in order to define the best route for the transportation of your cargo
- Container transportation from main ports of Mexico (Manzanillo, Veracruz, Altamira, Lazaro Cardenas)



www.traktransportaciones.com.mx
cs@traktransportaciones.com.mx



Directum
TRANSLATIONS



The #1 translation and language services company in Mexico.

We take care of **URGENT PROJECTS**

directumtranslations.com

Monterrey • Mexico City (CDMX) • Houston • Miami

Certified
TRANSLATIONS

Extensive
**TECHNICAL
EXPERTISE**

Over 16 years of
EXPERIENCE

More than 42,000
successfully delivered
PROJECTS



Contact Us
+52-81-2367-9612



ENGINEERING DESIGN



CONSTRUCTION



MAINTENANCE



SOLAR ENERGY

on.

81 1981 2641

MÁS DE 20 AÑOS EN EL MERCADO DE LA SEGURIDAD PRIVADA NOS RESPALDAN

La **SEGURIDAD** es nuestro reto diario en todos sus aspectos

Diagnosticamos, diseñamos y estructuramos un modelo de seguridad de acuerdo a sus necesidades:

-  **Protección Ejecutiva**
Con personal de seguridad capacitado.
-  **Vigilancia Integrada**
Control de acceso a inmuebles.
-  **Escortas Ejecutivos**
Bilingües con y sin arma.
-  **Servicio K9 de acuerdo a lineamientos CT-PAT**
Servicio de seguridad con caninos.

Avalados por (SEGOB) Secretaría de Gobernación, (SEDENA) Secretaría de la Defensa Nacional y (SSPC) Secretaría de Seguridad Pública Ciudadana (le sugerimos revisar estas concesiones y permisos con cualquier otra empresa de seguridad que ofrezca sus servicios)



 **SPY-T**
SERVICIOS DE SEGURIDAD PRIVADA

 **SEDENA**
SECRETARÍA DE LA DEFENSA NACIONAL

 **SEGURIDAD**
SECRETARÍA DE SEGURIDAD Y PROTECCIÓN CIUDADANA



Tecnológico de Monterrey



- **Year of establishment:** 1943
- **Industry:** Applied Research, Consulting Services and Education
- **Main services:**
 - Supply Chain and Logistics Optimization
 - Regulatory Compliance and Trade Facilitation
 - Nearshoring Feasibility Studies and Site Selection
 - Technology Integration and Industry 4.0 Solutions
 - Talent Acquisition and Workforce Development
 - Infrastructure Planning and Development
 - Strategic Partnerships and Joint Ventures
 - Financial Advisory and Incentives Navigation
 - Cultural and Organizational Adaptation
 - Sustainability and Environmental Consulting

At **Tecnológico de Monterrey**, we offer a comprehensive suite of consulting and applied research services to **support global companies establishing and optimizing nearshoring operations in México**, aligning with our mission to foster global competitiveness, sustainability, and ethical leadership. Tecnológico de Monterrey is recognized as a leader in applied research and consulting services, primarily due to its **exceptional combination of academic excellence, global perspective, and a strong commitment to social responsibility**. The university utilizes cutting-edge research, thought leadership, and a vast network of industry professionals and alumni to provide innovative, data-driven solutions tailored to each client's needs.

By integrating Tecnológico de Monterrey into their value chain, companies not only gain access to technical expertise but also establish a partnership with an institution that is driving the consolidation of the **Monterrey Innovation District**—a physical and collaborative space designed to attract diverse talent, stimulate creativity, and



foster innovation, research, and entrepreneurship with a technological focus.

Tecnológico de Monterrey has established strong collaborations with several leading international companies, including John Deere, SAFRAN, Ford, Samsung, Mars and Amazon. The partnership with such global players underscores Tecnológico de Monterrey's role as a key driver of innovation and business excellence, facilitating the growth of both local and international organizations.

Contact

- **Abraham Tijerina / TEC R&D, Corporate Engagement Program** (abraham.tijerina@tec.mx)
- **Gastón Cedillo / TEC Nearshoring & Logistics Strategic Initiative** (gaston.cedillo@tec.mx)
- **Website:** tec.mx



Step 7: Human Capital





Human Capital

Nuevo León generates 8% of the country's GDP with only 4.6% of the population. Our workforce is one of the most capable and productive in the country.

In Nuevo León, our investments are composed of two types: **new investment projects (51%)** and **expansions (49%)**.

In Nuevo León, companies find exactly what they need to succeed and grow.

3.01 million

Economically Active Population:

40%

Women

60%

Men

Source: Data México, ENOE 2024 - Q3



General Overview



Employee Clarification

- **Blue collar:** Personnel working on the production line
- **White collar:** Supervisors and administrative staff
- **Others:** Part-time employees or subcontractors



Most productive labor force



NUEVO LEÓN vs. OTHER NORTHERN STATES



Productivity



Amounts of dollars per hour*



Retention Strategy

There are different retention strategies that have worked for the successful companies that are already established here in Nuevo León. Above you can see some of the examples that these companies have shared with us to become an employer of choice, but there are many more types

of activities and bonuses that, if included in a well-prepared HR strategy, will increase the retention rate of any company.

Companies should create a unique Employee Value Proposition (EVP) in order to attract and retain talent.



Medical Insurance



Vehicle



Permanence Bonus



Vehicle Maintenance



Life Insurance



Holiday Parties



Discounts



Gasoline



Ministry of Labor of Nuevo León

The Ministry of Labor promotes a competitive work environment with qualified talent, decent employment, and favorable conditions for investment.



For employees, we offer a mixed-mode Training Scholarship program, which facilitates job placement for applicants and covers company needs.



Financial support is provided to beneficiaries, which does not create any employment or contractual relationship with employers.



To support hiring, we offer recruitment teams, job fairs, a job portal, and provide options for job seekers.



1. Recruitment Assistance

The Ministry of Labor has an app and database of job-seekers and employee-seekers with the goal of facilitating the process for both parties. We connect each party according to experience and position requirements. The attraction of selected job seekers at employer's request is both state-wide and nation-wide.



3. Job Fairs

The State goes on a hiring spree with around 100 companies and ensure the job search flux in order to expedite the desired job opening. It also covers everything from the furniture needed during the fair to advertising, online promotion, and the personnel needed to ensure you find the right talent.



2. Electromobility Training

The state trains engineers and technicians in electric vehicle technologies, batteries and charging systems, driving innovation and strengthening competitiveness in the sector.



4. Career Linking

Personalized attention to job seekers to connect them to open positions according to their experience and professional goals.



**MONTERREY,
NUEVO LEÓN,
MÉXICO**





MONTERREY'S LIFESTYLE

INVESTMENT GUIDE • MINISTRY OF ECONOMY OF NUEVO LEÓN



Outdoor Options

LA HUASTECA,
SANTA CATARINA,
NUEVO LEÓN

- **Chipinque Ecological Park:** Located in San Pedro Garza García, N.L., it is a stunning park in a wooded setting, famous for its nature trails and a mountain observatory.
- **La Huasteca Ecological Park:** Located in Santa Catarina, N.L., the Huasteca Canyon in the Parque de la Huasteca is one of the most photogenic spots in northeastern México with spectacular walls and variety of dry canyons.
- **La Estanzuela Natural Park:** Located in La Estanzuela, N.L., it is a scenic outdoor park with hiking trails, canyons, waterfalls and picnic shelters.
- **Cola de Caballo:** Located in Santiago, N.L., it is a stunning 27-meter-high waterfall located in a canyon between the mountains.
- **Potrero Chico:** Located in Hidalgo, N.L., La Posada en El Potrero Chico is a pet-friendly hotel in one of the top 10 rock climbing destinations in the world. It offers different types of accommodations, including camping, rooms, houses, and glamping. During your stay at La Posada, you'll enjoy a wide variety of mountain adventures, including tours, climbing, hiking, or simply connecting with nature, enjoying a unique temazcal experience and relaxing massages.
- **Cerro de la Silla:** An iconic mountain in Nuevo León that offers stunning views of Monterrey and challenging hiking trails. Its distinctive saddle-shaped summit makes it a symbol of the city and an ideal setting for corporate meetings.
- **Grutas de García:** Located in the northern region of Nuevo León, it represents one of the most spectacular and best preserved natural cave systems in the country, with famous caves known for their impressive stalactites, stalagmites and other mineral formations. It offers an extraordinary underground experience, with guided tours that highlight its geological importance and the impressive beauty of its formations.



PASEO SANTA LUCÍA,
MONTERREY,
NUEVO LEÓN

- **Fundidora Park:** An exemplary space for leisure and business activities, uniquely combining industrial heritage with modern facilities. Formerly a steel foundry, this urban oasis spans over 140 hectares and offers a combination of green spaces, cultural attractions and modern services. Founded in 1900 with the first blast furnace in Latin America, Fundidora Park is now an Industrial Archaeology Site Museum, proud to hold the Green Flag® Award for the excellent management of its parks and green spaces.
- **Paseo Santa Lucía:** A premier urban development in Monterrey, renowned for its scenic beauty and strategic importance. This vibrant, 2.5-kilometer pedestrian promenade features a picturesque artificial river, lush green spaces, walking paths, and a variety of amenities. Connecting iconic landmarks with its canal, Paseo Santa Lucía offers boat rides and pedestrian paths with public art, gardens, and cafes, providing a pleasurable and enriching experience.
- **Matacanes:** Famous for its thrilling canyoneering adventures, this privileged location offers adrenaline seekers the opportunity to rappel down magnificent waterfalls, navigate through mysterious river caves, and revel in pristine natural beauty. A favorite destination for extreme sports enthusiasts, it boasts stunning canyons, natural slides, and breathtaking waterfalls, making it the perfect place to enjoy unforgettable outdoor activities.
- **Mirador Asta Bandera:** This destination is not only an important cultural and historical site but also a popular tourist attraction. It offers visitors the opportunity to appreciate Monterrey's stunning landscape, making it an ideal location for both leisure and business meetings. The area has event facilities, providing a unique and unforgettable setting for corporate meetings, receptions, and other professional activities.
- **El Salto:** Located in Zaragoza, N.L., it is a natural gem that offers visitors a refreshing escape into nature. Famous for its impressive waterfall, the park offers a picturesque setting for a variety of outdoor activities. The El Salto waterfalls create a serene and invigorating atmosphere, ideal for swimming, picnics, and hiking.
- **Grutas Bustamante:** Visitors can explore well-lit trails that highlight the most striking formations, such as the "Snow Room," "The Chapel," and "The Fountain of Youth." Guided tours are offered, providing detailed explanations of the geological processes that created these formations and the history of the cave's discovery.



Famous Restaurants

Monterrey is known for its delicious and diverse culinary scene, with a wide range of restaurants offering traditional Mexican cuisine as well as international options.

- **La Nacional:** Located in San Jerónimo (Monterrey area), this restaurant offers haute cuisine inspired by the towns of México in an elegant cantina with wooden walls and floors. An iconic restaurant for its service and exquisite steaks. A very popular restaurant not to be missed!
- **Gallo 71:** Located in San Pedro Garza García, N.L., its cuisine is based on grilled meats and fish, as well as tacos. Everything is grilled with white quebracho wood brought from Uruguay and cooked in Jospier ovens.
- **Grand Cru:** Located in San Pedro Garza García, N.L., a complete French dining experience that includes not only the food, drinks and service, but also the pleasant and unique spaces that the restaurant offers.
- **Animal/Cuerno:** Located in San Pedro Garza García, N.L., this haute cuisine restaurant-bar enhances the experience of grilled cuisine in an exceptional northeastern grill ambiance, seeking to satisfy the senses and character of diners through ingredients, supplies, and a handcrafted menu.
- **Mochomos:** Located in San Pedro Garza García, N.L., this restaurant specializes in Sonoran cuisine. Mochomos offers a rich menu featuring premium cuts of meat and traditional dishes with a modern twist. It is also known for its high-quality meats and elegant atmosphere.



**RYOSHI,
SAN PEDRO GARZA GARCÍA,
NUEVO LEÓN**

**MOCHOMOS,
SAN PEDRO GARZA GARCÍA,
NUEVO LEÓN**

- **Ryoshi:** Located in San Pedro Garza García, N.L., this top-rated Japanese restaurant is known for its high-quality sushi and fusion dishes. The restaurant has been praised for its exceptional food, modern atmosphere, and excellent service. Offering a varied menu that includes sushi, sashimi, rolls, and other Japanese-inspired dishes.
- **Koli:** Located in San Pedro Garza García, N.L., this restaurant prioritizes a farm-to-table approach, celebrating regional Mexican flavors through carefully curated tasting menus that highlight seasonal ingredients. Koli combines modern design with a warm and welcoming atmosphere to create a memorable dining experience. In addition to being among the top 100 in Latin America, it has also been included in the MICHELIN Guide.
- **La Buena Barra:** Located in San Pedro Garza García, N.L., it is known for its exquisite Mexican and Latin dishes. La Buena Barra offers an upscale dining experience with high-quality ingredients and exceptional service. Its rooftop terrace offers stunning views and a modern atmosphere.
- **Cara de Vaca:** Located in San Pedro Garza García, N.L., this contemporary restaurant is renowned for its modern interpretation of the traditional northern Mexican grill. It offers a vibrant menu featuring flame-cooked meats, such as barbacoa, suckling pig, and goat. The establishment has received awards, including a spot on the 50 Best Restaurants in Latin America.
- **Mar del Zur:** Located in San Pedro Garza García, N.L., this restaurant offers a fusion experience with a unique blend of Mexican and Thai cuisine, with dishes that highlight the best of both culinary traditions. Chef Eduardo Palazuelos has traveled extensively throughout Southeast Asia and has brought back the finest ingredients and techniques to give his native cuisine a special touch. Oysters from the raw bar are a popular choice, as is the Japanese hamachi (amberjack) with Peruvian influences.



**EL LINGOTE,
MONTERREY,
NUEVO LEÓN**

- **El Lingote:** Located within the Horno3 Museum, El Lingote offers a unique dining experience with a menu that fuses traditional Mexican flavors with contemporary culinary techniques. Its industrial-chic atmosphere and panoramic views of Monterrey are notable features.
- **Los Hidalgos:** Located in San Pedro Garza García, N.L., it is a renowned restaurant in Monterrey, known for its authentic Mexican cuisine. The establishment offers a cozy and vibrant atmosphere, perfect for both casual dining and special occasions.
- **La Torrada:** Located in San Pedro Garza García, N.L., this restaurant offers an extensive menu featuring premium cuts of meat, fresh seafood, and a selection of fine wines, ensuring an unforgettable dining experience.

**PANGEA,
SAN PEDRO GARZA GARCÍA,
NUEVO LEÓN**

- **La Colonia:** Located in San Pedro Garza García, N.L., this restaurant offers a unique combination of traditional and contemporary Mexican cuisine. The restaurant prides itself on using local ingredients to create dishes that reflect the region's rich culinary heritage.
- **Mirador:** Located in Monterrey, it is a traditional restaurant specializing in regional cuisine, where you can enjoy breakfast, lunch, or dinner with a wide selection of dishes. Specialties include ribeye steak, stewed goat, wire or marinated ribs, and a variety of desserts.



Famous Restaurants in Arboleda

Arboleda is one of the many plazas with some of the best restaurants in Monterrey all in one place.

Colmillo: This restaurant takes the best of street food and makes it its own, serving a wide variety of tacos, incredible cuts of meat, oysters, seafood, snacks, beer, and a tableside bar.

Señora Tanaka: Oriental cuisine famous for its incredible seafood and certified beef. They serve tuna tostadas, tartares, tatakis, Wagyu gyozas, tempura vegetables, and fried rice or misoshiru soup. In the Premium Cuts section, they offer Japanese and Australian Wagyu, as well as New York Kobe, Prime Ribeye, Picanha, and Choice cuts of beef.

Lo Spuntino: An Italian bistro known for its welcoming atmosphere and home-style cuisine, featuring a variety of classic Italian dishes, fresh ingredients, and traditional recipes.

Pangea: Recognized for its gourmet cuisine, this fine-dining restaurant offers a contemporary menu that fuses international and Mexican flavors. It has received numerous awards and is a must-visit for food lovers. It is also listed in the MICHELIN Guide, cementing its reputation as one of the best culinary destinations in the region.

La Gran Barra: This restaurant is perfect for those looking to explore a variety of dishes in an elegant setting with a fusion of Mexican and international flavors.

El Gaucho: The quality of its dishes, generous portions, and excellent service have been the elements that have distinguished the restaurant for five decades. El Gaucho is one of the favorite places to do business and enjoy quality time with family and friends.

Sibau: A lifestyle restaurant serving international cuisine, led by Executive Chef Bruno Oteiza, with constantly evolving culinary concepts utilizing the finest available produce, inspired by current global trends. It offers a versatile space for hospitality and contemporary design in a vibrant atmosphere.



Hotel Options

Monterrey Metropolitan Area offers a range of hotel options for visitors, from luxury accommodations to more budget-friendly options.

LAS PALOMAS
DE SANTIAGO HOTEL,
NUEVO LEÓN

- **Las Palomas de Santiago:** Once inside the hotel, the fountain, Mexican craftsmanship, and the charm of the place make it unique, creating a haven of peace. The warm welcome and attentive service will make your stay in the Magical Town of Santiago, N.L. an unforgettable experience.
- **Rincón de Santiago:** You'll be fascinated by new and authentic experiences in spaces with local influences that enhance the richness of tradition. It is located right across from the Presa La Boca, offering exceptional views from the hotel.
- **Live Aqua:** The Live Aqua Urban Resort Monterrey Valle is located in Monterrey's financial district. With a sophisticated and modern design, this luxurious resort will immerse you in a sublime atmosphere, imbued with delicate details and a sensorial, avant-garde style.
- **Habita:** Known for its romantic atmosphere and proximity to excellent restaurants and attractions, Habita MTY allows you to enjoy the best of San Pedro Garza García, N.L.
- **JW Marriott Monterrey Valle:** Located in the Monterrey Metropolitan Area, the JW Marriott Monterrey Valle is in the center of San Pedro Garza García, one of México's most prosperous economic centers. Relax in the full-service spa or enjoy the cuisine at their signature restaurant, which offers a spectacular variety of international dishes.



Entertainment

Monterrey, México, is known for its vibrant entertainment scene, with a variety of options for visitors and locals to enjoy.

MARCO MUSEUM,
MONTERREY,
NUEVO LEÓN

- **Top Golf:** Located in San Pedro Garza García, N.L., it is a sports entertainment complex that operates a high-tech golf course for everyone to enjoy.
- **Epic Cinemas:** Located in San Pedro Garza García, N.L., is an exclusive unique cinema complex that adds an exquisite gastronomic selection to the seventh art experience. In it, you will find the best dishes of the highest quality and great flavor, from the most prestigious restaurants in the city.
- **Mulligan's Golf Bar & Restaurant:** Located in San Pedro Garza García, N.L., it is a unique concept where you will find the best technology in golf, live sports, gastronomy and cocktails. Their Golfzon golf simulators have more than 200 golf courses and different game modes.
- **Bat Box:** Located in San Pedro Garza García, N.L., it is the first baseball bar in the country that fuses technology and gastronomy in a unique environment where you can enjoy an incredible experience with their Strikezon simulators, allowing you to live a real experience.
- **MARCO Museum:** The Museo de Arte Contemporáneo de Monterrey (MARCO, for its acronym in Spanish) is a major contemporary art museum. MARCO organizes important exhibitions with regional and international contemporary artists.
- **Horno 3 Steel Museum:** Horno 3 is located within Fundidora Park, the industrial heart of the city of Monterrey. It is an Interactive Science and Technology Center that, through the fascinating processes of steel, promotes scientific and technological education among children and young people.



Entertainment: Stadiums

BBVA STADIUM,
MONTERREY,
NUEVO LEÓN

- **BBVA Stadium:** Also known as “The Steel Giant,” is a world-class sports and events venue located in Monterrey, Nuevo León. This state-of-the-art stadium, home to the Rayados de Monterrey soccer team, has a capacity for over 53,000 spectators and offers cutting-edge facilities, including luxury suites, VIP areas, and extensive hospitality services. Rayados invested \$200 million in the construction of BBVA Stadium, and it is considered a host city for the 2026 World Cup. In 2015, it won first place in the public vote on StadiumDB.com as the best stadium in the world, and also finished second in the jury’s choice composed of architects from England, Spain, and Qatar. In 2017, the BBC compiled a list of the 10 most beautiful sports venues in the world, and BBVA Stadium (Rayados) took first place.
- **Sultanes de Monterrey Stadium:** The Monterrey Baseball Stadium, home of the Sultanes de Monterrey team, offers a unique space for corporate events and networking opportunities. Located in the heart of Nuevo León, this state-of-the-art stadium features modern facilities and capacity for large groups, making it ideal for business meetings, client entertainment, and team-building activities. Attendees can enjoy an exciting baseball game while taking advantage of the stadium’s VIP suites and hospitality services for a memorable and engaging corporate experience.
- **Universitary Stadium:** Commonly known as Tigres Stadium, is a first-class multi-purpose stadium located in San Nicolás, N.L. As the home stadium of Tigres UANL, one of México’s leading soccer clubs, this modern venue has a capacity for approximately 41,000 spectators.
- **Fuerza Regia:** It is a professional basketball team that competes in the Liga Nacional de Baloncesto Profesional (LNBP), México’s top professional basketball league. The team has established itself as a dominant force in Mexican basketball, having won five LNBP championships in 2017, 2019, 2020, 2021, and 2023.



Entertainment: Magic Towns

SANTIAGO APÓSTOL
CHURCH, SANTIAGO,
NUEVO LEÓN

- **Santiago:** Santiago is an ideal destination for those seeking an authentic cultural experience. Visitors can explore historic sites such as the 18th-century Church of San Francisco de Asís and enjoy recreational activities in nearby nature reserves.
- **Bustamante:** Bustamante is located 1.5 hours from Monterrey. Visit the Parish of San Miguel Arcángel, tour the Chiquihuitillo cave painting area, visit the Museum of Living Memory, and taste Bustamante bread.
- **Linares:** Linares is also known for its handicrafts, particularly its leather goods and traditional sweets. The local markets offer an authentic shopping experience, showcasing the craftsmanship and cultural pride of the people.
- **General Terán:** General Terán is also famous for its stunning natural surroundings, including the picturesque Sierra Madre Oriental mountains. The area's scenic beauty makes it an ideal destination for outdoor enthusiasts and those seeking tranquility away from urban life.
- **Zaragoza:** Zaragoza is a charming town in southern Nuevo León. Zaragoza offers its visitors a combination of natural beauty and cultural richness. The city is nestled in a region characterized by lush forests, rivers, and waterfalls, making it an ideal destination for nature and outdoor activity lovers.



Entertainment: Festivals

TECATE PA'L NORTE
FESTIVAL, MONTERREY,
NUEVO LEÓN

- **Cielo Mágico:** 3-Day Hot Air Balloon Festival (*usually held in October*) where you can enjoy all kinds of activities and turn the event into a personalized experience: watch the balloons take off in the morning; enjoy a captivating flight in the afternoon; listen to music of various genres throughout the day; breathe in nature; have fun with different workshops, games, and activities; be inspired by art installations; enjoy a tour of the Gastronomic Boulevard or the Regional Market; be amazed by a light and fireworks show at night; or even camp in the park, in addition to many other amenities.
- **Luztopía:** It is the iconic Christmas Lights Festival of Monterrey, Nuevo León (*usually held from November to January*). Consists primarily of a 2-km walkway with illuminated figures and other complementary attractions that make this festival an ideal space full of light and color for the Christmas holidays.
- **Hellow Festival:** Held in Fundidora Park, it is a prominent music festival that has achieved great acclaim throughout Latin America (*usually held in August*). This festival offers a vibrant mix of international and local artists from various genres, including pop, hip-hop, rap, indie, and electronic music.
- **Tecate Pa'l Norte:** One of the most important music festivals in Latin America, renowned for its vibrant celebration of contemporary music and culture. Held annually in Monterrey, Nuevo León, this festival has established itself as a key event in the region's entertainment calendar.



Entertainment: Shopping

FASHION DRIVE,
SAN PEDRO GARZA GARCÍA,
NUEVO LEÓN

- **Fashion Drive:** Located in San Pedro Garza García, N.L., it is part of the largest shopping, dining, hotel, and entertainment district in northern México. It houses the Camino Real Fashion Drive Hotel and also features the Fashion Drive Terrace, an ideal place to share, enjoy, and create unforgettable moments. It offers steaks and traditional Mexican cuisine, including fresh seafood.
- **Paseo San Pedro:** Located in San Pedro Garza García, N.L., this shopping center offers a wide variety of stores for all tastes and needs, from fashion and accessories to technology and household items. Includes a movie theater, restaurants, and all kinds of boutiques.
- **Punto Valle:** Located in San Pedro Garza García, N.L., it is the premier destination for luxury shopping, dining, and entertainment, also incorporating outdoor spaces for both children and adults to connect with nature.
- **Galerías Valle Oriente:** This shopping center in Monterrey near the exclusive Valle Oriente development district features department stores, a food court, a movie theater, and was recently expanded, including a Hilton hotel, office space and an aquarium.
- **Galerías Monterrey:** It is one of the city's oldest and most iconic shopping centers. Following its recent expansion, its offering of department stores, restaurants, and renowned boutiques has grown.
- **Esfera City Center:** Located in the southern area of Monterrey, it is one of the city's first open-air shopping centers with a sustainably designed infrastructure. It features more than 100 stores from renowned brands.



MONTERREY,
NUEVO LEÓN,
MÉXICO





SUCCESS STORIES

INVESTMENT GUIDE • MINISTRY OF ECONOMY OF NUEVO LEÓN



QUANTA COMPUTER: This is the Taiwanese company's first plant outside Asia to manufacture high-tech computing devices for electric vehicles. Production began in five months.



KIA MOTORS: Kia Motors is currently developing its Kia Rio with 100% local parts from Nuevo León.



NAVISTAR INTERNATIONAL: Their Nuevo León plant is Navistar's largest production facility in the world, where the first electric buses in México are produced.



JOHN DEERE

JOHN DEERE: They currently develop integrated software solutions for their components locally and produce nearly 18,000 tractors per year, compared to their previous production in Canada of 8,000.



ACCENTURE: The company has established its Global Innovation Center in Nuevo León, integrating more than 2,500 engineers. Its local branch helped develop the original concept for Disney's Magic Band.



Mondelez
International



MONDELEZ INTERNATIONAL: The largest cookie factory in the world is located in Nuevo León.

Infosys

INFOSYS: The Development Center of the Indian company Infosys is considered the first center for the design, production, and distribution of advanced software in Latin America.



TATA CONSULTANCY SERVICES

TATA: India's largest multinational business group has established an operation in Nuevo León, where it will work with local and international clients, offering solutions in IT infrastructure, application development, cloud computing, automation, artificial intelligence, cybersecurity, and more.



LEGO: The world's largest Lego factory is located in Monterrey. One in three Legos is manufactured in Monterrey.



POLARIS: Polaris has the world's largest and most productive manufacturing facility in Nuevo León, which produces around 580 vehicles daily and exports them to the United States and Latin America.



TESLA: Tesla will build their biggest Gigafactory in Nuevo León.



CUPRUM: It is the largest aluminum extrusion company in Latin America, founded in Nuevo León in 1948 and known for its products such as aluminum ladders and windows, but also for its profile division for the automotive sector, which supplies aluminum profiles to a large number of Tier 1 companies.



NEMAK: One of the largest Mexican auto parts manufacturers in the world. The Monterrey-based company has been one of the greatest allies of electrification in the automotive industry in recent years thanks to its ability to innovate in aluminum components used to lighten the weight of battery-electric vehicles.



HISENSE: The Hisense plant in Nuevo León is the first production site the company has built outside of China, producing refrigerators, air conditioners, dishwashers, washing machines, and dryers for the Mexican, United States, and Canadian markets.

LGMG: LGMG DE MÉXICO, one of the leading construction machinery groups in China, inaugurated its new plant in Marín, Nuevo León, the first in México to manufacture lift equipment, and has expansion plans with its key suppliers.



TERNIUM: Their new Hot Rolling Mill began operations, becoming the most modern mill in Latin America. Ternium is expanding in Nuevo León, being a strategic plant for the automotive industry in Latin America.



ZF GROUP: ZF Friedrichshafen AG established its first Innovation and Development center in México for autonomous driving in Nuevo León.

 **TECHLINES**

Soluciones inteligentes para tu

**transporte y
almacenamiento**



 +52 81 3591 1125

 sales@techlines.mx



INVESTMENT CATALOG

INVESTMENT GUIDE · MINISTRY OF ECONOMY OF NUEVO LEÓN

**HORNO 3 MUSEUM,
MONTERREY,
NUEVO LEÓN**



• LOGISTICS

**GRIP
GROUP**



With over 10 years in the market, Grip Group specializes in executive and specialized recruitment, logistics, and labor market studies. Based in Monterrey, it offers strategic solutions that combine innovation and business intelligence to optimize operations, drive growth, enhance efficiency, and support data-driven decisions.

• LOGISTICS

**WISDOM
DIGITAL
LOGISTICS**



An innovative team of logistics experts revolutionizing supply chain industry: owning +1M of sqf, 8 warehouses among US & MX, performing +3500 operations, IMMEX, VAS per day thru the main customs entry in México and USA, Wisdom is positioning strongly as a reference of expertise and seamless process in Logistics management.

• REAL ESTATE

**ALIANZA
INDUSTRIAL
PARK**



Alianza Industrial Park is located in the Derramadero Valley, south of Saltillo, Coahuila, México. It spans over 2,000 hectares reserved for industrial lots and warehouse construction, strategically planned within the framework of a detailed Master Plan. It is an industrial real estate option that features an Intermodal Terminal, a Free Trade Zone, and residential development. Currently, with 5,000,000 square feet of construction, over 250 MVA of electrical power, water supply up to 220 LPS, and gas infrastructure up to 16 inches.

• ENERGY

**GRUPO
CLISA**



Established in 1990, GRUPO CLISA initially specialized in the distribution and importation of automotive lubricants. Over time, the organization has evolved into four distinct divisions: Energy, Logistics, Commercial Trade & Services, and Real Estate. This expansion has been complemented by a dedicated team of strategic partners and collaborators, both domestically in México and internationally.

• REAL ESTATE

NEXXUS



Over the last 30 years, Nexus has become a leader in industrial real estate, owning one of the largest industrial land banks in Nuevo León with above-standard infrastructure. We manage over 62,000,000 sqft for BTS lease/sale and we operate 7 industrial parks strategically located in the Metropolitan Area. Our expertise includes leasing speculative buildings, Build to Suit projects, and land reserves.

● REAL ESTATE

POLYGON INDUSTRIAL PROPERTIES



Polygon Industrial Properties provides tailored real estate solutions for industrial and commercial clients. Their expert team offers from property leasing and acquisitions to full-scale development and investment advisory. They are committed to deliver strategic insights and high-value opportunities to help businesses thrive in the industrial and commercial sectors.

● REAL ESTATE

OCALTA CONSTRUCTION



Ocalta Construction is a general contractor with over 19 years of experience in industrial and commercial construction. They optimize budgets and minimize risks through advanced, creative, and technological processes. Their services cover the entire construction cycle, from architectural design to project completion, ensuring top-tier quality while simplifying the construction process for their clients.

● LOGISTICS

D-TROY LOGISTICS



D-Troy Logistics operates a strategically located HUB in Salinas Victoria, Nuevo León, with over 300 units, positioned near the road to the Colombia International Bridge, for seamless access to crossborder services. The Hub offers comprehensive supply chain solutions, including consolidated cargo, finished vehicle yards, sea containers yards, warehousing and cross dock. Additionally, the facility is fully equipped to conduct CTPAT and DOT inspections, ensuring the highest standards of quality and security.

● FINANCE

INTERCAM



Intercam, the Nearshoring Bank®, is a Mexican Financial Group with more than 30 years of experience focused on offering personalized service to its Clients (individuals, businesses and entrepreneurs) through a direct and reliable relationship that allows the creation of solutions which adapt to their unique needs.

• LEGAL

**Q&Q
ABOGADOS**



Quintero & Quintero Abogados is one of the largest law firms in Monterrey with presence also in other important cities of the country. Focus in all areas of the law. Founded nearly 80 years ago.

• REAL ESTATE

**TERRA
REGIA**

terra regia

With over 20 years of leadership in real estate development and more than 8 thousand hectares (19,700 acres) of land in the Monterrey metro area, Terra Regia offers industrial land with infrastructure, zoning and all federal and municipal approvals ready for development, located in strategically designed districts. We consult our clients throughout the entire process, from land selection to plant construction, ensuring high-value locations and optimal conditions for their success.

• LOGISTICS

**TRAK
TRANSPORTACIONES**



Trak Transportaciones provides expert transportation services for heavy haul, oversized and legal loads, delivering exceptional service with 25 years of experience. We handle single complex shipments or multiple project loads across México, the U.S. and Canada.

• LOGISTICS

**RSM
MÉXICO**



RSM México provides high-quality service focused on the relocation, installation, and assembly of machinery for the industry in general, meeting the requirements of national and international clients. They offer job stability to their employees and trust to their partners and suppliers, applying the highest quality standards to their processes, with a competent workforce in constant development and specialized equipment.

• LOGISTICS

HOFUSAN INDUSTRIAL PARK



Hofusan Industrial Park in Nuevo León, México, is a key hub for global trade, spanning 850 hectares. A joint venture between Chinese and Mexican investors, it offers top-tier infrastructure, attracting industries like automotive and electronics. Its strategic location near Monterrey and the U.S. border enhances logistics and investment opportunities.

• EDUCATION

TECNOLÓGICO DE MONTERREY



Tecnológico de Monterrey is recognized as a leader in applied research and consulting services, primarily due to its exceptional combination of academic excellence, global perspective, and a strong commitment to social responsibility. The university utilizes cutting-edge research, thought leadership, and a vast network of industry professionals and alumni to provide innovative, data-driven solutions tailored to each client's needs.

• REAL ESTATE

INTERPUERTO MONTERREY



Interpuerto Monterrey is an industrial development providing the most advanced infrastructure and world class services (electricity, water, sewage, natural gas, fiber optics, customs, free trade zone, amongst others) that make it the best inland port in México. Due to our strategic location, in the heart of USMCA market, we are a fully integrated logistics and manufacturing hub. Interpuerto Monterrey has a total area of 1,450 hectares, located north in Salinas Victoria, Nuevo León.

• LEGAL

HOLLAND & KNIGHT



With 2,200 attorneys and 34 offices, Holland & Knight is one of the few U.S.-based law firms with a full-service offering in México. Our team in México City and Monterrey is an integral part of our Latin America Practice, has substantial experience across all Mexican business sectors and is enhanced by our established working relationships with leaders in México's business and government areas.

• LOGISTICS

**FWD
LOGISTICS**



FWD Logistics has extensive experience working with international companies, making domestic freight and cross-border logistics seamless and stress-free. With a strong presence in México and the U.S., they connect key markets with tailored solutions that truly make a difference. Their tech driven and efficiency focused approach ensures smooth, reliable shipments no matter the distance.

• LANGUAGES

**DIRECTUM
TRANSLATIONS**



DirectumTranslations is the largest language services company in México, with more than 16 years in the market and focused on urgent, technical and high volume projects. They offer a 100% Satisfaction Guarantee on certified translations to and from any language.

• REAL ESTATE

**GRUPO
GP**



Grupo GP has been a leader in the construction sector in México for more than 58 years. They provide integral solutions through innovation and technology to projects that contribute to urban development.

• LOGISTICS

DIMSA



Professional service provider with 30 years of experience helping foreign companies establish operations in México through administrative administrative and shelter services.



The Business Plan to Open a Plant in México

Soft Landing
Consulting Services
Julián Bravo

+52 55 9236 7168
jb@graywolf.capital
www.graywolf.capital

Business plan topics	Essential questions to answer	Risks to mitigate
Opening Plant Purpose	What is the purpose of opening a plant in México? <i>(Typical reasons include reducing manufacturing costs, avoiding import taxes, and mitigating supply chain risks)</i>	<ul style="list-style-type: none">• Not achieving the plant opening goal• Plant may face challenges, such as product eligibility for import tax incentives or unexpected manufacturing costs
Regulation	What laws, norms and regulations will be applicable? <i>(The most important ones are labor, civil protection, environmental and health and safety)</i>	<ul style="list-style-type: none">• Potential sanctions and penalties for regulatory violations• Manufacturing delays due to the need to comply with regulations
Taxes	What taxes will the company be subject to? <i>(Taxes include VAT, income taxes, taxes on dividends, import taxes, and obligations related to employees)</i>	<ul style="list-style-type: none">• Potential over costs arising from taxes not accounted for in advance
Infrastructure	What infrastructure is required? <i>(Main infrastructure includes power, water and gas capacity)</i>	<ul style="list-style-type: none">• Choosing a site with insufficient infrastructure for the manufacturing process• Unforeseen capital expenses required to establish necessary infrastructure
Labor Force	How many and what kind of local employees will be hired? How will sizable recruitment be executed to ensure the commencement of operations according to plan? How will the local and international teams coordinate and allocate responsibilities?	<ul style="list-style-type: none">• Difficulty in finding suitable employees• Delays in recruiting employees• Challenges in efficient communication between local and international employees
Real Estate	What structure is financially efficient? <i>(Buying, developing, BTS or leasing)</i> Will the selected site provide the necessary infrastructure and labor?	<ul style="list-style-type: none">• Overspending or taking unnecessary risks when committing to a site• Choosing a site with lack of infrastructure or labor force



EL GOBIERNO DEL
NUEVO
NUEVO LEÓN