

# MEXICO

Sumidero Canyon National Park, State of Chiapas

## “Mexico’s Moment” Set to Last

Against a backdrop of comprehensive economic reforms, Mexico’s reputation as a secure destination for investors is boosted by a record performance of foreign direct investment (FDI)

**A**n established economic powerhouse and key diplomatic and trade partner of the U.S., Mexico has enjoyed an outstanding 2013, with the pro-business approach of President Enrique Peña Nieto on course to attract record FDI of \$35 billion.

Despite dark economic clouds hovering over countries, a bright new dawn recently arrived in the proud nation of 120 million people through a series of innovative labor, fiscal, tax, energy, and education reforms made possible by a cross-party pact.

The ambitious overhauls, debated at length by Mexico’s Congress, are designed to further improve macroeconomic stability, boost competitiveness, fuel fresh GDP growth and power socioeconomic development in Latin America’s second-largest economy.

Such is the enthusiasm for these reforms, senior economists and officials coined the expression “Mexico’s Moment” to emphasize the significance of the upbeat outlook and opportunities created by the historic multiparty agreement. The day after Peña Nieto was sworn in, on Dec. 1, 2012, the so-called “Pact for Mexico” was signed by the leaders of the other three political parties and is hailed as the country’s cornerstone for growth and development for the years to come.

Rich in natural resources and boasting a myriad of investment opportunities, Mexico offers a wealth of business openings in a wide



Interior Minister Osorio Chong, President Peña Nieto and Energy Minister Joaquín Caldwell

range of sectors, including energy, tourism, banking and financial services, infrastructure development and agriculture.

One aspect of modern Mexico that cannot be overlooked—but that does not appear to deter either international investors or tourists—is the security situation with law enforcement officials at all levels working hard to fight organized crime. “Our image is improving,” says Jesús Murillo Karam, Mexico’s attorney general. “One of our main objectives



is to have a 'no impunity regime in order to create a secure environment both in social terms and, consequently, in investment terms."

Tourism is Mexico's third-largest source of foreign exchange after oil and gas and foreign remittances, with the industry employing hundreds of thousands of people and continuing to grow at a steady rate.

The new federal government has identified this industry as a strategic and economic priority because it helps to create community, regional development and is a vital source of foreign exchange, employment and growth.

"Our geographical location means we are a bridge between north, central and south America and between the two hemispheres," says Tourism Minister Claudia Ruiz Massieu Salinas. "Our main challenges are international connectivity—air, sea, rail and road—and showing the diversity of our tourism.

"We are working on strategies to increase tourist numbers and our new international campaigns highlight Mexico as a modern country where one can eat well, visit a pyramid and then an ultra-contemporary museum," says Ruiz Massieu.

"We want to consolidate our presence in traditional markets, but also open up to emerging markets that have shown a huge potential for Mexico. We have enormous historical, cultural and natural heritages and are a very contemporary Hispanic culture. We are the sixth in the world in terms of UNESCO World Heritage sites—including cities and natural reserves—and home to many cultural events and great gastronomy."

Ruiz Massieu continues: "Mexico received about 24 million international tourists in 2012, of which around a quarter came by air and roughly half were Americans and Canadians. Since 50 to 60 million Americans make trips abroad every year, we have a very big growth opportunity to continue in the U.S. and Canadian market."

In the meantime, another important chapter in Mexico's economic future is likely to begin in early 2014 when the government asks Congress to approve a series of wide-ranging energy reforms designed to shake up the state-controlled—and very lucrative—oil and gas industry.

"Energy policies for the next years are designed to direct the sector as a catalyst for structural reforms and economic growth on a large scale and as a driver of human development," explains Pedro Joaquín Coldwell, Energy Minister. "The strengthening of the oil industry, development of a great combination of infrastructure and intelligent investment and competition schemes make sense when they are translated into safe energy supplies at competitive prices for the public.

Rich in natural resources that make it a magnet for energy industry investment as well as eco-tourism and adventure travel, the southeast state of Chiapas boasts countless attractions, such as the Sumidero Canyon National Park and El Chiflón—eye-catching waterfalls and pools created by the Río San Vicente.

The state is also home to the famous archaeological site of Palenque and Agua Azul waterfalls, as well as the beautiful Lagunas

de Montebello National Park featuring spectacular mineral-laden lakes among oak and pine forests.

Manuel Velasco Coello, governor of the state of Chiapas, says: "The energy and fiscal reforms are very important to us as we have a lot of



**Manuel Velasco Coello,**  
Governor of Chiapas



**Mauricio Trejo Pureco**  
Mayor of San Miguel de Allende

energy potential, especially in renewable energies. Most of the energy consumed in the country comes from our dams, and we also produce oil, gas and natural energy such as wind power. We are very excited about these reforms, as they will open up the market and encourage FDI in Chiapas. We are confident that with these key structural reforms we will increase our socioeconomic level within Mexico.

"Chiapas is a state with great history, culture, nature, traditions, and huge biodiversity," Velasco adds. "We are known for offering alternative tourism, such as adventure tourism. Our landscape is mountainous and lush. We have vast untouched forests and breathtaking gorges that you will not see anywhere else in the world.

"Chiapas is also extremely rich in natural resources and one of the focuses of my government is to create more partnerships in order to best utilize our natural gas, oil, wind and water," he says. "We are currently looking for experienced partners who can help us to tap into these great sources. To do this, we need to work on our infrastructure, continually improving our roads and airports."

## A Warm Welcome To Paradise

Rich in history, culture and tradition, Mexico is famous for its pristine beaches, crystal-clear waters, stunning ancient architecture and spectacular scenery. There are hundreds of tourist spots around the country with different sights and experiences.

San Miguel de Allende in the state of Guanajuato is a striking colonial city featuring narrow cobblestone streets, leafy courtyards and amazing architecture. Nominated 'Best City in the World' in November by the readers of *Condé Nast* magazine, thanks to its "great atmosphere, excellent restaurants, culture and ambiance galore," the city that feels like a small town is simply 'an amazing place to be.'

The city's mayor Mauricio Trejo Pureco says that 83% of income is generated by tourism and its related services. "We are very proud of the level of service we provide. Our people are friendly, the accommodations are first-class, and our architecture and cuisine are exquisite," he says.

"We offer unforgettable tourist experiences, and the majority of our visitors return over and over again because our city is safe, beautiful and like nothing you have ever seen before."

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President Enrique Peña Nieto and Tourism Minister, Claudia Ruiz Massieu Salinas

Mayor Trejo expands on the last point, noting that the negative perception some first-time visitors to Mexico have soon disappears once they arrive in San Miguel. “Our town has one of the lowest crime rates on the planet and it is also one of the only 250 world heritage sites on earth. Of course there is a big risk about coming to San Miguel, but that is only that once you get here you will never want to leave! Each tourist who visits becomes an ambassador for our town—and word-of-mouth is the best promotion.”

In the meantime, Roberto Sandoval Castañeda, governor of the northern state of Nayarit, is delighted by the regional tourism industry's recent impressive performance and sees more room for strong, long-term sustainable growth in the future.

“In the past year we have seen hotel occupancy increase by over 20% and during the Easter break we had 98% occupancy in the Riviera Nayarit,” he says. “Tourists choose us as one of their favorite destinations in Mexico because of the caliber of our hotels and services, our wide variety of attractions and also because the Riviera Nayarit is one of the safest places on earth.

“We are very proud of this and have managed to generate confidence in tourists, as well as investors. We are very well connected, by road, air and even by sea so that people can reach us easily.

“The caliber of Nayarit's tourism, visitors, safety and infrastructure is attracting tourism investors from Mexico, North America and other countries. In 2013 alone, investment worth \$70 million was committed to develop new hotels along the Riviera Nayarit's Pacific coastline, raising its position as a world-class tourism destination.

Sandoval lists everything that makes the region so special and popular: “The Riviera Nayarit is known for luxury and nature and since we have so many different hotels and attractions, we receive a wide range of visitors: families, couples, destination weddings, honeymooners and business tourists. Since we launched our destination in 2007, our facilities are both new and modern, and most of our resorts are luxury properties whether they are all-inclusive or not.

“Visitors in this market can choose from a wide array of activities: the most indulgent luxury spas, nine golf courses designed by golf masters such as Jack Nicklaus and Greg Norman, year-round deep-sea fishing, world-class surfing and much more. Pacific yachtsmen can take advantage of our new luxury Riviera Nayarit Marina located in La Cruz de Huanacaxtle. This outstanding marina is considered one of the largest on Mexico's Pacific Coast and plays host to the country's largest nautical event, Copa México.”

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Switching the spotlight to the growing number of companies choosing Nayarit for major conferences and events, the governor adds: "Funded by a lodging tax and partly by our members, the Riviera Nayarit Tourism Board aims to attract visitors and thus secure a prosperous economy for our whole state. The Riviera Nayarit Convention and Visitors Bureau is a private, nonprofit, mutual-benefit association composed of about 45 direct hotel members, as well as participants from organizations, businesses, local and state governments, and individuals seeking a better community through the tourism industry."

## Tourism is the Key to Mexico's Transformation

Relaxing on sun-kissed beaches lapped by turquoise blue waters may be one of Mexico's most identifying features, but it is certainly not the only reason the tourism industry continues to go from strength to strength. Millions of visitors also flock to soak up the country's beautiful architecture, rich culture and famed hospitality.

"Tourism is our third most important source of revenue," Interior Minister Miguel Ángel Osorio Chong says. "By 2020, we will become an even more important tourism destination, fortifying the places we already have by providing better services and higher-quality products."

"We are excited by what we have achieved this year, and will keep working hard," adds Ruiz Massieu. "Air arrivals have grown 8% year-on-year, as have foreign exchange earnings, while occupancy rates are up 6% against last year. In other words, all our numbers have been extremely positive. Tourism is a dynamic and growing industry, so even when there is a difficult economic environment, it continues to move and we are convinced it will be key to Mexico's transformation."

Mexico's medical tourism sector is attracting visitors from around the world, but particularly from across the border, given the high-cost of health care in the U.S. As Health Minister Mercedes Juan López says health tourism is a very promising sector for Mexico and a program to assess and certify the quality of the services provided by private and public health institutions is already in place.

"This is a very strict program that ensures patient safety and benchmarks the quality of health care in Mexico," she says. "We work hand-in-hand with the Ministry of Tourism in order to provide information to international visitors. We observe an increasing trend in this market."

## "Our hospitals are located in some of Mexico's best destinations."

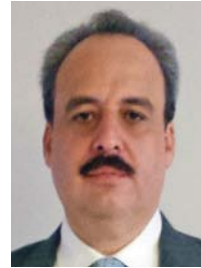
*Rafael Espino de la Peña, CEO, AMERIMED*

Offering excellence in health services through state-of-the-art technology, human touch and strict adherence to top-level ethical practices, always focusing on the best patient care, AMERIMED Hospitals are leading players in the health tourism sector.

Featuring the expertise of renowned bilingual health professionals and board-certified physicians, AMERIMED provides an integrated medical system that includes the best technology available, as well as a unique and comprehensive treatment plan for each patient. The organization's network includes modern hospitals at Cabo San Lucas, San José del Cabo, Puerto Vallarta and Cancun, while AMERIMED medical clinics can be found at La Paz and Los Barriles.

"We have agreements with most international insurers and our hospitals are located in some of Mexico's best destinations, ensuring that our patients can recover in luxury while receiving top-class treatments,"

says AMERIMED CEO Rafael Espino de la Peña. "We have hospitals with ocean views, which patients love as it gives them a sense of peace and calm. Our goal is to have hospitals in every place that has communities of foreigners and tourists on vacation."



**Rafael Espino de la Peña**  
CEO, AMERIMED



**Roberto Sandoval Castañeda**  
Governor of Nayarit


Meanwhile, in addition to serving as the country's capital, political and commercial hub, the bustling, modern metropolis of Mexico City is one of the continent's most important financial centers. Miguel Ángel Mancera Espinosa, mayor of Mexico City says, "Mexico City needs to improve in different areas to maintain its growth and development. Tourism, education, investment and safety are my priorities. We are working toward creating an alpha capital where everyone can find great opportunities for investing and where education and health care for children and elders play an important role. Mexico City receives a large number of tourists from inside and outside Mexico."

"Our goal is to strengthen tourism and to become a city that attracts visitors, thanks to its recreational activities and different cultural events and places. We have over 600 hotels that run at very good occupancy rates during the week; our weakness is during the weekends."

"We want to apply models like those in New York City to increase occupancy on weekends and are creating a tourism promotion agency that will provide information about the events and activities happening."




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# Cancun Keeps on Dazzling Visitors

A prestigious new hotel resort and spa has given this immensely attractive Quintana Roo vacation destination another string to its bow, as it continues to upgrade and impress.

**C**ancun, in the breathtaking state of Quintana Roo, remains the leading destination for foreign tourists, thanks to its well-established infrastructure and massive hotel capacity, ideal climate and extensive aviation links to cities across the U.S. and the world.

Boasting the most stunning portfolio of world-class luxury hotels and resorts across Mexico, if not the world, Las Brisas Hotel Collection is the perfect blend of intimacy, luxury and discretion expressed within the context of modern Mexican hospitality.

The group's latest flagship property is the stunning NIZUC Resort and Spa in Cancun, which sits within a paradise of protected mangroves, lush foliage and pristine white beaches, sets a new benchmark for luxury accommodations. The newest jewel in both Quintana Roo's and the Brisas Hotel Collection's portfolio, NIZUC offers luxurious suites, exceptional amenities, outstanding culinary selections and discreet exclusivity with the powerful allure of the famous Mayan culture. At the heart of NIZUC is a spa and wellness center designed by acclaimed British brand ESPA, and business visitors will be amazed by the 30,000 square foot state-of-the-art conference and events center that offers many meeting rooms and floor to ceiling windows with spectacular views.

## "Antonio Cosío Pando has done an outstanding job with the recently finished NIZUC Resort and Spa."

*Roberto Borge Angulo, Governor of Quintana Roo*

Antonio Cosío Pando, Vice President of the hotel group, says "Las Brisas offers some of Mexico's finest quality hotels. Our guests are high-profile so we pride ourselves on providing them with the best offer available; the highest standards in the case of NIZUC. Mexico is a very diverse country, culturally rich and has more than just great beaches, with deserts, rainforests, mountains and first-class food and wine."

Quintana Roo Governor Roberto Borge Angulo is delighted to have such a renowned luxury hotel chain choose his state for its flagship project. "Antonio Cosío Pando has done an outstanding job with his recently finished NIZUC Resort and Spa which has 272 rooms and is



**Governor of Quintana Roo Roberto Borge Angulo with President Enrique Peña Nieto**

truly spectacular," he says. "We know it will be a huge success."

In November 2013, Quintana Roo scooped up three major awards, including best beach destination and best destination in Latin America at the prestigious World Travel Market 2013, and reached agreements with major airlines for new services.

Borge Angulo, who traveled to London for the event, says the awards recognized the region's outstanding natural beauty, and he is very proud to be a consistent winner at the exhibition, particularly because this year they also won the prize for best visitors and conventions bureau that deals with tour operators in the U.K. and elsewhere in Europe.

"Increasing the air connectivity to Cozumel is a high priority," he says. "The island has a very bright future. It is not just one of the world's most important cruise-liner destinations, but it also offers fantastic fishing, world-class diving and adventure tourism. Riviera Maya, meanwhile, has some of the world's best beaches, ecological parks and archaeological sites, such as Tulum and Chichen Itza.

"Quintana Roo is more than just Cancun, however. We have other world-class destinations such as Playa del Carmen, Isla Mujeres, Tulum, Bacalar and Costa Maya, as well as Holbox and Contoy islands. We have more than 84,000 hotel rooms, stunning natural beauty,

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**Antonio Cosío Pando** VP  
Las Brisas Hotel Collection

ecotourism and diversification. We are looking to promote upscale tourism. Currently we are searching for investors, developers and hotel chains that specialize in this niche. Quintana Roo is already the market leader in Latin America with regards to mass tourism, providing the best quality at a competitive prices.

"We have already grasped this segment and are leaders in it. We want to have more luxury and boutique hotels that offer first-class quality, accommodations, services, facilities and surroundings."

## An FDI Target

Ranked among the top 20 economies for FDI, Mexico is a signatory of the North American Free Trade Agreement (NAFTA) and its close proximity to the vast U.S. market has helped to make its neighbor become the largest source of FDI as clearly illustrated by statistics.

According to the latest information compiled by the U.S. government, from 2000 through 2012, the U.S. FDI in Mexico totaled almost \$292 billion—more than 50% of all FDI received during the 12-year period—of which 43% was in the manufacturing sector and 20% in the financial sector.

In 2012, Mexico recorded significant FDI growth in business segments such as tobacco and soft drinks, construction, oil and gas, financial services and science and technology that combined to create tens of thousands of new jobs.

Speaking at an event in Coahuila state in October to mark U.S. auto manufacturer Chrysler's latest additional investment of \$164 million in



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a state-of-the-art plant in Ramos Arizpe, Peña Nieto disclosed 2013 is set to be a record year for FDI.

"FDI during the first half of 2013 was nearly \$24 billion, which undoubtedly contrasts with earlier investment and is in itself historic," the dynamic leader said. "Yet given the potential Mexico offers, we forecast FDI could ultimately total more than \$35 billion in 2013."

With responsibility for directing and controlling the federal government's economic and financial policies, including taxes, budget, income and public debt, the Ministry of Finance strives to achieve sustainable economic growth that boosts the quality of life and living standards for all Mexicans.

Minister of Finance Luis Videgaray Caso says: "This pact is an important innovation in Mexico's recent political history, because it shows that the three main political parties and the government can achieve an agenda for change. The pact is not a panacea, it's not a magic wand, but it's a very useful collaborative tool as we work toward achieving these transformations, including transformations in areas such as education, economic competition and constitutional reforms."

Mexico's economy minister, Ildefonso Guajardo Villarreal, agrees with his colleague and highlights the work the federal government is carrying out as it works on two fronts to strengthen the economy: boosting the domestic market and promoting Mexico to the international market.

"Mexico's Moment is an opportunity for Mexicans to take advantage of this little window of time and reap the rewards of the things we have done in the past, which include good financial responsibility, our immersion into the world economy, and trade treaties with over 45 countries," says Guajardo.

"I am proud of this government as we innovate and actively seek and to convince investors to consider Mexico. One of the biggest challenges that we face is to keep growing. There are already some sectors where investment figures are very good and the interest is there from overseas investors. We just need to continue to exploit our abundant natural resources, and with this government I believe that we are on the right track."

Established in 2007, ProMéxico is the government institution charged with strengthening Mexico's participation in the international economy. The forward-thinking agency supports local companies' export activities and coordinates actions to attract FDI.

ProMéxico CEO Francisco N. González Díaz says: "Mexico is one of

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the world's best investment destinations thanks to the confidence generated by our structural reforms and has become a strategic platform to reach key markets around the globe. Our country offers many competitive advantages such as macroeconomic stability, economic growth, a business-friendly environment, legal certainty for investment, a strategic location, capacity for advanced manufacturing, an open economy and skilled human capital."

Mexico's entrepreneurial spirit is evident across its entire industrial and commercial spectrum, with products featuring the words "Made in



**Miguel Ángel Mancera**  
Espinosa, Mayor of Mexico City

Mexico" renowned for their quality, innovation and style. The vast food and beverage industry is now one of the country's most important export categories, which is not surprising with the increasing popularity of Mexican food and beer in scores of countries.

As Minister of Finance Luis Videgaray Caso says: "I think Mexico has clear competitive advantages in several areas and one of them is of course manufacturing.

"Mexico is one of the most open countries in the world when it comes to foreign trade countries and we have an export platform of qualified human capital that makes us a manufacturing powerhouse."

Given its size, reputation and history of success, leading brewer Cuauhtémoc Moctezuma, a Mexican institution, manufactures many best-selling brands of beer produced at six plants by nearly 18,000 workers. Part of the Heineken group, Cuauhtémoc Moctezuma has an outstanding and prominent brand portfolio that includes Heineken, Tecate, Indio, Dos Equis (XX) and Sol, among many others.

"President Peña's administration has put forth a number of reforms and projects aimed at attracting FDI. Coupled with confirmation of policy-making consistency, this allows us to continue to believe in Mexico's future," says Cuauhtémoc Moctezuma CEO, Marc Busain.


"With Tecate's sustainable growth and popularity, it will become Mexico's best-selling beer in the coming years. Tecate is also breaking ground in the U.S. market, as is Dos Equis (XX) which has maintained double-digit growth over the last years. My ambition for Cuauhtémoc Moctezuma is clear and simple: I want us to lead the Mexican market.





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## 2014 Investors Will Reap Rewards

Osorio Chong says the series of market reforms means 2014 is the ideal time to invest in Mexico and that foreign investors are welcome to bring their money, knowledge and skills to any of the nation's industrial, commercial and manufacturing sectors.

"Mexico has many strong areas, but we see additional windows of opportunity in the agro-industrial, metallurgical, mechanical and cybernetics sectors," the Interior Minister reveals. "Mexico has products that are able to compete worldwide. We are expanding our borders and have Europe in our sights.

"Petróleos Mexicanos (PEMEX) is a company that needs to receive more than it gives away. With the new oil discoveries, PEMEX needs its revenue to grow, which is why it must be opened up to new investment."

Joaquín Coldwell, meanwhile, says Mexico plans to use the energy reform and investment as an engine for development and is modernizing its present legal framework to take into account the great challenges concerning the world's energy configuration.

"The energy, fiscal and tax reforms will ignite the productive potential of our economy in the short, medium and long terms," he states confidently. "The energy reform will bring great opportunities for growth and development through a virtuous cycle of public and private investment, employment generation and economic growth. There will be a reindustrialization of the country due to the increase in the supply of



**Ildefonso Guajardo Villarreal**  
Minister of Economy



**Luis Videgaray Caso**  
Minister of Finance



**Marc Busain**  
CEO, Cuauhtémoc Motezuma

energy at lower prices."

A former energy minister, Luis Téllez-Kuenzler, who is now president of one of the country's most important financial institutions, the Mexican Stock Exchange, adds: "Mexico is very investor-friendly. Anyone wishing to invest from any other country just needs to go to their bank or stock brokerage house and invest. It's transparent, efficient and very easy to do."

Tasked with safeguarding the stability of the national financial system and fostering efficiency and inclusive development for the benefit of society is the National Banking and Securities Commission (CNBV).

CEO Jaime González Aguadé welcomes the new fiscal reform: "We'll have to work hard so banks and institutions can fulfill the requirements of this government plan," he says.

"We need to be more efficient and always strive to have the latest technologies and systems in place. In doing so, Mexico will continue to be considered as having one of the most favored and robust financial sectors in the world."

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# Energy Reform Sparks Black Gold Rush

Plans to open up the vast and lucrative oil and gas sector to foreign enterprises are at an advanced stage, with FDI seen as the key to unlocking the industry's massive potential.

**T**he largest enterprise in Mexico and one of the most significant companies in Latin America, PEMEX boasts extensive operations in the upstream and downstream sectors, including in the exploration, production, transportation, refining, storage and sale of hydrocarbons and derivatives. The energy giant is responsible for producing around 2.55 million barrels of oil a day and huge amounts of natural gas, with its products available on the domestic and international markets.

Joaquín Coldwell says the proposed reforms would enable PEMEX to set up profit-sharing contracts with private firms and allow foreign companies to help with valuable oil and gas projects in the Gulf of Mexico and elsewhere.

"The energy reform will strengthen state institutions in the energy field and this reinforcement will be crucial to achieve a structured planning of the new investment schemes and an industrial development promoted by the reform," says the energy minister. "It will allow us to adopt the best international practices, provide legal certainty and attract private investment. The transformations will boost Mexico's position as an international powerhouse."

Proudly boasting the most versatile, modern and specialized fleet of oil industry vessels in the Gulf of Mexico, Oceanografía is an outstanding provider of world-class integrated engineering, installation, diving and maintenance services for marine structures of all sizes.

**"The transformations will boost Mexico's position as an international powerhouse."** *Energy Minister, Pedro Joaquín Coldwell*

An enterprise with nearly 50 years' valuable experience, the dynamic company provides a spectrum of drilling support services, materials logistics and personnel carriers to the offshore oil sector and also inspects, installs and constructs undersea pipelines.

Oceanografía's fleet features dynamic positioning systems, crane systems, saturation systems for diving, mud processing plants to support drilling rigs, Remotely Operated Vehicle (ROV) systems and subsea pipeline routing systems.



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Founded in 1968 and based in Ciudad del Carmen, Campeche, the forward-looking company has been growing exponentially, thanks to its excellent and long-established business relationship with key client PEMEX.

"Private companies from abroad are continuously introducing innovative solutions into the Mexican oil and gas industry and they play an important role in the technological advancement of the sector," says Oceanografía CEO Amado Yañez Osuna, whose father founded the firm several decades ago.

"We have more than 45 years' experience working for PEMEX. We provide integrated engineering, marine geophysical, saturation diving, VOR-controlled submersible, maintenance and construction of marine structures subsea pipelines. We are the first dive in the offshore oilfields in the Gulf of Mexico. In addition, we have the largest fleet for the provision of services to the oil sector. Our fleet consists of 77 vessels and we currently have 11 more under construction designed to operate in various activities of the oil industry."



Amado Yañez Osuna  
CEO, Oceanografía

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The secret to this outstanding success? Yañez Osuna explains the key is hard work and that he welcomes the recent energy-sector reform that he believes will make the industry more competitive and increase its presence on the international stage.

"We plan to invest in additional equipment in the next five years," he says. "The idea is after 2019 we want to restructure the company to try and get into deepwater work. PEMEX is our No. 1 client, but we want to expand to other parts of the world and the experience that we have cultivated here is invaluable for our expansion plans. PEMEX has a prominent future, so today's challenges for Oceanografía are to consolidate and diversify its services by importing the best technologies for the oil industry into the country."

"This energy reform is a positive step toward growing the economy of Mexico," says Oscar Scolari, CEO of Rengen, a hugely successful company focused on engineering, construction and integration of PEMEX projects by bringing together firms with different expertise.

"PEMEX is one of the strongest pillars of the economy and this reform is a great opportunity for Mexican energy companies to create strategic partnerships with foreign companies that will not only bring more financial investment but also better technology."

Rengen is presently trying to bring natural gas to places where there are no pipelines using technology that can liquefy gas and then transport it in trucks to medium-size consumers or to industrial parks.

"We are not just suppliers to the energy industry with equipment such as pumps, compressors or engineering; we integrate all of this and create projects where we can offer power generation solutions to small and medium off takers," he says. "Offering alternative power sources to provide efficient, economical and environmentally friendly solutions is but one of the many services Rengen delivers."



**Oscar Scolari**  
CEO, Rengen



**Fernando Calvillo Álvarez,**  
Pres. & CEO, Fermaca

Joaquín Coldwell concludes with this upbeat message for international investors: "Pay special attention to the great changes that are taking place in Mexico. I am honored to be a part of a government that under the leadership of President Peña Nieto has known

how to establish communication with other political forces and has concentrated its efforts in privileging the construction of political agreements for the benefit of our population. This willingness has been a cornerstone of an ambitious agenda of reforms that Mexico has already started."

## A Pioneer in Natural Gas

Fermaca is a leading player in the lucrative energy sector and predominantly provides solutions for natural-gas operations—pipelines, terminals and transport systems—as well as for other traditional hydrocarbon fuels. To ensure high levels of quality and reliability, Fermaca operates the finest in automated control systems, namely SCADA (Supervisory, Control and Data Acquisition). The firm is run by a team of highly specialized and experienced personnel who develop projects from conception to completion, managing the engineering, financing and construction aspects.

In a clear sign of its ongoing success, Fermaca, in a joint venture with a Spanish partner, won the tender to build, own and operate a large compressor station that will receive gas from the Federal Electricity Commission (CFE) and redeliver it at a much higher pressure. This project is under construction and will become operational in 2014.

President and CEO Fernando Calvillo Álvarez says that with a platform of diverse professionals Fermaca is able to develop projects from inception to completion, managing all aspects from the engineering, financing and construction to the operations and maintenance of gas systems. It benefits from a reliable and highly competitive supply network through various partnerships with U.S. pipeline and gas firms.

"Fermaca is an energy-sector pioneer and one of the leading companies in the private market for natural-gas transportation," the senior executive says. "We currently own and operate a pipeline in the Palmillas-Toluca region and have commissioned another pipeline in the Chihuahua corridor, transporting gas from the Mexico/U.S. border to Chihuahua. Fermaca has successfully adapted to the demands and challenges of the market, establishing reliable infrastructure and services for our clients."

"We have participated in a great number of projects that have developed the infrastructure of our country and helped to provide essential services in real estate, liquefied petroleum gas (LPG) storage plants, electric-power generation plants, compression stations and pipelines for natural gas. Our in-house engineering includes the design of energy infrastructure, construction, project management and supervision, operation and maintenance."

Fermaca has also devoted great efforts and resources to develop the most modern gas control center in Mexico, making it a respected player in the gas market and retaining its identity as a local company.

"The most important element for us to concentrate on is to reinforce and extend our pipelines to support further interconnections with the North American market and we want to consolidate our position in the gas highway of northern Mexico," Calvillo concludes.

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