

On the Ground in Mexico



K. Alan Russell
President and C.E.O.

My Passion for Mexico



**Celebrating 30 years
of Manufacturing in
Mexico**

The Tecma Shelter Program

- **Your “Partner” in Mexico**
- **Lowest cost of entry**
- **Minimizes risk**
- **Invisible/seamless border**
- **You manufacture. Tecma administers**

The Tecma Shelter Program

Environmental
Accounting
Maintenance
Fiscal
Traffic
Security
Customs
I.T.
Logistics
Tax
Facilities
Warehousing
Human Resources
Health and Safety

We've got you covered

Tecma by the Numbers

- **250+ start-ups in three decades**
- **50+ current clients**
- **5,000+ employees**
- **2.7+ million square feet of industrial space**

GREAT
PLACE
TO
WORK®



My passion for Mexico



15-Plus Years of Seniority

Mexico's Passion



60 soccer teams

Mexico's Pride



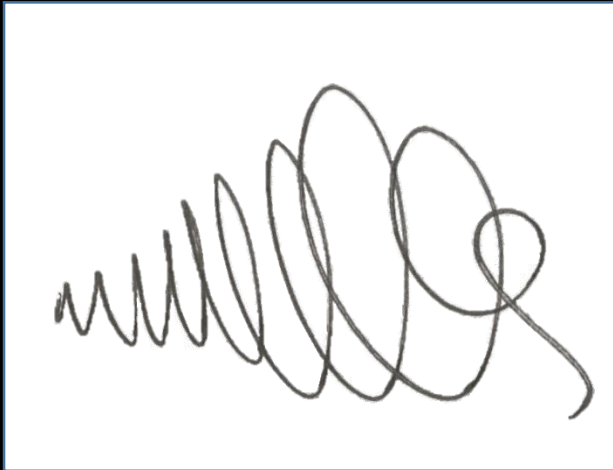
**Award-Winning Team:
20,000 meals daily**

Mexico's Family Values

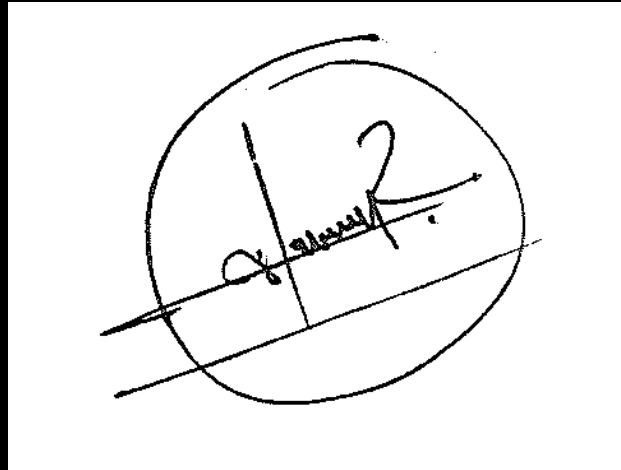


The “Emotional Salary”

Mexican Individuality



Abraham

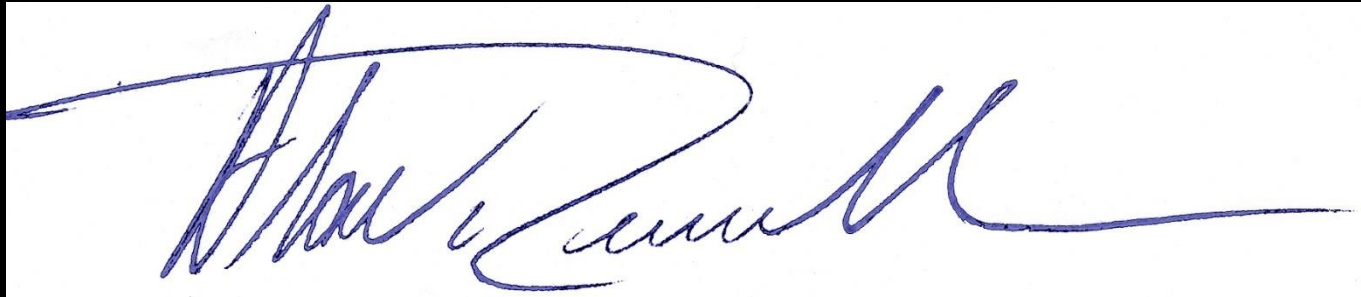


Mario



Pres. Peña Nieto

Mexican Individuality

A handwritten signature in blue ink, appearing to read "Hector", is displayed on a white rectangular background.

Cultural Differences

Family Values

| <i>United States</i> | <i>Mexico</i> |
|--|---|
| <ul style="list-style-type: none">• Work is priority | <ul style="list-style-type: none">• Family is first priority |
| <ul style="list-style-type: none">• Wife often fulfills dual roles | <ul style="list-style-type: none">• Wife fulfills domestic role |
| <ul style="list-style-type: none">• Mobility quite common | <ul style="list-style-type: none">• Mobility is limited |

Cultural Differences

Status

| <i>United States</i> | <i>Mexico</i> |
|--|--|
| <ul style="list-style-type: none">• Money is the main status measure and is the reward for achievement | <ul style="list-style-type: none">• Title and position can be as important as money in the eyes of society |

Cultural Differences

Personal Appearance

| <i>United States</i> | <i>Mexico</i> |
|---|--|
| <ul style="list-style-type: none">• Secondary to performance | <ul style="list-style-type: none">• Dress and grooming are status symbols |
| <ul style="list-style-type: none">• Formality often sacrificed for efficiency | <ul style="list-style-type: none">• “Old World” formality |
| <ul style="list-style-type: none">• “Let’s get to the point” approach | <ul style="list-style-type: none">• Etiquette and manners seen as measure of lineage |

Time



Time

United States

Time is [Monochronic]



Mexico

Time is [Polychronic]



The “Little Elephant in the Room”



Security in Mexico

- **Safe for your expat managers**
- **Safe for your employees**
- **Safe for your shipments**

The Elephant has left the Room



Nearshore Advantages

- **Mexico is more competitive**
- **Shorter lead times**
- **Mexico creates U.S. jobs**

Nearshore Advantages

- **Mexico is 46 times closer than China**
- **Travel and time zones**
- **Mexico is #2 partner with U.S.**

The World Press Agrees:

Inc.

***“Is Mexico the New China?
More companies are "near-sourcing"
production south of the border.”***

The World Press Agrees:

**Bloomberg
Business**

“Mexico is becoming a global manufacturing power with superior worker productivity.”

The World Press Agrees:

Los Angeles Times

***“More U.S. companies opening
high-tech factories in Mexico.”***

The World Press Agrees:



***Production of Oreo Cookies Moving
to Mexico After 100 Years in the USA***

Why Mexico?

**Mexico has incredible
people with a developed
education system**

What is Mexico's Appeal?

**Mexico is an incredible
country with vast
resources**

What is Mexico's Appeal?

**The most significant influence
in the North American
manufacturing for decades to
come**

Summary

One Vision

One Mission

One North America