

Reconnecting Mexico to higher growth in a volatile global context

Venue: Querétaro Centro de Congresos (QCC), ubicado en Paseo de las Artes 1531-B, Delegación Josefa Vergara, 76090 Querétaro, Qro

Public program as of October 26, 2022

Sunday 23 October	
11:30 onwards	Participant registration
15:00-15:15 <i>La Corregidora Salon</i>	<p>Welcoming remarks</p> <ul style="list-style-type: none"> • Mauricio Kuri, Governor of Queretaro, Mexico • Alfonso Garcia Cacho, Executive Director, Mexico Cumbre de Negocios • Oscar Peralta Casares, President, COMCE Queretaro
15:15-16:45 <i>La Corregidora Salon</i>	<p>The state of the world economy, peering into 2023: What impact on Mexico</p> <p><i>The context:</i></p> <ul style="list-style-type: none"> • The global economy prospects have considerably darkened during the course of 2022 harmed by the continuing disruptions in global supply chains, the very severe impact of the war in Ukraine on energy, food and commodities prices and the intensification of geopolitical risks created by the increasing US-China confrontation and the standoff between Russia and the US and Europe. • The European economy is facing the prospect of a winter marked by the perilous combination of recession + inflation = energy rationing. • Enduring inflationary pressures in the US are forcing the Federal Reserve to keep increasing interest rates, with a slowing down impact on economic activity and the risk of a hard landing. • Worse than anticipated slowdown in China • Higher interest rates in the US and Europe are increasing the cost of foreign denominated debt for emerging economies and tightening market conditions making it difficult for these countries to get new financing, hampering the development of economic activity. • Mexico's GDP growth for 2022 is forecasted at around 1.8-2% or even up to 2.4% according to the government forecast despite strong first two quarters of 2022. It is only in 2023 that Mexico is expected to get back to pre-pandemic levels of growth – between 1.9 and 2.9% according to the government. • Mexico's annual inflation rate rose to 8.7% in August of 2022 – a 21 year high. <p><i>The issues:</i></p> <ul style="list-style-type: none"> • What is the most plausible scenario for the global economy in 2023? What uncertainties or additional risks to consider? • How can Mexico mitigate the impact of a US slowdown – or even the risk of a US hard landing? • How to prevent that the fight against inflation and interest rates rise by Banxico kill the nascent economic recovery? Is the government anti-inflationary program going in the right direction? • Are there ways to strengthen, make more resilient, the sectors most vulnerable to a US and global slowdown? • Public investment has started to grow again last year after many years of decline. How to accelerate this trend to implement efficient counter-cyclical policies?

	<p>Speakers:</p> <ul style="list-style-type: none"> • Daniel Becker Feldam, Chief Executive Officer, Grupo Mifel, Mexico • Francisco Cervantes, President, Consejo Coordinador Empresarial, Mexico • Rodrigo Mariscal, Chief Economist, Finance Ministry, Mexican Government, Mexico • José Medina Mora Icaza, President, COPARMEX NACIONAL, Mexico • Dana Peterson, Chief Economist, The Conference Board, USA • Claude Smadja, Founder & Chairman, Smadja & Smadja Strategic Advisory, Switzerland <p>Moderator:</p> <ul style="list-style-type: none"> • Alberto Bello, Bureau Chief Mexico, Central America and the Caribbean, CNN, Mexico
16:45-17:05	Networking Break
<p>17:05-18:15</p> <p>Acueducto 1 Salon</p>	<p>Digitalization as a key component of a more sustainable and inclusive growth model</p> <p><i>The context:</i></p> <ul style="list-style-type: none"> • According to existing data, there were 96.87 million internet users in Mexico at the beginning of this year, with an Internet penetration rate of 74%. • Covid 19 has changed Mexico's consumer's behavior and forced the country's digitalization process – especially with respect to SMEs embracing e-commerce. • Increasing connectivity is a critical requirement for accelerating Mexico's digitalization process and thus improving the country's competitiveness. • According to most surveys, computer illiteracy and concerns about data fraud and piracy remain a key obstacle for a wider and more rapid adoption of digitalization <p><i>The issues:</i></p> <ul style="list-style-type: none"> • What is required to expand the country's telecommunications infrastructure to support increased countrywide broadband coverage? • Are there prospects to reduce very high spectrum fees – among the highest in Latin America – to promote investment and development of the telecom sector and encourage competition among service providers? • In what way could the USMCA Agreement – which stipulates very strong commitments in its digital trade part – contribute to accelerate the country's digitalization drive? • What is required to make digitalization a key factor for the productivity boost that the Mexican economy has been needing for so many years? • What ways to address the concerns about cybersecurity and data fraud which remain a major obstacle to digital adoption? • How to further leverage the spectacular development of fintech companies in Mexico? <p>Speakers:</p> <ul style="list-style-type: none"> • Manuel Díaz, Chief Security Officer, Huawei México, Mexico • Pete Hohm, Vice President, Development, CloudHQ, USA • Mateo Lejarza, Advisor in ICT and Science, STRM and former Executive Secretary, Telecommunication Commission of the Economic & Social Council for Mexico City, Mexico • Rodrigo Marbán Becerril, Partner & Director of Digital Transformation, BC&B – Law and Business, Mexico

	<p>Moderator:</p> <ul style="list-style-type: none"> Manuel Rivera Raba, Chief Executive Officer, Nekt Group, Mexico
<p>17:05-18:15 <i>El Corregidor Salon</i></p>	<p>Renewables: What would make sense in the present context?</p> <p><i>The Context:</i></p> <ul style="list-style-type: none"> Mexico generates about 70% of its energy from fossil fuels, with nuclear and renewables providing the rest according to official figures The latest electricity development plan, for 2022 through 2036, postpones from 2024 to 2031 the country's previous commitment to generate 35% of its energy from renewable sources by 2024. It now says that it will only be possible by 2031. Renewables power plants are facing regulatory issues preventing them from operating. A number of private wind and solar projects are still awaiting permits. The government is however planning to spend \$1.6 bn to build a giant solar plant in Northern Mexico as well as refurbishing more than a dozen state-owned hydroelectric plants. FDI in the energy sector plunged from \$5bn in 2018 to less than \$600 million in 2021. <p><i>The Issues:</i></p> <ul style="list-style-type: none"> To what extent the shift to distributed generation (DG) solar projects, limited to 500 Kilowatts and easily approved – forecast to reach nearly 16,500 cumulative megawatts by 2036 – can help keep the transition to renewable energy alive? What could be the impact of the commitment made by Mexico's government with 17 US companies in June 2022 on generating clean energy? What could be the repercussions of a clash between Mexico and the US over Mexico's energy policy? Some states are investing heavily in renewables, what is the potential for Mexican & foreign companies? Is there any possibility of a more favorable policy towards renewables in the foreseeable future? What could drive such an evolution? <p><i>Speakers:</i></p> <ul style="list-style-type: none"> Enrique Alba, Chief Executive Officer, Iberdrola Mexico, Mexico Jorge Lopez Morton, President, Total Energy Systems, Mexico Daniel García, President, Mexican Manufacturers in Renewable Energy (FAMERAC) & Chief Executive Officer, Modulo Solar, Mexico [ONLINE] Angie Soto Reaza, Managing Director, Nexus Energía, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> Hans Kohlsdorf, Founding Partner, Energy to Market, Mexico
<p>18:30-19:40 <i>El Corregidor Salon</i></p>	<p>How can Startups play their full part as transformers for Mexico</p> <p><i>The context:</i></p> <ul style="list-style-type: none"> Mexican startups have been actively developing business and technologies in domains which have been traditionally weak points of the country's social and economic fabric – such as the low level of people's integration in the financial system or transportation and mobility, or cyber vulnerability. The closure of the National Institute of the Entrepreneurs – INADEM – has been a severe blow for startups, as the lack of governmental supporting platforms has led to a decrease of funding – especially for pre-seed stage startups. This gap is not fully filled by VC funds and startups

	<p>financing remains a challenge despite the increasing funding coming from the US and other Latin American startups wanting to leverage the growth potential of their activities in Mexico.</p> <ul style="list-style-type: none"> Startup founders are contributing to promote the entrepreneurial spirit outside of the informal sector – where most of this spirit has traditionally been – with important long- term implications for Mexico's society and economy. <p><i>The issue:</i></p> <ul style="list-style-type: none"> What is needed to make of Mexico's startups one key driver of the digitalization process in the country? How can startups partner with the health sector to develop online healthcare services, and address huge un-met needs in the healthcare domain? How can startup success stories help promote a mindset of innovation and risk taking among the new generation? Are partnerships between corporate Mexico and startups able to contribute to a more dynamic business culture? <p><i>Speakers:</i></p> <ul style="list-style-type: none"> Alvaro Echeverria, Founder & Chief Executive Officer, Likideo, Mexico Andres Friedman, Chief Executive Officer, Solfium, Mexico/Canada Diego Muradas, Co-Founder & Chief Executive Officer, Zenda.la, Mexico Enrique Prieto Flores, Chief Executive Officer, Key Capital, Mexico <p><i>Moderator:</i></p> <ul style="list-style-type: none"> Rossana Fuentes Berain, Chief Executive Officer and Founder, Mexico Media Lab S21, Mexico
19:40-20:30	Cocktail reception
20:30-22:00 <i>La Corregidora Salon</i>	<p>Official opening dinner</p> <p>Mexico: What's Next</p> <p><i>Speaker:</i></p> <ul style="list-style-type: none"> Juan Enriquez Cabot, Managing Director, Excel Venture Management, USA <p><i>Moderator:</i></p> <ul style="list-style-type: none"> Yaël Smadja, Chief Executive Officer, Smadja & Associates USA Inc., USA

Monday 24 October

08:45-09:45 <i>La Corregidora Salon</i>	<p>USMCA the path forward to 2026</p> <p><i>The context:</i></p> <ul style="list-style-type: none"> More than just a trade agreement, the USMCA has the potential to lead to an integrated North American industrial platform and market. In 2021, trade flows among the USMCA countries reached \$1.3 trillion, and this amount will be exceeded in 2022.
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	<ul style="list-style-type: none"> • The USMCA is a privileged tool for Mexico to leverage to its benefit the nearshoring or the friend-shoring trend that the Biden administration wants to see US companies develop. • A crucial deadline looms in 2026, the date for a joint review by the three member countries and the decision on whether or not to extend the USMCA for 16 more years. • While the USMCA was ratified by a comfortable majority in the US, Mexico and Canada, going to the next phase to expand and deepen the scope of the agreement will require a very strong political will and involvement from political and business leaders, as well as a sustained buy-in from the public opinions in the three countries <p><i>The issues :</i></p> <ul style="list-style-type: none"> • What are the weak points (such as logistics and infrastructure, skills development) that Mexico needs to address between now and 2026 to be in the best position to look at the beneficial extension of the USMCA agreement? • What Mexico needs to do to be able to play an even more important role in creating more resilient supply chains for North American businesses – thus ensuring the sustainability of the USMCA Pact? • Could Mexico's energy policy and the Biden administration protectionist policy on EVs create serious risks for the USMCA Pact? • While there are no specific provisions in the USMCA Pact on addressing the climate change challenge, are there ways to use the Pact to mount a more effective coordinated North American approach to fight climate change? • What actions should be taken between now and 2026 on key factors to make of Mexico an even more crucial partner in an extended USMCA. • As the first trade agreement with an important component on digital trade, USMCA offers a great opportunity for Mexico to develop this crucial asset for increased competitiveness? What is now required to take full advantage of the digital trade element of USMCA? <p><i>Speakers:</i></p> <ul style="list-style-type: none"> • Oscar del Cueto Cuevas, Country Manager Mexico, Kansas City Southern de Mexico, Mexico • Jeffrey Schott, Senior Fellow, Peterson Institute for International Economics, USA • Kenneth Smith Ramos, Partner, Agon, Mexico • Jorge Torres Aguilar, President, FedEx Express México, Mexico <p><i>Moderator:</i></p> <ul style="list-style-type: none"> • Andrés Rozental, President, Rozental & Asociados, Mexico
<p>08:45-09:45</p> <p><i>El Corregidor Salon</i></p>	<p>What trade priorities for Mexico outside of North America</p> <p><i>The context:</i></p> <ul style="list-style-type: none"> • China is Mexico's second largest trading partner, the third largest destination for its exports and the second main supplier of the Mexican market. However, there is a huge asymmetry in favor of China in this relationship. • There is the potential for a significant increase of Mexican exports to China in the sectors of food, chemical products, synthetic fibers, electrical and electronic components, mining , etc. • With the diversification of supply chains away from overdependency on China, Mexico could have a card to play with triangulation schemes Mexico–United States–China that would create new opportunities for the country's industry. • Mexico's updated trade agreement with the EU should be approved by Brussels by the end of the year, improving conditions and opening new opportunities for investment and trade. • Mexico and the UK have announced last May the start of negotiations for an FTA between the two countries.

	<p><u>The issues:</u></p> <ul style="list-style-type: none"> • What can Mexico do to optimize its role as an investment destination for Chinese companies wanting to produce there to sidestep anti-China US tariffs? • Is there a potential for Chinese investments in Mexico's infrastructure to contribute to an acceleration of the country's infrastructure development – looking at Chinese companies' involvement in projects such as the Mayan train or in 5G and cloud computing domains? • While the surge of investment from China or of nearshoring-related investment has been concentrated in the North of Mexico, are there ways to create incentives and conditions for this new surge of investment to expand to other parts of the country? • What are the concrete opportunities for expanding trade with, and investment from, the EU that the definitive approval of the Mexico-EU updated trade agreement could open? • Is Mexico fully leveraging the potential advantages of being the global leader on FTAs with 14 FTAs Pact giving its products free trade access to about 50 countries- including the world's two richest markets – the US and the EU ones? <p>Speakers:</p> <ul style="list-style-type: none"> • Regina Lai, Regional Director Americas, Hong Kong Trade Development Council (HKTDC) • Carlos Eduardo Represas, President, Americas Capital Partners, Mexico • Roberto Zapata Barradas, Senior Partner, Ansley Consultores Internacionales, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Alberto Bello, Bureau Chief Mexico, Central America and the Caribbean, CNN, Mexico
<p>09:50-10:30</p> <p><i>La Corregidora Salon</i></p>	<p>An evolving trade landscape: What should Mexico's priorities be?</p> <p>In this session, rapporteurs from the sessions on "USMCA the path forward to 2026 » and "What trade priorities for Mexico outside of North America » will provide the key outcomes from the discussions held in their respective rooms. The results of these reports will be consolidated into a list of recommendations for priority actions and initiatives from the Cumbre.</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Alberto Bello, Bureau Chief Mexico, Central America and the Caribbean, CNN, Mexico • Andrés Rozental, President, Rozental & Asociados, Mexico • Jeffrey Schott, Senior Fellow, Peterson Institute for International Economics, USA – INVITED YSM
<p>10:30-11:00</p>	<p>Networking Break</p>
<p>11:00-12:00</p> <p><i>El Corregidor Salon</i></p>	<p>Automotive Industry: Catching up with the EVs wave</p> <p><i>The context:</i></p> <ul style="list-style-type: none"> • The automotive sector was very badly affected by the pandemic but is on a recovery trajectory • Mexico is the world's sixth largest auto producer • Up to August 2022, Mexico's car production has increased by 31.4% and exports have increased by 16.9% on a year-on-year basis • The industry is still in a catch-up mode in the global shift towards electric vehicles <p><i>The Issues:</i></p>

	<ul style="list-style-type: none"> Assessing the impact of the supply chain issues and their changing nature with a tendency to want supplier closer to manufacturing plants How is the industry adjusting to the USMCA various requirements affecting it? A number of large companies are switching plants towards EVs manufacturing and some startups are launching new electric vehicles. What is needed to support the development of the automotive sector so that they can grow in line with the evolution of the demand? Assessing the prospects for a faster development of EV production to position Mexico as a major player in this field in the coming years? <p>Speakers:</p> <ul style="list-style-type: none"> Renato Villaseñor, Chairman of the Board, Cluster Automotriz de Queretaro, Mexico José Zozaya Delano, President, Mexican Association for the Automobile Industry, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> Axel Sanchez, Editorial Coordinator, Business Section, Milenio Diario, Mexico
<p>11:00-12:00</p> <p>Acueducto 2 Salon</p>	<p>Making sense of the Metaverse: What does it really mean for your business</p> <p><i>The Context:</i></p> <ul style="list-style-type: none"> There is no official definition yet for the metaverse but this does not prevent a growing interest into its business potential. The metaverse is, according to McKinsey “the next platform on which we can work, live, connect and collaborate”. Some technologists describe it as “a convergence of our physical and digital lives (...) enabled by different technologies, like augmented and virtual reality, blockchain, 5G, edge computing, and many other technologies”. According to a McKinsey Study, US\$ 120 billion have been invested in metaverse development so far and a number of big companies are renewing their marketing strategies to take into account the potential of the metaverse. The Accenture “Tech Vision Report” 2022 states that 71% of global executives surveyed in the report see the metaverse as having a positive business impact on their organizations, with 42% believing that it will be “breakthrough” or “transformational”. Media, retail, financial services and entertainment are among the sectors most interested in leveraging the metaverse in advertising, sales communication and innovation, to stay ahead of the curve <p><i>The issues:</i></p> <ul style="list-style-type: none"> What are the priorities for action for companies which want to engage with – and leverage – the metaverse capabilities? What are the specific features of Mexico’s social and business environment that can be considered as obstacles or assets for metaverse adoption? What role could startups involved in the metaverse play in accelerating the adoption and impact of the metaverse? Data is a crucial element in leveraging the metaverse, what are the implications in terms of cybersecurity? What is the actual potential in terms of customer adoption – as surveys show it is slow in Mexico? <p>Speakers:</p> <ul style="list-style-type: none"> Alejandro Preinfalk, Chief Executive Officer, Siemens Mexico, Mexico Manuel Rivera Raba, Chief Executive Officer, Nekt Group <p>Moderator:</p>

	<ul style="list-style-type: none"> • Yaël Smadja, Chief Executive Officer, Smadja & Associates USA Inc., USA
<p>11:00-12:00</p> <p><i>Acueducto 1 Salon</i></p>	<p>The circular economy: From concept to reality</p> <p><i>The context:</i></p> <ul style="list-style-type: none"> • A circular economy is one where waste is recycled, resources are circulated and nature is regenerated, helping to tackle climate change, improve economic efficiency and address social needs. This concept is relatively new in Mexico. It is the opposite of the present model of linear economy. • Mexico's waste production accounts for 44 million tons per year, expected to reach 65 million by 2030, with 70% of urban solid waste ending up in land fields • 34.5% of Mexico's total food production is wasted • Mexico passed a general circular economy law in November 2021 promoting improved waste management rules and recycling techniques to reduce the environmental impact of economic activities and keep emissions low. • An important aspect of the Circular economy is the reuse of plastic in light of the conservation of resources of the petroleum used for its production. The new law requires plastic products to contain 20% of recycled materials by 2025 and 30% by 2030. <p><i>The Issues:</i></p> <ul style="list-style-type: none"> • What are the market opportunities created by the circular economy? • What are the immediate challenges for implementing a functioning circular economy and what reforms need to happen? • What sectors present the best opportunities • What role for the states in terms of policies, incentives etc... <p><i>Speakers:</i></p> <ul style="list-style-type: none"> • Marco del Prete, Secretary of Sustainable Development, Queretaro • David Eaton, Vice President Sales & Marketing Business Development and Customer Service, Kansa City Southern, USA • Gautier Mignot, European Union Ambassador in Mexico <p><i>Moderator:</i></p> <ul style="list-style-type: none"> • Lorenzo Lazo Margain, Chief Executive Officer, LL & M.M. Consultores, Mexico
<p>12:15-13:15</p> <p><i>El Corregidor Salon</i></p>	<p>Taking Mexico's Aerospace industry to the next level</p> <p><i>The Context:</i></p> <ul style="list-style-type: none"> • The Aviation and Aerospace industry has become one of the three largest in Mexico valued at US \$6.22 billion in 2021 and expected to continue to grow. Mexico is now a location of choice for the industry in North America. • The aerospace industry has seen over 15% growth over the past ten years with more than USD \$9.5 billion in exports • Over 300 companies in the sector are benefiting from Mexico's low cost and highly skilled labor • Nearly every component of an aircraft can be manufactured in Mexico • The industry is now bouncing back from the decrease in exports, reduced travel and the slowdown in aircraft production created by the Covid 19 pandemic. However, experts predict that the industry will not surpass 2019 levels until 2024. <p><i>The issues:</i></p>

	<ul style="list-style-type: none"> • In 2017, the government updated the Aerospace Industry National Strategic Program 2012-2020, What is needed to further develop the sector and expand its role in the North American Industrial Platform. • What is needed both in terms of policies and corporate initiatives to build more resilient supply chains that can handle future shocks? • What are the opportunities for Mexico in the domains of space and defense platforms? <p>Speakers:</p> <ul style="list-style-type: none"> • Ricardo Capilla, Chief Executive Officer, Airbus Mexico • Edgar Ciceño, Strategy Director, Safran Mexico, Mexico • Luis Gerardo Lizcano, Executive President, Mexican Federation of the Aerospace Industry, Mexico • Veronica Mendez Magaña, President, Aerocluster Queretaro, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Jesus Hernandez, Editor-in-Chief Business section, Grupo Millenio
<p>12:15-13:15</p> <p><i>Acueducto 1 Salon</i></p>	<p>Mexico is running out of water...What needs to be done</p> <p><i>The context:</i></p> <ul style="list-style-type: none"> • Mexico's constitution guarantees its citizens access to water as a fundamental right, but according to the government's 2020 census the number of households without access to drinking water had increased to 22.4%, from 11.8% in the 2010 census • Many agri-food producers rely on obsolete irrigation systems wasting huge amounts of water, lack proper wastewater treatment, water reuse, and water catchment technologies, • While CONAGUA determines how much usable water there is in the country and decides how to distribute it for different uses there is a huge cacophony of practices and interests between local governments, federal institutions and private parties generating waste, inefficiencies, and corruption • Mexico has this year the worst water crisis in 30 years, by mid-July, almost 50% of Mexico's territory was suffering drought <p><i>The issues:</i></p> <ul style="list-style-type: none"> • What to expect from the reform of the general water law to be promulgated this year? • What urgent changes are required in the current water policies? • What actions to reduce drastically the enormous waste of water in the agri-food sector? What technologies are immediately available? • Are the mega water projects prioritized by the government the right answer to the water crisis? • How to engineer the necessary shift of the present mindset focused mostly on drought disaster-response to an orientation towards disaster prevention and long-term solutions? <p>Speakers:</p> <ul style="list-style-type: none"> • Cesar Herrera, Member of the Technical Committee, Fund for Infrastructure Studies and Projects, Mexico • Benjamin Laniado, President, ARISE Mexico, Mexico • Rubén Muñoz Alvarez, President, Water Comission, Congress, Mexico ONLINE <p>Moderator:</p> <ul style="list-style-type: none"> • José Represas, President & Chief Executive Officer, Administradores Profesionales Asociados (AprA), Mexico

13:30-15:00 <i>La Corregidora Salon</i>	<p>Plenary Luncheon</p> <p>The View from the driver seat</p> <p>Speaker:</p> <ul style="list-style-type: none"> Sergio Michel "Checo" Pérez Mendoza, Formula One Driver, Mexico
15:15-16:15 <i>Acueducto 1 Salon</i>	<p>Sustainability, Safety, Eco-Tourism etc..., riding the new global tourism trends</p> <p><i>The context:</i></p> <ul style="list-style-type: none"> Mexico is the second tourism destination in the world according to the World Tourism Organization. The Covid 19 pandemic has affected the sector but Mexico's open border policy during the pandemic is now giving it a head start. Mexican tourism is on track to reach 2019 levels with about \$25 billion USD in revenue, with more than 36 million international visitors already for this year. The pandemic has both accelerated and created new tourism trends: Bleisure trips (business travel incorporating leisure elements), new technologies including automation, mobile bookings, sustainable tourism, active eco-tourism, transformative travel, experience and wellness travel. Mexico's tourism sector employs 4.5 million people, slightly more than before the pandemic. <p><i>The issues:</i></p> <ul style="list-style-type: none"> Biodiversity protection, transportation infrastructure, sustainability are among the weak points of Mexico's tourism offer. What is being done to remedy this situation? International visitors overwhelmingly come from the United States. What Mexico should do to diversify its market. How is Mexico leveraging the new tourism trends? How can less obvious destinations in the country leverage these trends to gain visitors? Where to invest and innovate in product evolution to take advantage of the new trends in traveler attitudes and habits. How to support the digitization of SMEs in the tourism sector to take advantage of new technologies and improve the traveler experience? <p>Speakers:</p> <ul style="list-style-type: none"> Carmen Julia Corales, Executive President, Consejo Nacional Empresarial turístico, Mexico Humberto Hernandez Haddad, Deputy secretary of Tourism Ruben Olmos, Founder & Managing Partner, Global Nexus LLC, USA <p>Moderator:</p> <ul style="list-style-type: none"> Jesus Hernandez, Editor-in-Chief Business section, Grupo Millenio
15:15-16:15 <i>El Corregidor Salon</i>	<p>Policies to boost skills creation in Mexico</p> <p><i>The context:</i></p> <ul style="list-style-type: none"> Mexico rose from 60th to 56th in the 2020 IMD World Talent ranking. According to a Manpower study the talent shortage in Mexico has reached a 16 year high as 64% of employers report difficulties in hiring appropriate talents. Mexico is expected to return to its pre-pandemic unemployment rate by the end of 2022. Between 2006 and 2012, the Mexican government opened 120 tuition free specialist technology universities. Over 130,000 engineers graduate in Mexico every year.

	<ul style="list-style-type: none"> Mexico has a talent pool of over 700,000 lower cost developers. <p><i>The issues:</i></p> <ul style="list-style-type: none"> As the pandemic accelerated digitalization in most companies, new skills are needed in higher numbers. Are schools and universities up to the challenge? What policies are needed and what business needs to do to expand upskilling and re-skilling? What is the track record of the 120 tuition free specialist technology universities in helping address the skills challenges? How could this contribution be improved? Women employment was disproportionately affected during the pandemic, what can be done to reverse the trend and integrate/bring back more women in the job market? With the development of remote work, opportunities are opening for Mexican talents in foreign companies. What does it mean for the shortage that Mexican companies are facing? Would there be a loss of competitiveness as wages will increase? And will an increase of productivity prevent such an outcome? <p><i>Speakers:</i></p> <ul style="list-style-type: none"> José Abugaber Andonie, President, CONCAMIN, Mexico Elizabeth Salamanca, Non-Resident Scholar, Center for United States and Mexico, USA Enrique Sosa, Dean, Aerospace University in Queretaro (UNAQ), Mexico Rodrigo Ramirez, Unit of the National Employment Service <p><i>Moderator:</i></p> <ul style="list-style-type: none"> Yaël Smadja, Chief Executive Officer, Smadja & Associates USA Inc., USA
16:15-16:45	Networking break
16:45-17:45 <i>El Corregidor Salon</i>	<p>What can big business do to boost the role of SMEs as a growth factor in a win-win approach?</p> <p><i>The Context:</i></p> <ul style="list-style-type: none"> In 2020, there were 4.9 million MSMEs registered in Mexico accounting for 78% of private sector employment. Despite representing 95.4% of businesses, SMEs contribute just 52% of GDP, and microenterprises only 12.4% . Covid 19 has had a huge impact on SMEs but has accelerated digitalization - a key element for boosting SMEs growth. The companies that adapted quickly not only survived but are now better equipped. Only 14% of SMEs exports to the international market and less than 2% invest in innovation that leads to patents or brand registration. <p><i>The Issues:</i></p> <ul style="list-style-type: none"> A 2020 International Data Corporation survey estimated that accelerating the digitalization process among SMEs would add US\$65 bn to the Mexican economy. What is needed to achieve this potential. How can big technology companies boost opportunities for SMEs in that field? In recent years, the Mexican government has developed several initiatives to support entrepreneurs and increase SMEs access to financing, what role for big business? Are there ways for big corporations to integrate more SMEs in their supply chains? What immediate steps to further innovation and IP development for Mexican SMEs? What support systems could help the most promising SMEs to explore potentialities in the international markets?

	<p>Speakers:</p> <ul style="list-style-type: none"> • Daniel Colunga, Director General, Uber Eats México, Mexico • Angel Morfin, SAP Concur, Mexico • Joaquín Saldaña, Director de Estrategia y Marketing, Huawei México, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Woosuk Kenneth Choi, Editor, Future Planning Desk, The Chosun Daily Newspaper & Director General, The Asian Leadership Conference, Korea
<p>16:45-17:45 <i>La Corregidora Salon</i></p>	<p>An uneven regional recovery: What priorities for what regions to bring together the Mexicos</p> <p><i>The context:</i></p> <ul style="list-style-type: none"> • Per capita GDP in Mexico's poorest regions is sixteen times lower than in the richest ones - wider than in any other OECD country. • This translates in huge disparities in poverty rates between Chiapas, the poorest state with a poverty rate of around 75% and Nuevo Leon, the richest state, with a poverty rate of about 15%. The official average poverty rate in the country is at 42%. • Access to fixed broadband and to financial services as well as levels of education and infrastructure development remain highly unequal between the Southern, central and Northern parts of the country with a severe impact on economic development opportunities • There is the need for more streamlining and coordination between the country's many anti-poverty programs. The OECD has recommended a single registry of all beneficiaries of all social programs, as it has identified 123 federal social programs, another 1,444 operated by the 32 state governments, and 6,829 run by the 2,454 municipal governments., <p><i>The issues:</i></p> <ul style="list-style-type: none"> • Given the great disparities on education and health levels among different states, how to ensure that the right priorities are established for access to appropriate programs for the poorer states? • To what extent creating regional clusters – on the model of the Bajío region – that would add the respective strengths of neighboring states could help address Mexico's regional disparities? • Are some of the infrastructure projects of the present administration, such as the Mayan Train and the \$US 8 billion refinery project in Tabasco, really able to boost the economic development of the Southern states? Would there be more cost-effective alternatives? • What changes are needed to increase the efficiency of social spending that will contribute to reducing wealth disparities between the country's regions? <p>Speakers:</p> <ul style="list-style-type: none"> • Gustavo de Hoyos, Founder, Si Por Mexico & UNID@S, Mexico • Cynthia Martínez, Socio-Economic Development National Officer, UNDP México ONLINE • Mariano Palacios Alcocer, former Governor of Queretaro & former Ambassador to the Vatican, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Lorenzo Lazo Margain, Chief Executive Officer, LL & M.M. Consultores, Mexico
<p>16:45-17:45 <i>Acueductos 2 Salon</i></p>	<p>Chinese Innovation and Technology companies: Their view on trade opportunities with Mexico</p> <p>Moderator:</p> <ul style="list-style-type: none"> • Claude Smadja, Founder & Chairman, Smadja & Smadja Strategic Advisory, Switzerland

<p>18:00-19:00</p> <p><i>La Corregidora Salon</i></p>	<p>Mexico in the changing global supply chain</p> <p><i>The context:</i></p> <ul style="list-style-type: none"> • The reshaping of global supply chains that could benefit Mexico: Cumulative impact of Covid pandemic induced severe disruptions of supply, increasing US-China confrontation and US policy to decrease overdependency on China sourcing, more disruptions created by the Ukraine war. • Some MNCs are relocating plants in Mexican Border states. A lot of talk about near-shoring and friend or ally-shoring • Questions and uncertainties about the government policies and attitude towards foreign investors • Vietnam, Taiwan, India and Indonesia are so far benefiting much more than Mexico from the friend-shoring trend <p><i>The issues:</i></p> <ul style="list-style-type: none"> • What is the scorecard – so far – with respect to actual near-shoring? • Actions to leverage near-shoring opportunities for the Bajío area and especially Queretaro • Which sectors could provide the best opportunities – low-hanging fruit – for near-shoring in Mexico? • Assessing the major challenges for near-shoring in Mexico • What is needed to secure a greater role for Mexico in the global supply chain architecture being reshaped <p>Speakers:</p> <ul style="list-style-type: none"> • Vladimiro de la Mora, President & Chief Executive Officer, GE México and President, AMCHAM, Mexico • Philip Levy, Chief Economist, Flexport, USA • Noel Maurer, Professor of International Affairs and Business, George Washington University, USA • Clyde Prestowitz, President, The Economic Strategy Institute, USA • Omar Troncoso, Partner, Kearney, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Alberto Saracho, Partner, McKinsey & Company, Mexico
<p>20:00-22:00</p> <p><i>Hacienda San Antonio del Battan</i></p>	<p>Gala Dinner</p> <p>An evening dedicated to making new friends and enjoying cultural and gastronomical delights.</p> <p>Hosted by:</p> <ul style="list-style-type: none"> • Mauricio Kuri González, Governor of Queretaro, Mexico <p><i>Transportation will be provided from the Congress Center to the Gala Dinner. After dinner, transportation will be provided to the hotels.</i></p>

Tuesday 25 October

<p>08:45-10:00</p>	<p>US/Mexico relations: Which way to address the lingering issues?</p> <p><u><i>The context:</i></u></p>
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<p><i>La Corregidora Salon</i></p>	<ul style="list-style-type: none"> On December 12, 2022, the United States and Mexico will celebrate 200 years of diplomatic relations. The bilateral relationship is an encompassing one, extending way beyond diplomatic and official relations to involve broad ranging trade, business, cultural, person-to-person and educational ties, and covering domains such as innovation, environmental protection and fight against climate change, sub federal state and local actors and public health. The last meeting of the U.S.-Mexico High-Level Economic Dialogue (HLED), in September 2022 focused on strengthening supply chain resilience, promoting sustainable economic and social development in Southern Mexico and Central America, securing the tools for future prosperity by supporting regulatory compatibility in the information, communication, telecom, and infrastructure sectors. While the migrant and the drug trafficking issues remain a major irritant in the bilateral relationship, a number of significant disagreements have emerged between the AMLO and the Biden administrations on issues such as foreign policy – President López Obrador refused to attend the Summit of the Americas convened by President Biden in Los Angeles and didn't join US support to Ukraine -. Energy – the US is against Mexico's focus on fossil fuels - climate change, and US support to Mexican NGOs. <p><u>The issues:</u></p> <ul style="list-style-type: none"> What could help reduce the mutual suspicion which continues to characterize the US-Mexico relationship, despite all the areas of cooperation which are working. With the end of the Merida initiative US Secretary of State Antony Blinken has noted that the US-Mexico relations have relied "too much on security forces and too little on other tools in our kit" – such as human rights, economic opportunities, and crime prevention. Could this new approach to security cooperation help address the violence, corruption, and migration which have so much weighted on US-Mexico relations? What are the one or two initiatives of developments that each country could take that would contribute significantly to make the relationship even more seamless? The US has proposed investments in the development of Mexico's automotive sector and of 5G telecommunications technology, and Mexican involvement in the development of the semiconductor sector. To what extent could these moves – if they materialize – help consolidate and expand the bilateral relationship? <p>Speakers:</p> <ul style="list-style-type: none"> Esteban Moctezuma, Ambassador of Mexico to the United States ONLINE Ken Salazar, Ambassador of the United States to Mexico ONLINE <p>Chair:</p> <ul style="list-style-type: none"> Andrés Rozental, President, Rozental & Asociados, Mexico
<p>10:00-10:30</p>	<p>Networking Break</p>
<p>10:30-11:30 <i>El Corregidor Salon</i></p>	<p>Reviewing Mexico's security equation</p> <p><u>The context:</u></p> <ul style="list-style-type: none"> In the first three years of its mandate the present administration has adopted an approach labeled "hugs not bullets" and has even more involved the military in its security strategy. But this has not improved the situation and there has even been a rise in violent crime linked to cartel activities during that period. Mexican legislators have endorsed the administration's decision to put the army in charge of the national guard – which had replaced the Federal police - and authorized the military to handle

	<p>public safety duties through 2028. There is however a strong skepticism that this kind of measures will be enough to restore some security in the country, reduce the level of violence and be able to contain the power of the cartels.</p> <ul style="list-style-type: none"> Despite some of the administration's decisions restricting cooperation with the US on security matters the security relationship between the two countries remains strong, whether at the institutional level, or in terms of work coordination between the two militaries, or with respect to procurement of military equipment. The Merida initiative much criticized by President Lopez Obrador has been replaced at the end of last year by a new "Bicentennial Framework", many aspects of which remain to be finalized. <p><i>The issues:</i></p> <ul style="list-style-type: none"> Is Mexico beginning to overcome the setback that the Covid crisis created with respect to the country's security situation, diverting government efforts and resources and generating in some areas a rise of influence of the cartels through the support they provided to the population? What should be the key components of a coherent and efficient law enforcement strategy? And would Mexico have the means to put together all these components? In what way is the creation of a truly autonomous Public Prosecutor office with adequate resources an important prerequisite for an efficient security policy? In what way would a greater and more efficient effort by the US to stop the flow of guns from the US into Mexico have an impact in reducing the violence in Mexico? <p><i>Speakers:</i></p> <ul style="list-style-type: none"> Edna Jaime Treviño, Founder & Director, Mexico Evalúa, Mexico Jaime Domingo Lopez Buitron, President, Security Commission, Consejo Coordinador Empresarial, Mexico Lisa Sanchez, Director General, Mexico Unido Contra la Delincuencia, Mexico <p><i>Moderator:</i></p> <ul style="list-style-type: none"> Juan Francisco Torres Landa, Partner, Head of the Latin America Practice Group, Hogan Lovells, Mexico
<p>10:30-11:30 <i>Acueducto 2 Salon</i></p>	<p>What future for Smart Cities in Mexico?</p> <p><i>The Context:</i></p> <ul style="list-style-type: none"> About 80% of Mexico's population lives in Urban areas. The development of Smart Cities could help improve mobility, delivery of social services and help address environment challenges. A Smart City is a hyperconnected urban area which utilizes innovation and technology and ensures sustainable resources and waste management, green transportation and the provision of services with an emphasis on quality of life. Mexico has no 100% Smart Cities (fitting all the criteria) however the Inter American Development Bank identifies four cities in Mexico that can be considered Smart cities: Maderas (Queretaro), Creative City and Tequila (Jalisco) and Smart (Puebla). Mexico City has a Smart City project with a connectivity master plan for the city. The absence of a national strategy has affected the development of Smart Cities in Mexico PWC estimates that the Smart Cities sector could reach maturity globally in 2025 and is valued at \$2.5 trillion. <p><i>The Issues:</i></p>

	<ul style="list-style-type: none"> To what extent could the expansion of 5G help accelerate the development of Smart Cities in Mexico? How to leverage new technologies such as IoT to accelerate Smart Cities development process? What are the legislative reforms needed to create a national strategy for Smart Cities development? How can the private and public sectors work together to design, fund and sustain smart infrastructure and services geared towards inclusive growth? What priorities for sustainable and safe mobility as a key component of Smart Cities? <p>Speakers:</p> <ul style="list-style-type: none"> Eduardo de la Garza, General Manager, Monterrey Digital Hub, Mexico Marco Gutiérrez, Infrastructure Adviser, Consejo Coordinador Empresarial, Mexico ONLINE Luis Bernardo Nava Guerrero, Presidente Municipal de Querétaro, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> Alberto Bello, Bureau Chief Mexico, Central America and the Caribbean, CNN, Mexico
<p>11:45-12:45 Acueducto 1 Salon</p>	<p>What growth strategy for Mexico's Oil & Gas in the new global energy context</p> <p><i>The context:</i></p> <ul style="list-style-type: none"> Mexico is one of the largest oil producers in the world with 1.9 million barrel/day in 2021. Mexico generates about 70% of its energy from fossil fuels. In the last seven years, 17 new discoveries of hydrocarbon reserves have multiplied the country's known reserves by seven times from their level prior to the energy reform of the previous administration. In 2021, the US imported over 212 million barrels of heavy crude oil from Mexico and exported back 1.6 million/day of refined petroleum products (approximately 70% of Mexico's gasoline, diesel, natural gas and jet fuel consumption). About 16% of total government revenue comes from the oil sector The regulatory changes enacted by the present administration have negatively impacted private sector participation in the sector. However, private operators have continued in 2022 to make new discoveries onshore and offshore, setting the basis for higher oil and gas production. The Federal government is betting on fossil fuels and Pemex and is supporting the company in various ways. <p><i>The Issues:</i></p> <ul style="list-style-type: none"> Could the suspension of the new E&P contracts and licenses to private operators be abandoned or loosened because of the demand pressure on global energy markets and the increased needs for revenues for the federal budget Looking at the level of investments already contracted thanks to the limited opening of the upstream oil and gas market could there be further advances in this domain? What could be the impact/result of the challenges against the present oil and gas policy of the government from industry players and the US government? While Mexico has huge natural gas reserves its imports of natural gas keep increasing due to higher domestic demand. What is needed to develop these gas reserves and increase their exploitation to reduce the country's growing energy dependence? <p>Speakers:</p> <ul style="list-style-type: none"> Juan Acra, President, COMENER, Mexico Merlin Cochran, Director General, AMEXHI, Mexico

	<ul style="list-style-type: none"> • Kijana Mack, Executive Director Corporate Strategy and Energy Finance Group, Mexico Energy Partners, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Claude Smadja, Founder & Chairman, Smadja & Smadja Strategic Advisory, Switzerland
<p>11:45-12:45 <i>El Corregidor Salon</i></p>	<p>Investment in Mexico: The opportunities are there. How to overcome the challenges?</p> <p><i>The Context:</i></p> <ul style="list-style-type: none"> • Mexico remains the number one destination for FDI in Central and South America. However, Mexico ranked 60th out of 190 in the last World Bank's Ease of Doing Business Ranking, losing six spots compared to the previous year. • FDI in Mexico for 2021 was USD 31.6 billion, a 13.2% increase over 2020 • Mexico's key attractions are its macroeconomic and political stability, geographic location, its trade agreements, natural resources, relatively qualified and low-cost workforce and a promising domestic market • Main sources of investment are the United States, Spain, Canada and Germany. • Between 2011 and 2021 Mexico received about \$300 billion in FDI mainly in manufacturing (especially automotive), financial services, mining, construction, real estate, tourism, media, professional services and transportation. • Mexico is participating in bilateral investment treaties with over 35 countries <p><i>The Issues:</i></p> <ul style="list-style-type: none"> • What structural issues are affecting FDI the most? How to address them? • "Invest in Mexico Business Center" was launched in March of this year by the government to facilitate investments including various incentives. What initial lessons can be drawn from the Center results so far? • How are the Special Economic Zones (SEZs) created to attract investment to the Southern states of the country doing? Are there lessons to be drawn? • How could the near-shoring trend be leveraged to increase the flow of FDI in Mexico despite questions in the minds of foreign executives related to certainty of existing contracts and regulatory stability? <p>Speakers:</p> <ul style="list-style-type: none"> • José Luis de la Cruz, Director, Institute for Industrial Development and Economic Growth, Mexico • Jorge Dickens, Managing Partner, Acon Investments, USA • Scott McDonough, Managing Director, Alta Growth Capital, USA • Gerry Schwebel, Executive Vice President, Corporate International Division, Bank of Commerce, USA <p>Moderator:</p> <ul style="list-style-type: none"> • Woosuk Kenneth Choi, Editor, Future Planning Desk, The Chosun Daily Newspaper & Director General, The Asian Leadership Conference, Korea
<p>13:00-14:00 <i>El Corregidor Salon</i></p>	<p>Decarbonizing the economy: Is Mexico on its way to achieve its 2030 climate change objectives</p> <p><i>The context:</i></p> <ul style="list-style-type: none"> • President Lopez Obrador has stated that Mexico will meet Paris Agreement goal - producing 35% of its power from Renewables sources by 2024 - but a report released by the administration in 2022 shows that the country is now years behind that goal.

	<ul style="list-style-type: none"> • Mexico generates about 70% of its energy from fossil fuels. • Mexico has abundant supplies of renewable energy sources • Many analysts see a risk of Mexico coming short of its decarbonization goals because of the Federal Government's bet on fossil fuel and obstacles hindering renewable energy firms. <p><i>The issues:</i></p> <ul style="list-style-type: none"> • Are the Paris agreement goals still attainable? How far behind is Mexico? • What is needed in terms of urban regulations and infrastructure – especially in the energy storage domain? • How to develop the potential of biofuels in the agriculture sector as well as for sectors such as aviation? • What new technologies could be leveraged to improve the energy efficiency of the industrial sector, the largest emitter of greenhouse gases in Mexico? • What best practices and can they be applied in Mexico? <p><i>Speakers:</i></p> <ul style="list-style-type: none"> • Felipe Arriola, Cofounder & CEO of BioEsol, Mexico • Marcela Ponce, Head Climate Financing Program, IFC • Andres Friedman, Chief Executive Officer, Solfium, Mexico/Canada <p><i>Moderator:</i></p> <ul style="list-style-type: none"> • Rossana Fuentes Berain, Chief Executive Officer and Founder, Mexico Media Lab S21, Mexico
<p>13:00-14:00 <i>Acueducto1 Salon</i></p>	<p>Time for corporate Mexico to focus on ESG: Opportunities and challenges</p> <p><i>The context:</i></p> <ul style="list-style-type: none"> • ESG (Environmental Social Governance) is starting to gain traction in Mexico but is still lagging • ESG criteria are now incorporated on a quasi-automatic basis by international development banks and financing institutions in contracts on project financing and other financing agreements with Mexico's government. • Some listed companies in Mexico often voluntarily disclose ESG information (some using Global Reporting Initiative Standards -GRI) as this improves their reputation and may help financing opportunities as increased transparency on companies' operations are requested by investors. • More and more investors analyze companies based on ESG risks which encompasses how a company is responding to climate change, ethical labour practices, corporate governance requirements, privacy and data management etc.... <p><i>The Issues:</i></p> <ul style="list-style-type: none"> • Beyond MNCs, are Mexican companies adopting ESG standards? What are the challenges? • How to define the benefits that a company can derive from compliance to ESG standards? • Updated rules on ESG investment applicable to Mexican pension funds make it mandatory to consider ESG criteria investment factors. What could be the impact on ESG criteria adoption in the Mexican market. • There is no comprehensive regime or code that governs ESG in Mexico, but the private sector has been actively involved in developing an ESG framework. What if needed to develop a nationally accepted ESG framework? • What benefits to homogenize the use of GRI standards for disclosure • What best practices to follow? <p><i>Speakers:</i></p> <ul style="list-style-type: none"> • Miguel Gallardo López, President, AliaRSE, Mexico

	<ul style="list-style-type: none"> • Nicolas Mariscal Torroella, Chairman of the Board, Marhnos, Mexico • Antonio Ortiz-Mena, Senior Vice President at Albright Stonebridge Group, USA • Marcela Ronquillo, Executive Director, EarthX Latin America, Mexico <p>Moderator:</p> <ul style="list-style-type: none"> • Yaël Smadja, Chief Executive Officer, Smadja & Associates USA Inc., USA
<p>14:15-16:00</p> <p><i>La Corregidora Salon</i></p>	<p>Plenary Closing Lunch</p> <p>Fighting the curse of an underperforming economy</p> <p>We all know Mexico's assets in terms of natural resources, excellent geographic location bordering the number one economy in the world, its network of trade agreements, its demographic dynamics etc. As the 15th economy in the world Mexico should be an engine of growth for Latin America. However, the country's economy has been under-performing year after year, seemingly unable to leverage fully its assets.</p> <p>Why is that so? What are the missing factors in the country's approach to economic development? What are the changes needed for Mexico to unleash its full potential?</p> <p>This closing dialogue session of the 20th Mexico Business Summit will help identify some actionable changes that could have a profound positive impact on Mexico's economic and social trajectory.</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Clyde Prestowitz, President, The Economic Strategy Institute, USA • Carlos Eduardo Represas, President, Americas Capital Partners, Mexico • Claude Smadja, Founder & Chairman, Smadja & Smadja Strategic Advisory, Switzerland <p>Moderator:</p> <ul style="list-style-type: none"> • Paola Rojas, Anchor, Televisa, Mexico

Over its twenty years of existence the Mexico Cumbre de Negocios has become the number one economic and business event in the region. It has expanded its footprint to cover not only Mexico's future in the global context but the key strategic issues common to, or impacting on, the whole region. The creation of the Pacific Alliance, the Trans Pacific Partnership developments have highlighted not only the opportunities being created but also how so many crucial issues affecting one country such as Mexico, and its partners, impact on one another. The Mexico Cumbre de Negocios has thus become the unique platform covering these strategic issues combining regional and national perspectives.