

MEXICO IN MOTION

Nuevo León

With

a proud reputation as Mexico's industrial engine, the modern and welcoming state of Nuevo León is driving the nation's economic development as it moves from a manufacturing-based economy to one focused on knowledge and technology.

Already home to more than 1,800 foreign companies, the ambitious state of 4.2 million people is heading the recovery from the twin effects of the H1N1 [swine flu] outbreak and the global economic crisis.

The state capital, Monterrey, and its metropolitan area generate around 10% of Mexico's gross domestic product (GDP) and produces a similar percentage of the country's manufactured goods that are exported to markets in the U.S., Asia and Europe, including the United Kingdom.

"The multi-sector model has helped us advance, strengthen and develop the manufacturing sector as we move toward a knowledge-based economy."

Nuevo León Governor, Rodrigo Medina de la Cruz

International businesses specializing in technologically advanced sectors like aerospace, software, information and communications technology (ICT), medicine, biotechnology and nanotechnology have all established operations in Nuevo León in recent years.

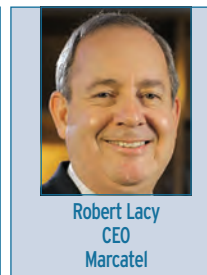
Such successful economic diversification is built on several strong foundations, including political and social stability, modern infrastructure, a pro-business climate, a world-class



Rodrigo Medina de la Cruz
Governor of Nuevo León



Jesús Ancer Rodríguez
Rector
UANL



Robert Lacy
CEO
Marcatel

education system and skilled human capital.

Furthermore, Nuevo León's strategic location, close to the Gulf of Mexico and the U.S. border, is another key competitive advantage as the region is ideally positioned along the North American Free Trade Agreement (NAFTA) corridor.

The forward-thinking state has adopted a pioneering socio-economic development model called the "Triple Helix" that was a key factor in the impressive 7.2% rise in first quarter GDP this year.

According to Nuevo León Governor Rodrigo Medina de la Cruz, the multi-sector model is ideal for investors, as by grouping enterprises together in industry-specific clusters, companies benefit from greater efficiencies and lower costs.

"This innovative model is based on cooperation between the private sector, academia and government," Medina de la Cruz explains. "It has helped us advance, strengthen and develop the manufacturing sector as we move toward a knowledge-based economy and society that will create better paid employment.

"Nuevo León is attracting good levels of foreign direct investment (FDI) and can offer businesses capacity, adapt-

An agile optical fiber network
powerful enough to broadcast
the 2010 World Cup globally.

ALDEA
The world's your stage.

A Marcatel Group company.

aldea.tv



Monterrey: perfect for start-ups or growth industries

ability, collaboration among competitors, education and R&D aligned with the government. Nuevo León is a great place to start or grow your business and Monterrey is the only internationally competitive city in Mexico."

One such success story found in the bustling capital is telecoms giant Marcatel. The firm provides ICT services to more than 140,000 business and residential customers around the country through a high-capacity fiber-optic network.

Formed in 1996, Marcatel will invest U.S.\$300 million in fixed wireless technology in rural Mexico over the next five years. The firm's dynamic subsidiary, AldeaVision Solutions Inc., is

a leading supplier of broadcast video services and solutions for the TV, film and media industries, and provided broadcast services to 12 of the 13 Mexican companies that covered the World Cup this year.

In June, the group acquired Vivaro Corporation, which provides innovative telecommunications and financial services products to the U.S.'s fast-growing Hispanic community. Headquartered in New York City, Vivaro has a strong international presence and regional offices throughout the U.S. It is composed of three business units: Epana, Unidos and Kare.

"The acquisition's main goal is to merge Epana's current network, Kare's distribution experience and Unidos' financial experience with the robust communications infrastructure and financial strength of Grupo Marcatel to increase the level of effectiveness by which telecommunications services are provided to our Hispanic consumers in the U.S." says Marcatel CEO, Robert Lacy.

Rich in human resources, the Nuevo León state government has placed the provision of quality education high on its agenda. As a result, salaries in the region have risen rapidly and foreign enterprises can choose from some of Mexico's brightest graduates.

Established in 1933, The Autonomous University of Nuevo León (UANL) is the third largest university in Mexico and widely considered the region's best public university.

Located close to Monterrey, UANL enjoys an outstanding reputation—both nationally and internationally—and is

Toward building a better world: be part of the action and help promote human values and a culture of lawfulness

In 2006, the Citizen's Council for Public Security in Mexico decided to create an initiative that would promote values and a culture of lawfulness in Nuevo León, the heavily industrialized area on the northeastern border of Mexico.

After drawing up the proposal, a public consultation took place and in January 2007, the Honorable Congress of Nuevo León approved the initiative. Through the Promotion of Human Values and Culture of Lawfulness Law, Nuevo León boosts and supports the participation of public, private and social institutions so they can engage in activities aimed at promoting a culture of universal values and lawfulness.

The Council for the Promotion of Human Values and Culture of Lawfulness (Values Council or "Consejo de Valores") was created in October 2007 as an organization integrated with the most representative groups and institutions of public, private, and social sectors.

Worldwide Meeting

The Second Worldwide Meeting on Human Values and a Culture of Lawfulness (EMV2010) will take place on Sept. 30 - Oct. 2 in Monterrey, Mexico.

Organized by the Values Council, the meeting's purpose is to create spaces of dialogue and reflection, and share projects, best practices and benefits implemented by agents of change who work toward building a better world.



Javier Benítez
President
Consejo de Valores

Participants will gather to discuss issues as diverse as climate justice, creativity and education, philanthro-capitalism, social media, compassion, spirituality and children's human rights.

Featured speakers include Jacqueline Novogratz, Bruce Mau, Marianne Williamson, Zainab Salbi, Pati Ruiz Corzo, Bill McKibben, Cameron Sinclair, Aldo Civico, Matthew Bishop and many more.

In recognition of the essential role young people play in shaping the world, the Values Council has decided to celebrate and empower youth through a live webcast and student contest. Around 10 Mexican universities have already agreed to take part in the event and organizers expect more than 100,000 students and teachers to participate through a live webcast. The inter-university contest will see 1,000 students selected to participate in forums to discuss today's challenges and generate solutions.

Javier Benítez, president of the Values Council, says: "EMV2010 is a call to action, an opportunity to transform your concerns into solutions, and an invitation to take on a proactive role to improve lives and communities. If you are interested in being part of this unique event, please go to www.EMV2010.org. This is our opportunity!"

Consejo de Valores | Segundo Encuentro Mundial de Valores y Cultura de la Legalidad
www.convalores.org | www.emv2010.org



an important component of the state government's "Triple Helix" initiative, thanks to its modern approach to learning and 23 research centers.

More than 130,000 students on six campuses follow a wide range of subjects including agriculture, biological sciences, civil engineering, communication sciences, law, medicine, veterinary medicine and visual arts.

Led by Rector Jesús Ancer Rodríguez, UANL has gone from strength to strength and boasts excellent relations and graduate- and research-exchange programs with major foreign universities in Asia, Europe and Latin America.

This international influence is also reflected in the composition of the UANL board, with 11 members originating from other countries. The university's international vision even extends to the accreditation structure, which is modeled on the European system.

"Internationalization is very important. We believe good cooperation with other countries is extremely important," says Ancer Rodríguez. "We select 200 students each semester to study abroad and have very strong links with Germany, France and Spain."

UANL is spearheading research in several areas as it pursues a strategy of "innovation, education, culture and sport." This strategy has enabled the university, which aims to be the best public university in Mexico by 2012, to form close links and partnerships with private-sector enterprises.

"I have regular meetings with private-sector groups to find out what sort of skills will be needed in the future," says Ancer Rodríguez. "By listening to the private sector, we can ensure more work spaces for our graduates and help Mexico's economic development. We encourage our students to dip into new industries that will allow them to be successful in the future. Investors are guaranteed high-quality human capital."

One of the most developed states in Mexico, Nuevo León has modern infrastructure and an extensive transport network that comprises highways, train lines and an international airport in Monterrey—the fourth busiest in the country.

Managed by OMA-Servicios Aeroportuarios del Centro Norte S.A. de C.V., which controls a further 12 airports across the country, Monterrey Airport serves many domestic and international flights daily.

In a clear sign of business confidence and booming passenger demand for flights to Nuevo León, OMA opened its new Terminal B in September. Spread over two floors, the state-of-the-art, U.S.\$62 million complex covers 21,000 sq m.

Víctor Bravo Martín, CEO of OMA, says: "Terminal B shows our commitment to higher quality standards and to ensuring all the cities we operate in have the facilities needed for long-term economic growth."

www.businessoutlook.co.uk



Universidad Autónoma de Nuevo León (UANL)

Educational Leadership in Mexico

- High-quality graduate studies
- High-level research
- Established research groups
- Patent development
- Top-ranking facilities
- International agreements

UANL's vision for the year 2012 is to be acknowledged as the most prestigious public Mexican university, both nationally and internationally.

Contact us at:
Communication and Public Relations Office UANL
Phone: (52) 81 8329-4035 Email: dgcirp@uanl.mx

www.uanl.mx