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Nearshoring in Mexico: Opportunities and Challenges

墨西哥近岸投资：风险与挑战

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About Plante Moran 关于普默



About Plante Moran 关于我们

Plante Moran is among the nation's largest certified public accounting and business advisory firms.

We provide clients with audit, tax, business consulting, and wealth management services.

Whether you have a single, specific need or require comprehensive services on a worldwide scale, we have the knowledge, experience, and resources to meet your goals.

Our professionals specialize by industry. This means our clients benefit from the expertise and advice of teams that know their specific challenges and how to combat them. We bring the full resources of the firm to every client.

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我们拥有丰富的专业知识、经验和资源，助力您在全球范围内实现不同的需求与目标。我们拥有来自不同行业领域的专家，这意味着客户可以从团队的专业知识和建议中受益，了解如何应对各类复杂挑战。我们将公司的全部资源带给每一位客户。

1924 year founded
成立年份

360+ Partners
位合伙人

20 offices in United States
个美国办公室

3,500+ total staff
员工总人数

1,300+ number of CPAs
位注册会计师

4 global offices
个海外办公室



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Our clients do business on a global scale, and so do we. We serve clients located in more than 100 countries.
我们客户在全球开展业务，我们亦是如此。我们服务的客户遍布100多个国家。

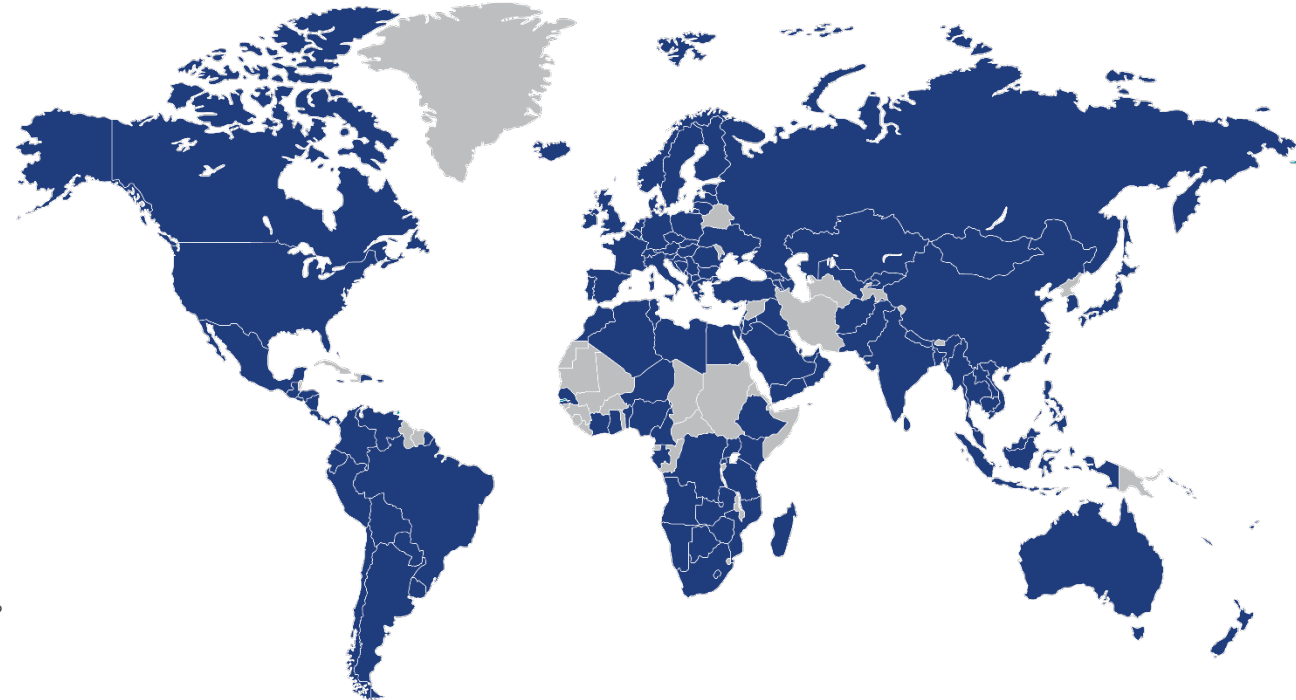
We assemble engagement teams who deliver the ideal blend of expertise for each client, with a focus on their specific local, regional, national, and international service needs. When you want a future-focused partner, we're just a phone call away.

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*As a member of [Praxity AISBL](#), the world's largest alliance of independent accounting and consulting firms.

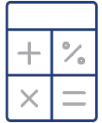
我们的项目团队成员来自不同地区、国家和国际办公室，根据客户具体的项目需求组建理想的专家团队。当您需要一个立足长远的合作伙伴时，我们随时响应。我们拥有遍布全球各地的专业人才*（见右图），在客户最需要的地方为他们提供咨询和当地知识。

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Firm capabilities 服务范围



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- Employee benefit plan audit 员工薪酬福利审计
- International audit 国际审计
- SEC surprise audit 证券监督委员会突击审计
- Single audit 政府部门审计



Consulting 咨询

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- Cybersecurity 网络安全
- Data analytics 数据分析
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- ERP consulting EPR 咨询
- Finance & accounting solution 财务与会计服务
- Forensic accounting 法务审计
- Group benefits & brokerage services 团体福利及代理
- International services & global expansion 国际扩张咨询
- Investment banking* 投资银行*
- Real estate investment advisory 地产投资顾问
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- Risk management 风险管理
- Senior living development consulting* 养老规划咨询*
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- Supply chain & operations 供应链运营
- Talent & organizational development 人才与组织发展
- Technology consulting 技术咨询
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Wealth Management 财富管理

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- Insurance 保险
- Investment advisory 投资顾问
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- Trust 信托



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- State & local tax 州税和地方税
- International tax 国际税
- Personal tax 个人税
- Mergers & acquisitions tax 企业并购税
- Tax controversy services 税收争议解决
- Tax credits, incentives, & deductions 税务抵免、激励和抵扣
- Transfer pricing 转移定价

* These services are provided by Plante Moran affiliates: Plante Moran Financial Advisors, P&M Corporate Finance, Plante Moran Cresa, and Plante Moran Real Estate Investment Advisors 该服务由普默下属成员机构提供。



About the speaker 演讲人介绍

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Partner – Global Services 合伙人-全球服务

亚历山大是普默全球服务的合伙人，帮助客户在墨西哥、拉丁美洲及其他国际市场考察、建立、扩张、优化企业在当地的运营和发展。他建立了普默在墨西哥蒙特雷的办公室，并与其他海外办公室（中国上海；印度孟买；日本东京）保持密切协作，共同为国际客户和合作伙伴在跨境投资方面提供支持。

他协助了数百家中小型跨国制造型企业的出海项目，帮助他们从建立第一个海外办公室一直到成长为全球化的跨国企业。

他擅长领域包括商业模式战略规划、企业选址与激励谈判、投资架构及公司设立、运营体系审计、海关及进出口咨询、初始运营及体系建设等。

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 <https://www.plantemoran.com/get-to-know/people/alejandro-rodriguez>





Nearshoring

墨西哥近岸投资



Nearshoring background 近岸投资的背景

Background 背景

- Nearshoring is the process of moving production and supply chains closer to their main destination market.
- It's also the opposite of offshoring, a trend that was extremely popular over the last couple of decades.
- 近岸业务模式是指让生产和供应链所在地靠近其主要目的地市场的一种模式。
- 近岸模式与离岸模式相反，离岸投资在过去几十年里非常流行。

What triggered the current nearshoring wave? 是什么推动了目前的墨西哥近岸投资热潮？

- The trade friction between the United States and China that began in 2018 initiated the current nearshoring wave.
- At the height of the trade war, the United States and China imposed tariffs on each other's products, tariffs that, for the most part, remain in place today.
- 始于2018年的中美贸易摩擦推动了当前的墨西哥近岸投资热潮。
- 美国和中国在贸易中对彼此的产品征收关税，大部分的加征关税目前仍然在实行。



What has fueled nearshoring? 什么因素加速了近岸投资？

What has fueled nearshoring to North America? 什么因素加速了北美的近岸投资？

- The 25% tariffs the U.S. government imposed on Chinese goods 美国对部分中国产品加征25%关税
- The COVID-19 pandemic and the impact it had on the global economy 新冠疫情对于全球经济的影响
- The entry-into-force of the United States-Mexico-Canada Agreement (USMCA) 美墨加贸易协定生效
- Recent supply chain disruptions like the microchip shortage 近期的供应链挑战，如芯片短缺
- Volatile and increased shipping costs between Asia and North America 亚洲与北美之间运输成本的增加和波动
- The shortage of shipping containers and the congestion at the ports 集装箱短缺和港口拥堵
- The geopolitical conflicts between Ukraine and Russia 俄乌战争
- The provisions for Mexico and the language of the U.S. Inflation Reduction Act 墨西哥法规及美国《通胀削减法案》的规定
- The ongoing conflict in the Middle East 中东地区持续的冲突



The impact of nearshoring 近岸模式的影响

- Mexico is in an extremely unique position and has captured the attention of foreign investors. 墨西哥拥有独特的地理位置优势，受到外国投资者的青睐。
- October 2023 marked a historic peak in U.S. imports from Mexico, reaching an unprecedented amount of \$42 billion USD, the highest monthly figure ever recorded. 2023年10月，美国从墨西哥的当月进口额达到了历史最高——420亿美元，这是自有记录以来前所未有的数字。
- Chinese companies, in particular, have started to establish manufacturing operations in Mexico. 尤其是很多中国企业，在墨西哥开始设立生产基地。
- To ensure the avoidance of the U.S. imposed tariffs on Chinese goods, many companies are developing very complex tariff-engineering analyses. 为确保避免美国对中国商品加征的关税，许多公司正在开展非常复杂的关税分析。
- Manufacturing foreign direct investment (FDI) is expected to grow exponentially as a result of nearshoring initiatives. 制造业外国直接投资额（FDI）预计将因近岸投资热潮而呈指数级增长。
- These new investments in Mexico will generate opportunities for companies not currently operating in Mexico and for companies that already have a Mexican presence. 这些在墨西哥投资的新项目将为那些已经在墨西哥或尚未进入墨西哥的公司带来更广阔的机遇。



Mexico Country Profile 墨西哥国情介绍



Mexico quick facts 墨西哥概览

- 12th largest economy in the world 全球第12大经济体
- 2nd largest economy in Latin America 拉美国家第2大经济体
- 10th largest country in the world by population – 130 million 1.3亿人口-全球第10大人口国
- 23rd place in the International Intellectual Property Index 国际知识产权指数排名第23位
- Main manufacturing industries in Mexico are: 墨西哥主要产业：
 - Automotive 汽车
 - Electronics 电子
 - Home Appliance 家电
 - Aerospace 航空
 - Food and beverage 食品饮料



Major economic indicators 主要经济数据

- **Gross domestic product (GDP):** Mexico is the **12th largest economy in the world**, with a GDP of \$1.8 trillion (in 2023). 墨西哥2023年GDP为1.8万亿美元，位居全球**第12位**。
- **Inflation:** Mexico's inflation closed in 2023 with a rate of **4.23%**, which is well below the 8% we saw in 2022. But still above the central bank's target range of 3% (+/-1 percentage point). **通货膨胀率**：墨西哥2023年**通胀指数**为**4.23%**，低于2022年的8%，但仍然高于央行的目标指数3%（+/-1个百分点）。
- The annual **unemployment rate** in Mexico has averaged **between 5 and 3%** in the last decade. Peaking to almost its highest level during the pandemic. 墨西哥过去10年中的年均**失业率**在**3%-5%之间**，**新冠疫情**期间**失业率**最高。
- **Exchange rate:** MXP/USD exchange rate saw a record minimum during 2023 of **\$16.69 MXN**. During the previous five years, the exchange rate averaged between \$19.00 and \$21 MXN. **173/10000 汇率**：2023年，**墨西哥比索**对**美元**汇率创下**16.69**的**最低纪录**。在过去五年中，汇率平均在**19.00至21**之间。



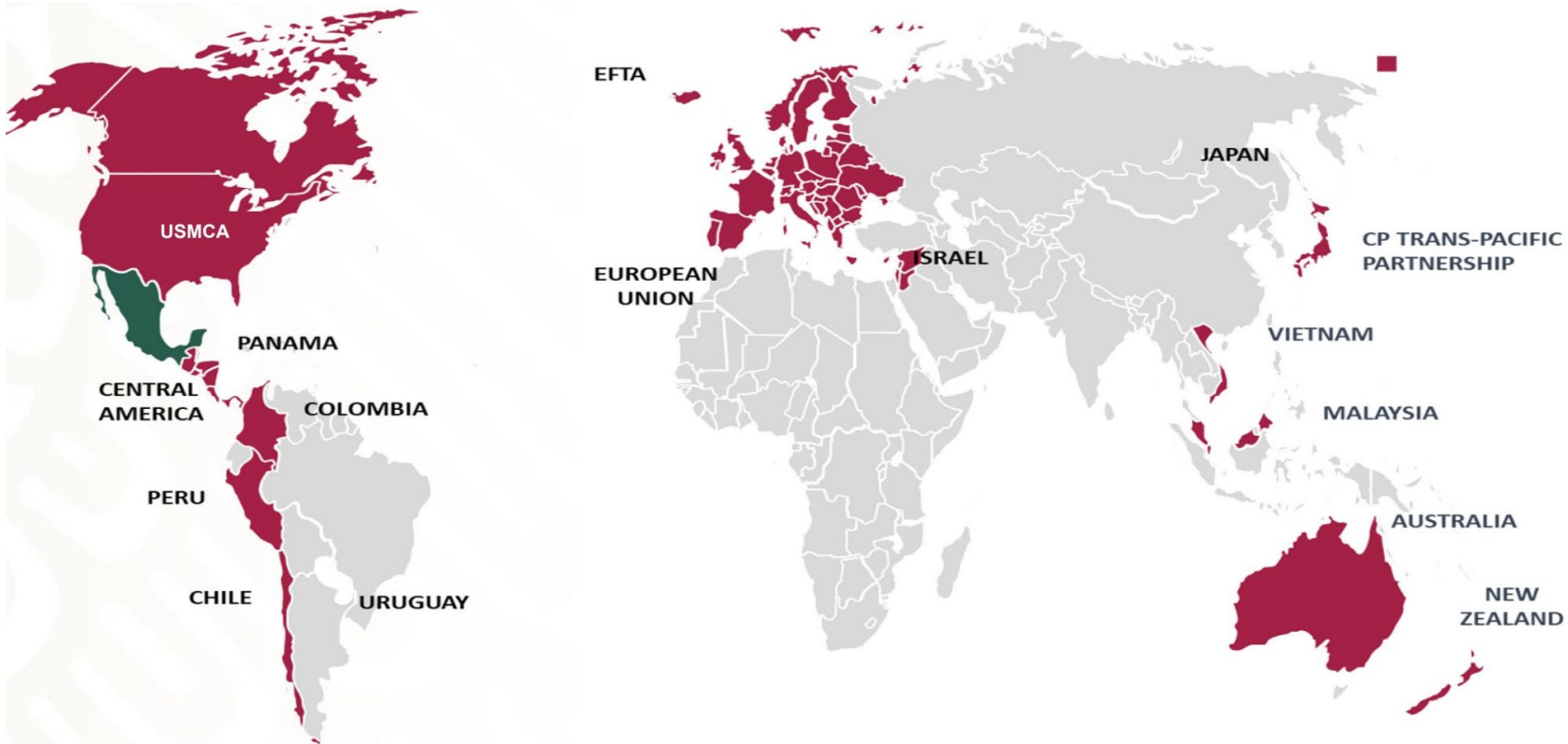
Trade 国际贸易

- **Trade:** Mexico's economy is heavily dependent on exports. The country is particularly reliant on trade with the United States, which is Mexico's top trading partner. Mexico's trade balance for 2023 was \$152B. 国际贸易：墨西哥经济高度依赖于出口，尤其是与美国的贸易，美国是墨西哥的最大贸易伙伴。墨西哥2023年贸易总额为1520亿美元。
 - **2023 exports (\$475B):** Mexico's top exports are cars; motor vehicle parts & accessories; computers; delivery trucks; and crude petroleum. Exporting mostly to the United States, Canada, China, and Germany. 2023年出口额（4750亿美元）：墨西哥主要出口商品为汽车、机动车零部件、计算机、货车、以及原油。主要出口目的国为美国、加拿大、中国和德国。
 - **2023 imports (\$323B):** Mexico's top imports are refined petroleum; motor vehicle parts & accessories; office machine parts; integrated circuits; and petroleum gas. Importing mostly from the United States, China, South Korea, Germany, and Japan. 2023年进口额（3230亿美元）：墨西哥主要进口商品为精炼石油、机动车零部件、办公机器配件、集成电路、以及石油天然气。主要进口来源国为美国、中国、韩国、德国和日本。



Trade agreements 贸易协定

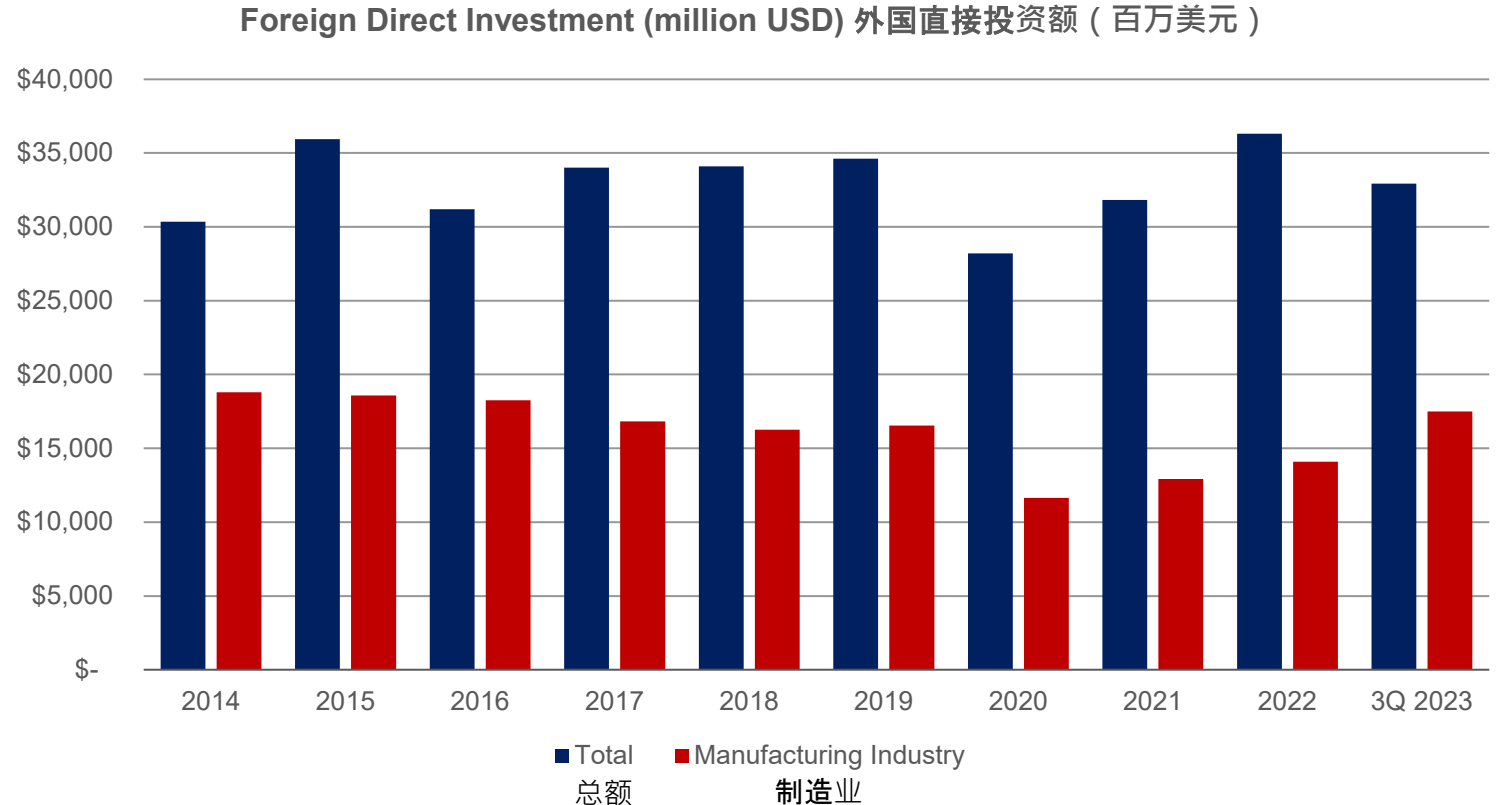
- Mexico has 14 Free Trade Agreements (FTAs) with 50 countries - including USMCA and with the European Union, the European Free Trade Area, Japan, Israel, ten countries in LATAM, and the 11-country Comprehensive and Progressive Agreement for Trans-Pacific (CPTPP). 墨西哥与50个国家签订了14项自由贸易协定，其中包括美国和加拿大、欧盟、欧洲自由贸易区、日本、以色列、拉丁美洲和加勒比地区的10个国家，以及11个国家的全面与进步跨太平洋伙伴关系协定。





Foreign direct investment in Mexico 墨西哥的外国直接投资

- The U.S., Spain, Germany, Argentina, and Japan were the top 5 investors in Mexico in 2023
- 2023年，美国、西班牙、德国、阿根廷和日本是墨西哥的前五大投资者
- CDMX, Nuevo Leon, Sonora, and Chihuahua were the states with the highest investments received
- 墨西哥城、新莱昂州、索诺拉州和奇瓦瓦州是获得外国投资最多的州
- FDI for 2024 is forecasted to be approximately \$40 billion USD
- 2024年外国直接投资预计约400亿美元





Salary & wage estimates 薪资预测

	Monterrey蒙特雷		Saltillo		San Luis Potosi	
	Annual USD Loaded美元年收入		Annual USD Loaded美元年收入		Annual USD Loaded美元年收入	
Position 职位	LOW最低	HIGH最高	LOW最低	HIGH最高	LOW最低	HIGH最高
Plant Manager工厂经理	\$ 97,000.00	\$116,000.00	\$ 92,000.00	\$110,000.00	\$ 87,000.00	\$104,000.00
Quality Manager质量经理	\$ 77,000.00	\$ 97,000.00	\$ 73,000.00	\$ 92,000.00	\$ 70,000.00	\$ 87,000.00
HR Manager人事经理	\$ 58,000.00	\$ 77,000.00	\$ 55,000.00	\$ 73,000.00	\$ 52,000.00	\$ 70,000.00
Quality Engineer质量工程师	\$ 58,000.00	\$ 77,000.00	\$ 55,000.00	\$ 73,000.00	\$ 52,000.00	\$ 70,000.00
Quality Technician质量技术工人	\$ 24,000.00	\$ 44,000.00	\$ 23,000.00	\$ 41,000.00	\$ 22,000.00	\$ 39,000.00
Automation Technician自动化技术工人	\$ 24,000.00	\$ 44,000.00	\$ 23,000.00	\$ 41,000.00	\$ 22,000.00	\$ 39,000.00
Manufacturing Engineer生产工程师	\$ 39,000.00	\$ 58,000.00	\$ 37,000.00	\$ 55,000.00	\$ 35,000.00	\$ 52,000.00
Material Handler材料分拣员	\$ 15,000.00	\$ 34,000.00	\$ 14,000.00	\$ 32,000.00	\$ 13,000.00	\$ 30,000.00
	Hourly USD Loaded美元时薪		Hourly USD Loaded美元时薪		Hourly USD Loaded美元时薪	
Position 职位	LOW最低	HIGH最高	LOW最低	HIGH最高	LOW最低	HIGH最高
Skilled Operator 技术操作员	\$ 4.20	\$ 6.70	\$ 4.00	\$ 6.40	\$ 3.80	\$ 6.00

*Fully loaded (in USD)
 **Benefits and social load of 45%
 ***MXN/USD exchange rate \$18



Utilities 水电费用

Average utility rates in Mexico 墨西哥的平均水电费

- **Water水费**
 - \$4.73 - \$741 MXN/m³/month (比索/立方/月)
 - \$0.26 - \$41.16 USD/m³/month (美元/立方/月)
- **Electricity电费**
 - \$2.27 - \$2.71 MXN/kWh (比索/千瓦时)
 - \$0.12 - \$0.15 USD/kWh (美元/千瓦时)
- **Natural Gas天然气**
 - \$42.72 - \$90.70 MXN比索/GJ
 - \$2.37 - \$5.32 USD美元/MMBtu

*MXN/USD exchange rate \$18
1 GJ = 0.947 MMBtu



Political snapshot 政治概况

- Andres Manuel Lopez Obrador (AMLO) was elected as Mexico's president in the July 2018 election – his third attempt – with more than 50% of the popular vote and took office on Dec. 1, 2018. 安德烈斯·曼努埃尔·洛佩斯·奥夫拉多尔 (AMLO) 在2018年7月的选举中以超过50%的选票当选为墨西哥总统-这是他第三次竞选，并于2018年12月1日就职。
- AMLO has focused on reducing corruption, promoting social programs for the poor, and addressing economic inequality. AMLO一直致力于减少腐败，提高穷人的社会福利，解决经济不平等问题。
- AMLO has also taken a nationalist stance on issues such as energy policy and trade, prioritizing the interests of Mexico over those of foreign companies or investors. AMLO在能源政策和贸易等问题上也采取了国家保护主义立场，将墨西哥的利益置于外国公司或投资者的利益之上。
- AMLO faced criticism for handling the COVID-19 pandemic, which many Mexicans considered slow and ineffective. AMLO因处理新冠肺炎疫情不力而受到批评，许多墨西哥人认为疫情应对措施缓慢且无效。
- AMLO has also sought to maintain good relations with the United States, Mexico's largest trading partner, while advocating for greater sovereignty and self-determination for Mexico on the global stage. AMLO寻求与墨西哥最大的贸易伙伴美国保持良好关系，倡导墨西哥在全球舞台上拥有更大的主权和自决权。
- Mexico will hold presidential election on June 2, 2024 with the newly elected president taking office on October 1, 2024 from current President Andrés Manuel López Obrador (AMLO). 墨西哥将于2024年6月2日举行总统选举，新当选的总统将于2024年10月1日接替现任总统安德烈斯·曼努埃尔·洛佩斯·奥夫拉多尔 (AMLO)。



Strengths, challenges and best practices

优势、挑战、最佳实
践



Mexico's major strengths 墨西哥的优势

- **Location:** Mexico's unique geographical location is strategic to serve North, Central, and South America, Europe, and Asia.
地理位置：墨西哥独特的地理位置具有战略意义，可服务于北美、中美洲和南美、欧洲和亚洲。
- **Trade agreements:** Mexico has trade agreements with 50 countries, more than any other country in the world.
贸易协定：墨西哥与50个国家签订了贸易协定，高于世界上任何其他国家。
- **Competitive labor rates:** On average, Mexico's manufacturing labor rates are lower than those in China.
有竞争力的劳动力成本：墨西哥的制造业劳动力平均成本低于中国。
- **Young and skilled workforce:** Mexico's median age is 29, and 57% of its population is 34 or younger.
年轻和有技能的劳动力：墨西哥的年龄中位数为29岁，57%的人口年龄在34岁或以下。
- **Logistics:** Mexico has good and reliable transportation and logistics networks, which allow for easy and efficient movement of goods.
物流：墨西哥拥有良好可靠的运输和物流网络，可以方便高效地运送货物。
- **Business environment:** Mexico has made significant improvements in its business environment over the past decade thanks to a series of reforms and initiatives.
营商环境：由于一系列改革和举措，墨西哥在过去十年中的商业环境有了显著改善。



Mexico's major challenges 投资墨西哥的挑战

- **Labor:** Companies are experiencing higher-than-normal turnover in some of Mexico's industrial regions due to increased investment.
劳动力稳定性：由于不断增长的新投资，墨西哥部分工业区的人员流动率高于正常水平。
- **Real estate:** As new investments continue to arrive in Mexico, the availability of land and industrial buildings will decrease, and cost and lease rates will increase.
房地产：随着新投资项目不断涌入墨西哥，土地和工业地产储备不断减少，购买成本和租金上涨。
- **Utilities:** Energy is more expensive in Mexico, and large consumers must ensure enough power is available at their desired locations.
公用事业：墨西哥的能源更贵，大型消费者必须确保在他们想要的地方有足够的电力。
- **Security:** Some cities and regions – mainly on the U.S.-Mexico border, are experiencing higher levels of drug-related crime and violence.
安全：部分城市和地区—主要是在美墨边境—毒品犯罪和暴力犯罪有所上升。
- **Political:** New and evolving laws and government policies can be challenging for companies unfamiliar with Mexico.
政治环境：对于不熟悉墨西哥的公司来说，新的和不断发展的法律和政府政策可能具有挑战性。
- **Exchange rate:** the “super” peso has recently appreciated versus the USD, leading to a 17% increase in some of the costs for foreign-invested companies operating in Mexico
汇率：比索最近对美元大幅升值，导致在墨西哥经营的外商投资公司的部分成本增加了17%



Mexico best practices 最佳实践建议

- **Salaries & wages:** Carry out constant benchmarking on salaries/wages and benefits within your area and city to ensure that you are competitive in the market.
薪酬待遇：持续对标您所在地区当地的薪资福利水平，以确保您在人才市场上具有竞争力。
- **Culture:** Ensure you have a strong company culture that makes your employees feel welcomed, heard, and supported.
文化：确保公司的良好企业文化，让员工感受到被融入、被倾听、被支持。
- **Real estate:** Review your existing lease agreements to confirm that there are no unexpected or unanticipated changes in lease periods and/or costs.
地产：审核公司现有的租赁协议，确认租赁期限和/或费用条款与以往协议相比没有发生意外变化。
- **Energy:** Make sure that the area where you operate has the necessary and reliable electrical infrastructure for current needs and in anticipation of future growth.
能源：确保您的经营所在地具备充分且稳定的电力基础设施供应，以满足当前需求和未来增长预期。
- **Relationships:** Build strong relationships with local suppliers, businesses, associations, and chambers to be aware of new business opportunities.
关系人脉：与当地供应商、企业、协会和商会建立牢固关系，发展新的商机。
- **Diversify:** Take advantage of Mexico's diverse and growing industry ecosystem, including automotive, home appliances, aerospace, construction, food & beverages, among others.
多元化：充分利用墨西哥多元化快速增长的产业优势，包括汽车、家电、航空、建筑、食品饮料等。



Mexico expansion: methodology and approach

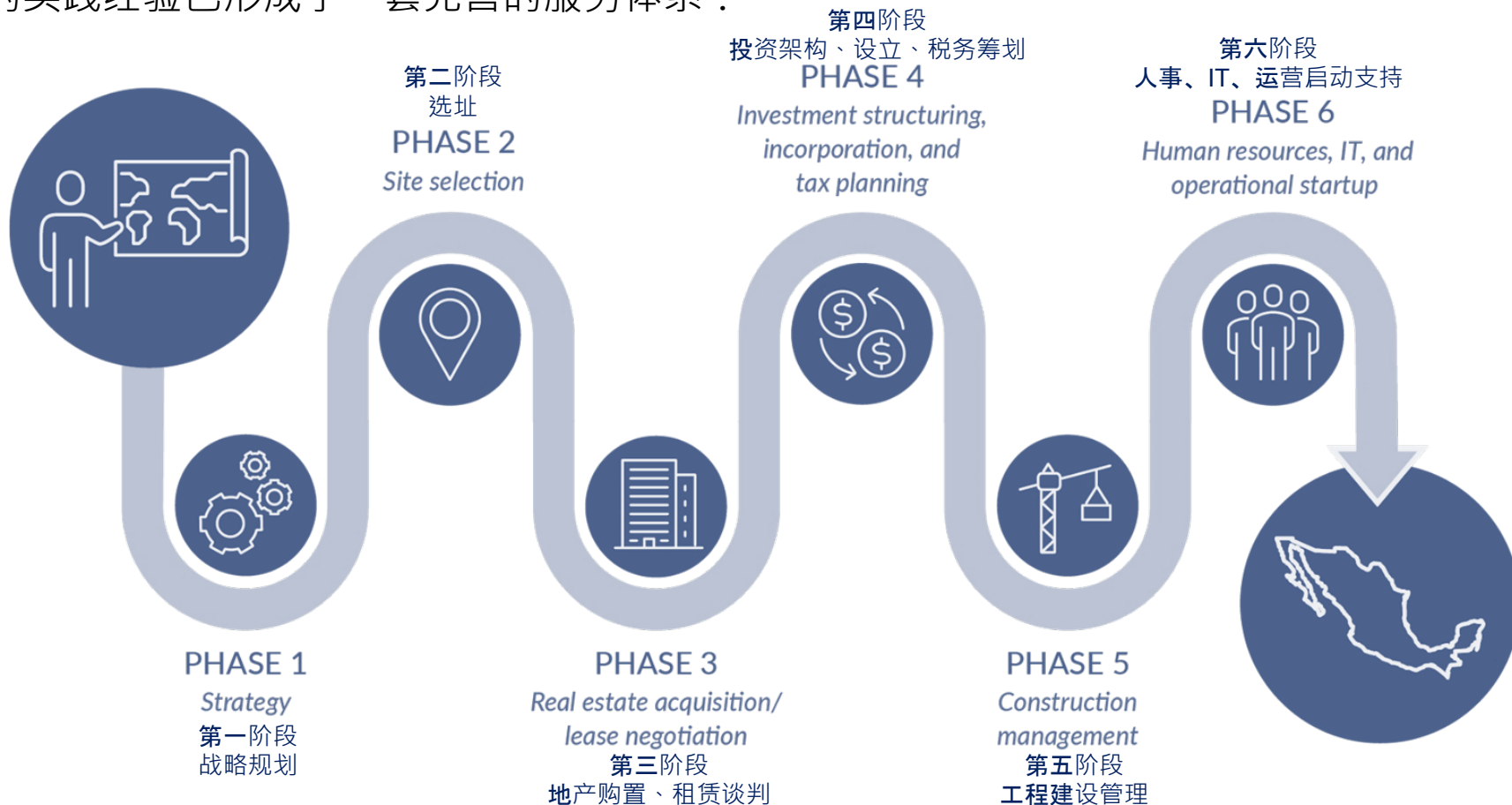
投资墨西哥:模式与途径



Mexico expansion: Our proven roadmap

投资墨西哥：我们的实践经验

Over the last 25 years, we have supported hundreds of companies to establish operations in Mexico. As a result, we've developed a proven roadmap: 过去的25年中，我们服务了数百家在墨西哥设立公司的客户，我们的实践经验已形成了一套完善的服务体系：





Mexico expansion: Approach & methodology



Phase 1: Strategy 第一阶段：战略规划

- Whiteboard strategy session 战略规划
- Business case development & validation 商业案例开发与验证
- Financial modeling 财务模型



Phase 2: Site selection 第二阶段：选址

- Labor analysis 劳动力分析
- Logistical analysis 物流分析
- Guided site visits 实地考察
- Government incentives negotiations 政府激励谈判



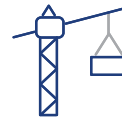
Phase 3: Real estate acquisition/ lease negotiation 第三阶段：地产购置、租赁谈判

- Real estate representation 不动产代理
- Land purchase/lease negotiations 土地购买、租赁谈判
- Permit & licensing support 许可证申请支持



Phase 4: Investment structuring, incorporation, & tax planning 第四阶段：投资架构、公司设立、税务筹划

- Investment structuring & tax planning 投资架构及税务筹划
- Legal entity structuring & incorporation 公司架构及注册设立
- Foreign trade licenses filing 对外贸易许可证申请



Phase 5: Construction management 第五阶段：施工管理

- Construction firm selection process 建筑公司筛选
- Environmental permits & license filing 环境许可证申请
- Construction management & supervision 施工管理监督



Phase 6: Human resources, IT, & operational startup 第六阶段：人事、IT、运营启动

- Top talent recruitment support 人才招聘支持
- Tax compliance, bookkeeping, & payroll 税务合规、财务外包、薪酬服务
- Equipment move & installation 设备搬迁和安装
- Vendor selection & procurement 供应商选择、采购支持



USMCA

美国-墨西哥-加拿大 大贸易协定



USMCA: Overview 美墨加贸易协定概览

Background背景

- USMCA replaced NAFTA and entered into force on July 1, 2020 美墨加协定取代北美自由贸易协定，于2020年7月1日生效
- Centered on bringing back jobs from Asia to North America and rebalancing trade 聚焦于将工作岗位从亚洲回流到北美和重新平衡全球贸易格局
- Sunset clause is 16 years – will be in place at least through July 2036 日落条款有效期为16年，有效期至少到2036年7月
- Provides certainty to North American and outside investors为北美和其他国际投资者提供了明确指引
- Helps North America compete globally as a region vs. other regions 提升整个北美地区在全球的竞争力

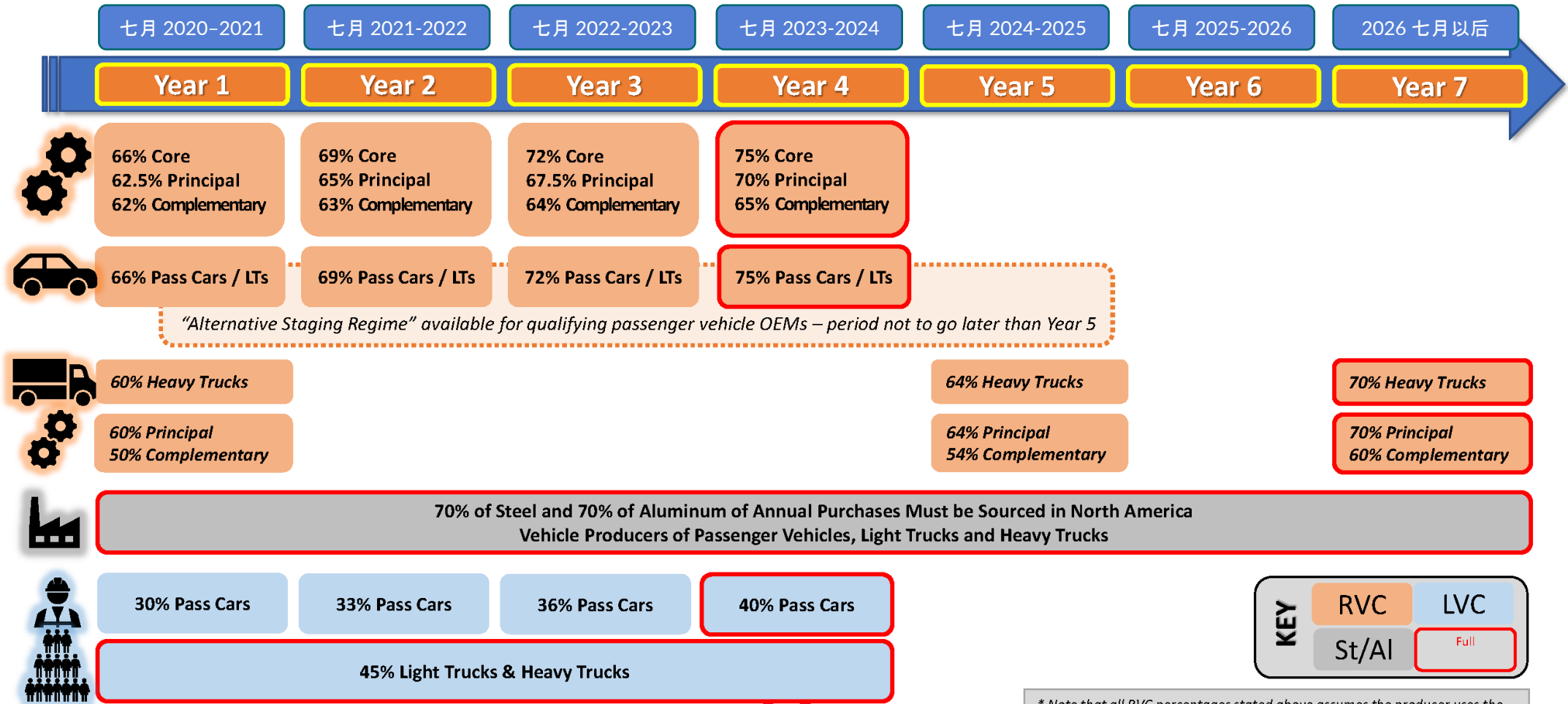
NAFTA vs. USMCA: What are the main differences?美墨加协定和北美自由贸易协定有何区别？

- Compliance 合规要求
- Increased regional content 更高的原产地要求
- Documentation 文件要求



USMCA: Automotive ROO phase-in timeline

美墨加协定：汽车原产地占比规定阶段性时间表



KEY

- RVC (Red box)
- LVC (Blue box)
- St/Al (Grey box)
- Full (Red box)

* Note that all RVC percentages stated above assumes the producer uses the net cost method. If transaction value is used, the RVC percentages are higher.

USMCA Reference for Members (updated May 2020)





Automotive Industry

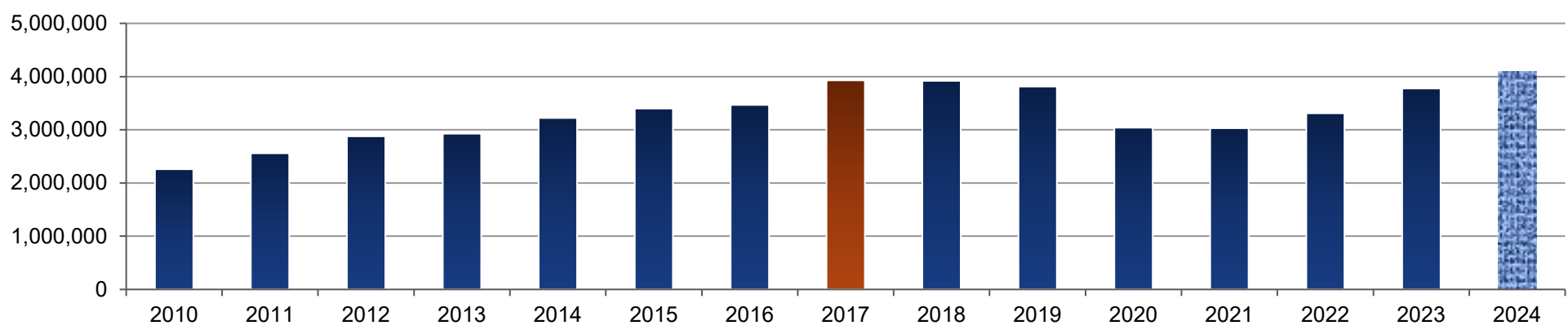
汽车产业



Automotive industry in Mexico 墨西哥的汽车产业

- Auto industry represents **3.5%** of the country's GDP and **20%+** of the manufacturing GDP. 汽车制造业占全国GDP的3.5%，占制造业GDP的20%以上。
- Employs more than **960,000 people**, of which **100,000** are directly related to OEMs, and the remaining **860,000** are from automotive suppliers. 汽车从业人数超过96万人，其中10万人直接受雇于整车厂，其余86万人受雇于汽车供应商。
- Mexico is the **7th largest passenger vehicle manufacturer** in the world, producing **3 million** vehicles per year. 墨西哥是世界第七大乘用车制造国，每年生产300万辆汽车。
- Close to **90% vehicles produced in Mexico are exported**, and **75%** are exported to the United States. 墨西哥生产的近90%汽车用于出口，75%出口到美国。
- Mexico's passenger vehicle production hit historic high in 2017 with **3.9 million** vehicles produced. 2017年墨西哥乘用车产量创历史新高，达到390万辆。
- Mexico produced **3.78 million cars and light trucks in 2023**, a 14% increase over the previous year. 2023年墨西哥生产了378万辆乘用车和轻型卡车，比上年增长14%。
- Full-year auto exports rose 15% to 3.3 million units, and domestic new-car sales increased 24% to 1.36 million units. 2023全年汽车出口量增长15%，达到330万辆，国内新车销量增长24%，达到136万辆。

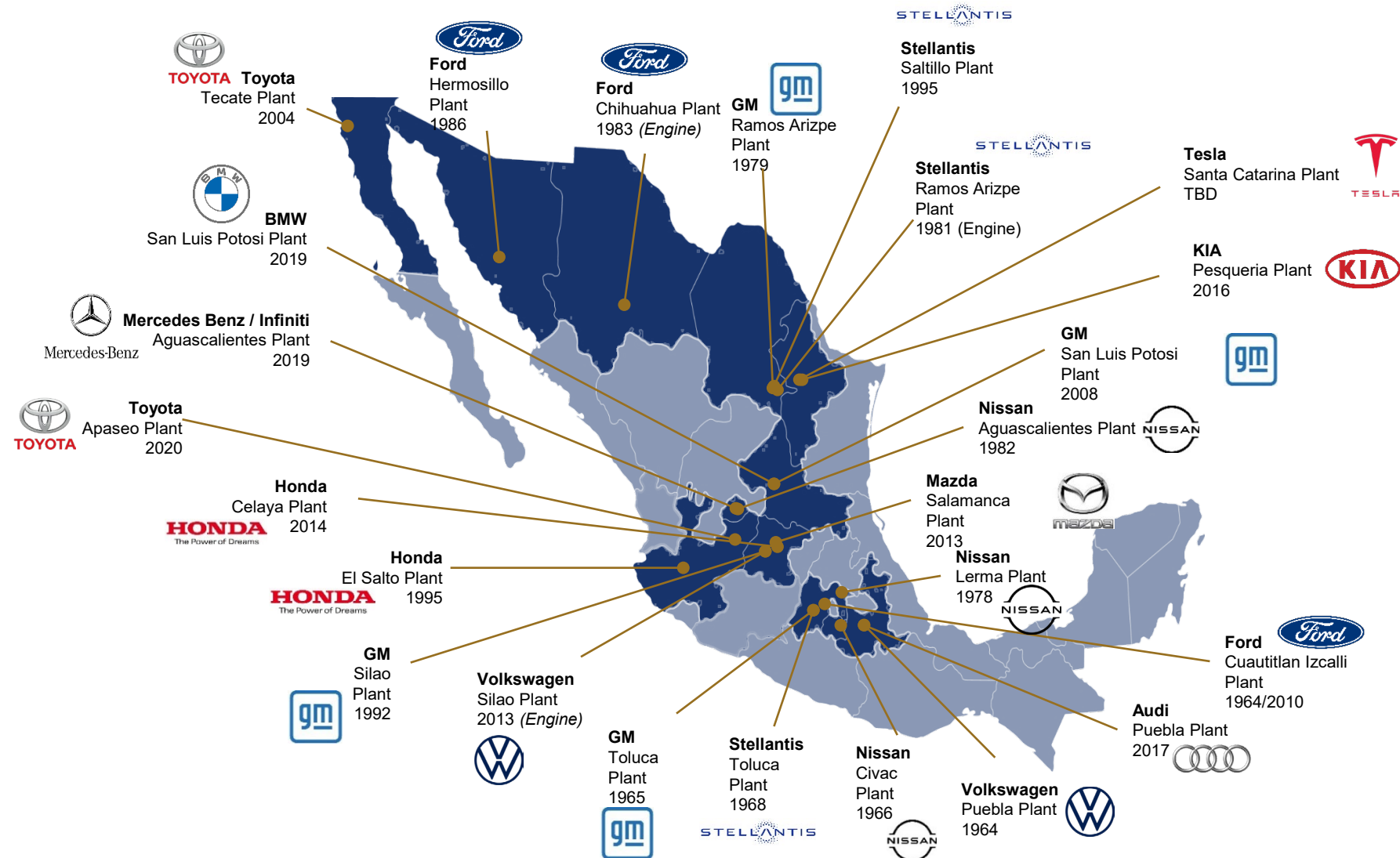
Annual passenger vehicle production 乘用车年产量



*The data for 2024 is a forecast provided by the Mexican Association of the Automotive Industry. 2024年数据为预估数据



Mexico OEM map 墨西哥汽车主机厂分布地图





Tesla Gigafactory Mexico 特斯拉墨西哥超级工厂

- Tesla's plans to build its next Gigafactory in Mexico were announced during Tesla Investor Day on March 1, 2023. 特斯拉在2023年3月1日的特斯拉投资者日期间宣布了墨西哥建造下一个超级工厂的计划。
- The plant will be located outside Monterrey, Mexico, and at full capacity, will employ more than 5,000 people. 该工厂将位于墨西哥蒙特雷郊外，满负荷运转时将雇佣5000多名员工。
- Tesla's investment will be more than \$5 billion for a 645-acre factory or more than 28 million SQF, which will make it "the biggest electric vehicle plant in the world." 特斯拉对645英亩（即2800多万平方英尺）工厂的投资将超过50亿美元，这将使其成为“全球最大的电动汽车工厂”
- The latest report to investors informed that the plans for Mexico are still moving forward but at a slower pace than previously anticipated. 给投资者的最新报告称，墨西哥的计划仍在推进，但速度比之前预期的要慢。





BYD plans for an EV plant in Mexico 比亚迪墨西哥电动车工厂计划

- BYD has initiated feasibility studies for a Mexican assembly plant and is currently negotiating with officials over terms, including the factory's location. 比亚迪已启动墨西哥装配厂的可行性研究，目前正在与当地政府就工厂选址在内的条款进行谈判。
- This facility was initially thought to target exports to the U.S. BYD has already clarified their initial objective is to serve the Mexican and Brazilian markets. 该工厂最初被认为仅仅为了对美国出口。比亚迪已经澄清，其主要目标是服务于墨西哥和巴西市场。
- While BYD's sales are concentrated in China, it aims to expand globally and is building new plants overseas in addition to boosting Chinese exports. 虽然比亚迪销售主要集中在**中国**，但它的目标是在全球扩张，除了增加中国的出口，还要在海外建造新工厂。



AUTOMOBILES

Tesla rival BYD weighs EV plant in Mexico

Chinese automaker's regional chief reveals plans with eye on U.S. market



BYD surpassed Tesla in global electric vehicle sales in the fourth quarter last year. © Reuters

TOMOHIRO ICHIHARA, Nikkei staff writer
February 14, 2024 02:34 JST

MEXICO CITY -- Top Chinese electric vehicle maker BYD is considering setting up a plant in Mexico, the head of the company's local subsidiary has told Nikkei, as the automaker seeks to establish an export hub to the U.S.



Recent approved and proposed reforms 近期获批的法案及 改革提案



Recent approved reforms 近期获批的法案

Ultimate beneficial owner (UBO): 最终受益人

- Similar to what has recently been implemented in the U.S., companies in Mexico need to compile and prepare documentation regarding their UBO 与美国近期出台的法规相似，墨西哥规定企业必须整理和准备有关其最终受益人的文件
- In Mexico, this information does not have to be submitted. It just has to be prepared in case the government requires it. 墨西哥政府并不要求企业申报最终受益人信息，只是需要自行准备相关信息，在政府要求时可以提供。

Collective bargaining agreements: 集体谈判协议

- Obligation to legitimize collective bargaining agreements to ensure that workers are aware of their collective bargaining agreement and are represented by their union(s). 公司有义务认证其集体谈判协议，确保员工了解其集体谈判协议以及代表他们的工会。
- Non-legitimized collective bargaining agreements will cease to have legal effect, and the union or unions that obtain the minimum required representation of the company's employees (30%) may force the company to enter into a new collective bargaining agreement. 未经认证的集体谈判协议将不再具有法律效力，获得公司员工最低代表权（30%）的工会可能会迫使公司签订新的集体谈判协定。



Recent approved reforms 近期获批的法案

Outsourcing / Subcontracting: 外包/分包：

- Subcontracting structures, including insourcing and outsourcing, are mostly prohibited. 劳务分包模式，包括对内分包和对外分包，大多情况下是被禁止的。
- Work labeled as specialized can still be outsourced, provided that several requirements are met. 部分被认定为专业性工作仍然可以外包，但前提是需要满足特定的条件。

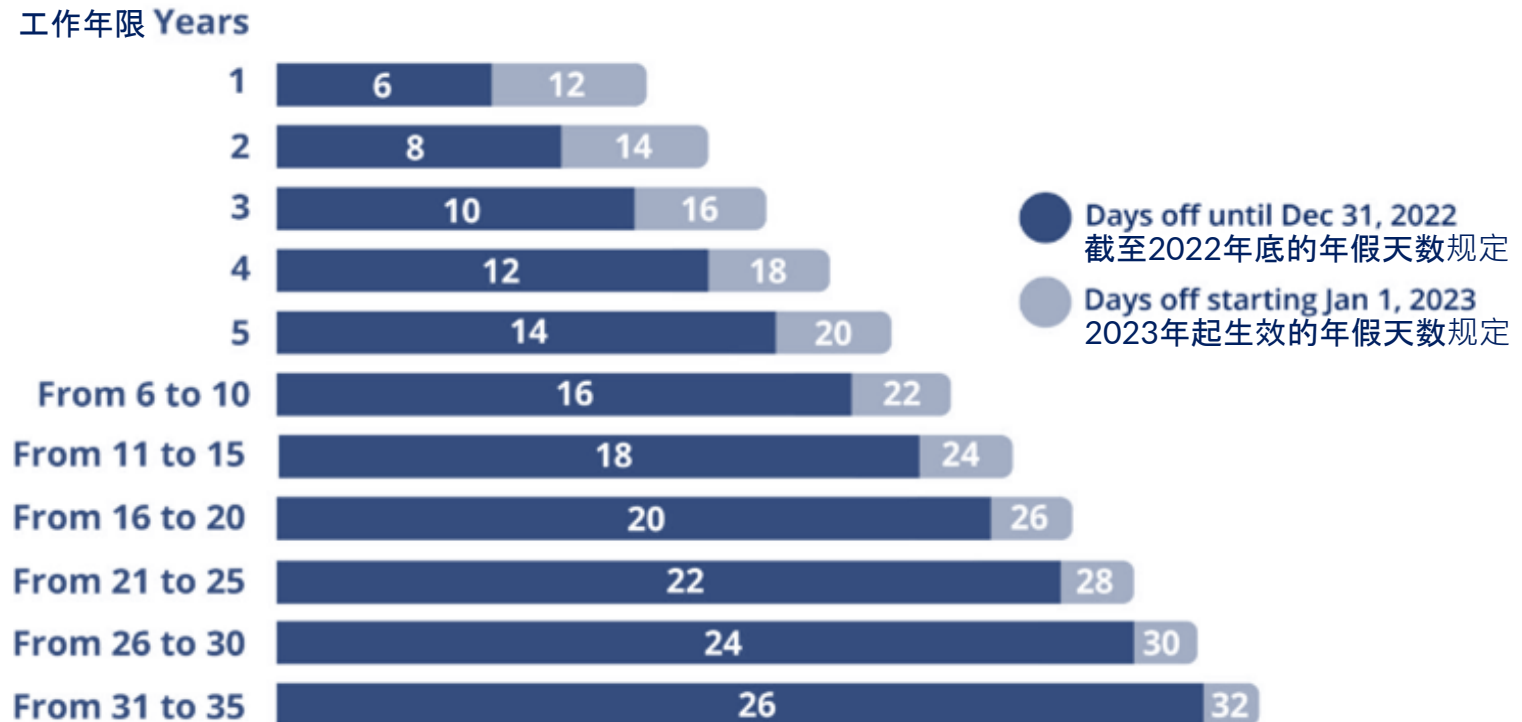
Employee-profit sharing (“PTU”): 员工利润分配 (PTU)

- Mexican entities are required to pay a minimum of 10% of profits in employee profit-sharing each year. 墨西哥实体被要求每年至少支付10%的利润分配给员工。
- As a result of a recent Mexican labor reform PTU is limited to the greater of two proposed methods: three months of the employee’s salary, or the average profit-sharing paid over the last three years. 根据近期的墨西哥劳工改革，PTU的计算方式仅限于两种方式中金额较高的一种：员工三个月的工资，或过去三年的年度平均员工利润分红。



Recent approved reforms 近期获批的法案

Increase in paid vacations: 增加带薪年假





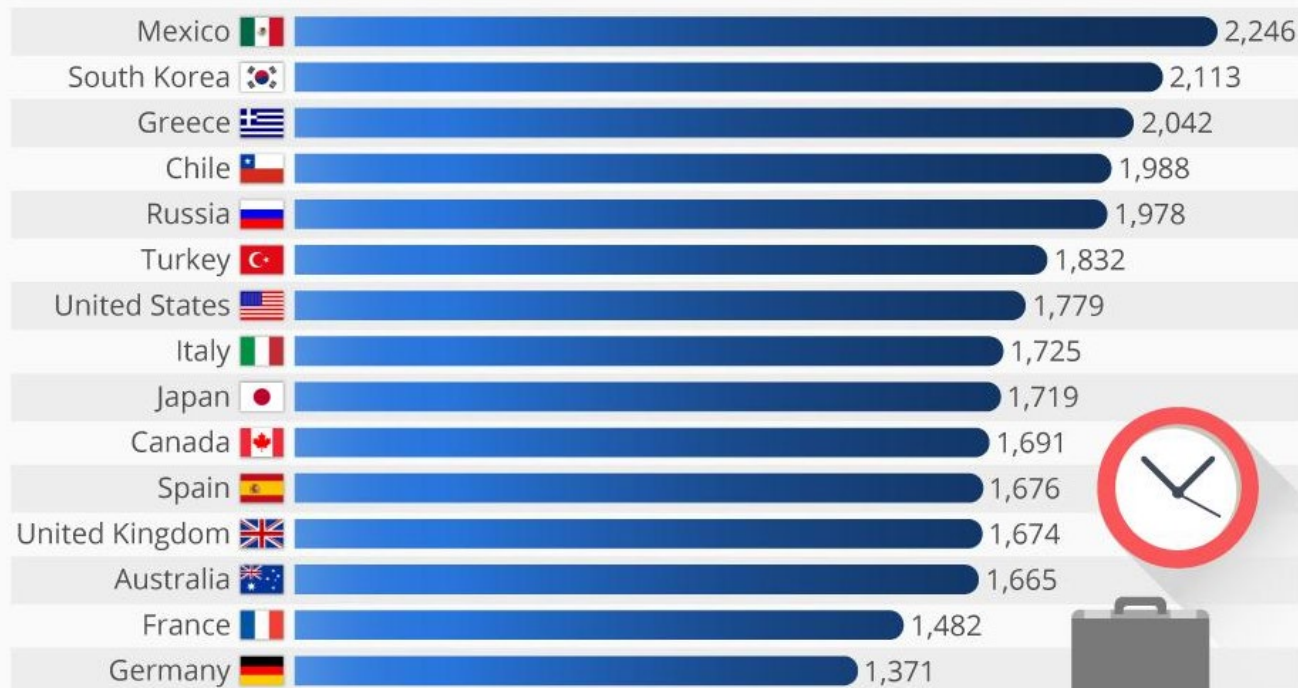
Proposed reforms 改革提案

Weekly work hours:

每周工作时长

- The Federal Labor Law establishes a working week in Mexico of 48 hours spread over six days with a day of rest. 联邦劳动法规定每周工作时间不超过48小时，每周工作六天，休息一天。
- In 2023, an amendment to the Labor Law was proposed to reduce the work week from 48 to 40 hours. 2023年，劳动法修正案被提出，将每周工作时间从48小时减少到40小时。
- The bill is pending approval, but conversations are set to resume in 2024. 该法案尚待批准，但针对该法案的讨论将于2024年恢复。

Average annual hours worked per worker in 2015 (selected countries)





Proposed reforms 改革提案

Christmas bonus (*Aguinaldo*): 圣诞节奖金 (*Aguinaldo*)

- A proposal has been submitted to increase the Christmas bonus (*Aguinaldo*) from 15 days per year worked to 30 days per year worked. 根据一份已经提交的议案，圣诞节奖金可能会从每年15个工作日的工资增加至每年30个工作日的工资。
- This proposal is still being discussed and has not yet been fully approved by the Mexican legislative bodies. 该项提案正在讨论中，尚未得到墨西哥立法机构的最终批准。



Thank You!
¡Gracias!
感谢！



Q&A Session 问答环节

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