



Columbia Center
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A JOINT CENTER OF COLUMBIA LAW SCHOOL
AND THE EARTH INSTITUTE, COLUMBIA UNIVERSITY

**“The Uneven Trends of Mexican MNEs:
Between sluggishness and strength in the international markets”**

Mexico City and New York, November 27, 2017

The Institute for Economic Research (IIEc) of the National Autonomous University of Mexico (UNAM) and the Columbia Center on Sustainable Investment (CCSI), a joint center of Columbia Law School and the Earth Institute at Columbia University in New York, are releasing the results of their sixth survey of Mexican multinationals today.¹ The survey, conducted during 2017, is part of a long-term study of the rapid global expansion of multinational enterprises (MNEs) from emerging markets.² The present report focuses on data for year 2015.

Highlights

In 2015, the 20 largest Mexican MNEs had foreign assets of US\$ 141 billion (Table 1), foreign revenue of US\$ 89 billion, and 379,481 foreign employees (Annex I, Table 1). The two largest companies (América Móvil and CEMEX) together controlled US\$ 82 billion, equivalent to 58% of the total assets held by all companies on the list. The largest four MNEs (also including Grupo FEMSA and Grupo México) collectively held US\$ 106 billion, equivalent to about 75% of the total. Companies of the food and beverage sector (six) dominate the list, followed by diversified companies (four). Only two companies are not listed on a stock market: PEMEX, an oil company wholly-owned by the Mexican State, and XIGNUX, a privately-held conglomerate.

The 20 listed MNEs have a total of 348 foreign subsidiaries. Since the 1990s, the highest concentration of subsidiaries has been in Latin America, followed by North America,

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² Known as the Emerging Market Global Players (EMGP) project, led internationally by CCSI.

primarily in the United States (Annex I, Figure 2). Western Europe (denoted “Other Europe”) is in third place, followed by two regions in fourth place: Eastern Europe and Central Asia and East Asia and the Pacific. The list is rounded out by the Middle East and North Africa closely followed by Developed Asia Pacific and finally South Asia. None of the ranked firms are present in sub-Saharan Africa.

Table 1. Mexico: The top 20 non-financial^a multinationals, by foreign assets, 2015 (US\$ million)^b

Rank	Name	Industry	Status ^c	Foreign Assets
1	América Móvil	Telecommunications	Listed (Nil)	54,870
2	CEMEX	Non-metallic minerals	Listed (Nil)	27,052
3	Grupo FEMSA	Beverages	Listed (Nil)	12,188
4	Grupo México	Mining	Listed (Nil)	11,862
5	Grupo BIMBO	Food products	Listed (Nil)	9,080
6	Grupo ALFA	Diversified	Listed (Nil)	7,886
7	Mexichem	Chemical & Petrochemicals	Listed (Nil)	4,504
8	ARCA- Continental	Beverages	Listed (Nil)	4,283
9	PEMEX	Oil & gas	Unlisted (Nil)	1,928
10	GRUMA	Food products	Listed (Nil)	1,857
11	Industrias CH	Steel & metal products	Listed (Nil)	780
12	Xignux	Diversified	Unlisted (Nil)	754
13	Grupo ELEKTRA	Retail trade	Listed (Nil)	691
14	Cementos Chihuahua	Non-metallic minerals	Listed (Nil)	592
15	Bachoco	Food products	Listed (Nil)	507
16	ICA	Engineering & construction services	Listed (Nil)	475
17	Grupo CARSO	Diversified	Listed (Nil)	464
18	ALSEA	Food products	Listed (Nil)	402
19	Altos Hornos de México	Steel & metal products	Listed (Nil)	300
20	Grupo KUO	Diversified	Listed (Nil)	276
Total				140,751

Source: Basave J. and Gutiérrez-Haces T., Survey of Mexican multinationals, 2017, IIEc-CCSI, and consolidated company reports and websites.

^a Financial firm are excluded from the ranking as per the methodology of the Emerging Market Global Players project.

^b the exchange rate used is the IMF rate of December 31, 2015: US\$ 1= Pesos 17.2487

^c the percentage in parentheses shows the percentage of state-owned shares.

Profile of the top 20 MNEs

- **Changes to the list**

Between 2014 and 2015 the most significant changes in the list of the top 20 MNEs (Annex I, Table 1) were: the climbs of Industrias CH (Steel and metal products) from 15th to 11th place, Bachoco (Food products) from 18th to 15th place and Arca-Continental (Beverages) from 10th to 8th place. Also significant is that Grupo FEMSA (Beverages) replaced Grupo México (Mining) in 3rd place which now occupies 4th place. In 2015, we are including for the first time Grupo Industrial de Saltillo (Diversified) in our runner-up list (Annex I, Table 1a). In this latter list, the most significant change was that Grupo Vitro fell five places, from 1st place to 6th place.

- **Driving factors of Mexican FDI**

Trends of Mexican MNEs' FDI during 2015 were uneven due to the still slow recovery of the global crisis and the rise in the financial obligations of all Mexican MNEs derived from the near to 15% of devaluation of the Mexican peso against the US dollar. Three of the MNEs on our list that had been expanding aggressively for many years did not make any acquisitions in 2015: América Movil (Telecommunications), Mexichem (Chemical & petrochemical) and Grupo Carso (Diversified). Three more MNEs sold some of their foreign subsidiaries: Grupo ELEKTRA (Retail trade) in Brazil, Grupo Vitro (Non-metallic minerals) in Bolivia and ICA (Engineering & construction services) in Europe and Latin America. Although ICA still has a total of 36 foreign affiliates, the disinvestment process resulted in a decrease of 39% in foreign assets as compared to 2014. The financial constraints that forced Grupo Vitro and ICA to sell are explained in the Big Picture section.

In contrast to those firms holding constant or selling assets, ten MNEs of our list continued to expand, increasing their presence in Latin America, Europe and USA. Six of those ten are in the beverage and food products industries (FEMSA, ARCA-Continental, Grupo BIMBO, Grupo ALFA, GRUMA and Bachoco), investing abroad primarily for market-seeking purposes.

Main industries

Annex I, Table 1, shows the distribution of the foreign assets of the ranked MNEs per investment sector. The telecommunications industry (39%), continues to be dominant as it has been since our 2011 report, which reflects the weight of América Movil. The telecommunications industry is followed by the non-metallic minerals industry (20%), which includes CEMEX (2nd in our Table 1 list) and Cementos de Chihuahua. Third place is occupied again by beverages (FEMSA and ARCA-Continental) (in 2014 it was replaced by mining) with 12% and in fourth place are mining with 8% (Grupo México) and the food industry also with 8% (BIMBO, GRUMA, Bachoco and ALSEA). Sixth place is for

diversified MNEs with 7% (ALFA, Xignux, Carso and KUO). The rest of the industrial branches and sectors are chemicals and petrochemicals (3%), oil and gas (1%), steel and metal products (0.8%), retail trade (0.5 %) and engineering and construction (0.4%).

Geographical distribution of subsidiaries

As shown in Annex I, Table 1, the overall number of foreign affiliates in 2015 in comparison to 2014 remained almost the same (348 to 349). North America (mainly the United States) remains the top investment destination for Mexican FDI. Eighteen of the MNEs on our list were investing in North America in 2015. The two outliers were one MNE in the beverages industry (FEMSA) and one in the food products industry (ALSEA). Additionally, Latin America continues to be an important destination, with fifteen of the MNEs on our list investing in that region, followed by Western Europe, with eleven MNEs on our list having affiliates there.

Of the 348 total subsidiaries, 176 were located in Latin America and the Caribbean and 74 in North America, meaning that 72% of total subsidiaries are located in the Americas. North America saw the largest increase (six subsidiaries, an 8% increase) in number of subsidiaries as compared to 2014; it now roughly equates the sum of subsidiaries of Western Europe (55) and East Europe & Central Asia (20). These two regions represent 22% of total subsidiaries in 2015. An additional 10 subsidiaries were located in East Asia and the Pacific, six in the Middle East, five in South Asia, and two in Developed Asia Pacific.

Mexichem had a presence in most regions and the highest number of subsidiaries, counting 52 affiliates, followed by CEMEX with 40 and América Movil, Grupo ALFA and ICA, each one with 36. Grupo BIMBO follows with 30 and Grupo Carso with 27 subsidiaries (Annex I, Table 2).

Twelve MNEs were global in character and eight were regional, defining global MNEs as those companies that have a presence in at least one region in addition to the Americas. The global MNEs were CEMEX, present in seven of the eight defined regions; Grupo ALFA, Mexichem and GRUMA had a presence in five regions; BIMBO was present in four, América Movil, Grupo México, ICA, Grupo Carso, Altos Hornos and KUO were each present in three regions, and FEMSA, ARCA-Continental, Industrias CH, XIGNUX, Grupo ELEKTRA and ALSEA, were each present in two regions. No Mexican MNE had a presence in sub-Saharan Africa.

- **Transnationality Index**

The transnationality index (TNI) is calculated as the average of the following three ratios: foreign assets to total assets, foreign sales to total sales, and foreign employees to total employees. It is expressed as a percentage (that is, 41% instead of 0.41). For 2015, CEMEX

had the highest TNI, at 80% (Annex I, Table 1). In addition to CEMEX, five other MNEs had a TNI of 50% or above: Mexichem (71%), GRUMA (69%), America Móvil (65%), BIMBO (64%) and Grupo ALFA (51%). This year it was not possible to completely calculate the TNI of XIGNUX, Cementos Chihuahua, ICA, Grupo CARSO, Altos Hornos de México and Grupo KUO due to lack of information on the number of employees abroad.

- **Ownership status**

PEMEX is the only MNE that is 100% owned by the Mexican State. It is therefore not listed on any stock exchange. The only other MNE included in the ranking that is not listed on a stock exchange is XIGNUX, which is controlled (78.95%) by the Garza-Herrera family. The rest of the 18 MNEs are listed on the Bolsa Mexicana de Valores (BMV, the Mexican Stock Exchange). Eight of them are also traded on the NY Stock Exchange and/or on Latibex, the Spanish stock exchange for Latin American securities (Annex I, Table 3).

- **Employment in 2014**

Grupo FEMSA added the most jobs of all of the listed Mexican MNEs, creating 18,369 positions due to their expansion in the pharmaceutical industry in Chile, followed by ALSEA with 8,458 posts after their greenfield investments in Latin America.

- **The ten largest mergers and acquisitions (M&As), 2013-2015**

Six of the Top 10 outward M&A transactions during 2015 took place in Europe and four in Latin America. Most of the transactions were made in Spain as four MNEs, Grupo Carso (Diversified), Grupo ALFA (Diversified), CEMEX (Non-metallic minerals) and Grupo Industrial de Saltillo (Diversified), invested US\$ 1 billion in total. This contrasts with 2014, in which most of the acquisitions (five) were in North America.

In 2015, five acquisitions were in the food and beverage industries by ARCA-Continental, Casa Cuervo, Grupo BIMBO and Grupo ALFA (2). The largest acquisition (US\$ 892 million) was ARCA-Continental's (beverages) acquisition of Corp. Lindley (beverages) in Peru.

Only one acquisition in 2015 entered in the Top 10 outward M&A transactions over the 2013-2015 period: ARCA-Continental's acquisition of 50% shares of Corp. Lindley in Peru for US\$ 892 million. Four of the top 10 outward M&A transactions from 2013-2015 surpassed one billion dollars. The largest acquisition (US\$ 4.3 billion) was América Movil's (telecommunications) acquisition of KPN N.V. in 2012. América Movil (telecommunications) was responsible for three of the top ten M&A transactions. (Annex I, Table 4).

- **The 10 largest greenfield investments, 2013-2015**

América Movil (telecommunications) made five of the ten largest greenfield investments during the period with a total value of over US\$ 1.7 billion, all in Latin America. The largest greenfield investment (US\$ 1.2 billion), and the only one of the top ten outside of the Americas, was made in France in 2014 by CEMEX (non-metallic minerals) (Annex I, Table 5). Another three 2014 greenfield investments were included in the top ten, with América Movil investing in Brazil (US\$ 532.2 million) and Puerto Rico (US\$ 220.6 million), and CEMEX investing in the Dominican Republic (US\$ 253.1 million). Two of the 2015 greenfield transactions were included in the Top 10 outward greenfield transactions 2013-2015 list: América Movil's investment in Nicaragua of US\$ 220.6 million and ARCA-Continental's investment in Peru of US\$ 200 million.

- **Location of head office and official language**

Nine of the 20 largest MNEs had their main corporate headquarters in Mexico City, six in Nuevo León, two in the State of México, one in Coahuila, one in Chihuahua and one in Guanajuato (Annex I, Figure 3). The official language of all of the companies was Spanish.

- **Changes in volume of assets, sales, and number of employees**

As shown in Table 2 below, in the three-year period between 2013 and 2015, both the foreign assets and the foreign sales of the 20 largest Mexican MNEs decreased, by 1.3% and by 10.8%, respectively. In the case of foreign assets, it is the first time since we started presenting this report in 2008 that we saw a decline.

Additionally, total assets and total sales decreased 4.4% and 10.1% respectively. One factor that helps explain the drop in total assets is that, in 2015, the value of the Mexican peso dropped 21% against the US dollar, from 14.73 Pesos per US\$ in 2014 to 17.25 Pesos per US\$ in 2015. The ratio of foreign assets to total assets in 2015 was 58.6%, almost the same as in 2014 (58.0%) and slightly greater than 2013 (56.7%).

The decrease in total sales may be partially explained by the persistence of the global economic crisis that is still affecting Mexican exports, and to Mexico's low economic growth in 2015 (GDP growth of 2.5%). In 2015 the ratio of foreign sales to total sales was 55.9%, two points above 2014 but half a point below 2013.

In terms of employment, from 2013-2015 foreign employment grew by 21.3%, and total employment grew by 28.2%. In 2015 the ratio of foreign employment to total employment was 34.6%, slightly below 2014 (35.3%) and 2013 (36.6%).

Table 2. Mexico: A snapshot of the top 20 multinationals, 2013-2015 (US\$ million)^a

Variable	2013	2014	2015	% change, 2013-2015
Assets				
Foreign	140,590	149,767	138,823	-1.3
Total	247,792	258,072	236,955	-4.4
Share of foreign in total (%)	56.74	58.03	58.58	
Sales				
Foreign	98,450	91,072	87,861	-10.8
Total	174,491	169,441	156,936	-10.1
Share of foreign in total (%)	56.42	53.75	55.98	
Employment				
Foreign	311,447	361,564	377,781	21.3
Total	850,142	1,022,189	1,090,299	28.2
Share of foreign in total (%)	36.63	35.37	34.65	

Source: Basave and Gutiérrez-Haces, Survey of Mexican multinationals, 2017, IIEc-CCSI, and consolidated company reports and websites.

^a PEMEX is excluded from all three variables to avoid distortions due to the considerable weight that it represents in the aggregate data. If it were included, the share of foreign assets in total would be 38% in 2013, 38% in 2014 and 41% in 2015. In the case of employment, XIGNUX, Cementos Chihuahua, ICA, G. Carso, Altos Hornos and G. KUO are also excluded in 2015, XIGNUX and ICA in 2014, Mexichem, ALFA, XIGNUX, ICA, KUO, Altos Hornos and San Luis in 2013 because information on their foreign employment was unavailable.

• The Big Picture

In 2015, the Mexican economy outperformed the Latin American growth average. However, the slow growth of the U.S. economy to which Mexico is closely linked, plus the prolonged stagnation of the international economy and the worrisome behavior of some domestic macroeconomic and monetary variables, negatively affected both total and foreign sales of the top Mexican MNEs.

U.S. GDP maintained a slow growth of 2.1% in 2015, while the Chinese economy grew 6.9%, the lowest rate of the past 25 years, negatively impacting the world economy. It is important to take into consideration that, on average, over the past five years, 79.4% of Mexican exports have been to the United States, while China has now become the country's second largest trading partner. Due to these two external factors, Mexican exports (FOB) in 2015 (US\$ 380.5 billion) decreased 4% as compared to the previous year.

Even with the decline in exports, according to ECLAC data, Mexican GDP in 2015 grew by 2.5%, considerably outperforming the Latin America and Caribbean regional average (-0.4%). During the same year, Argentina posted 2.5% annual growth; Chile, 2.3%; Brazil, -

3.8%; and Venezuela, -5.7%; with only Colombia outperforming Mexican GDP growth at 3.1%. However, the Mexican industrial sector, in which most of the 20 Mexican MNEs are involved, grew only 1.0%.

The 6.3% increase in private investment and 6.5% increase in public investment (according to the National Statistics Institute: INEGI) was not enough to compensate for the downward trend in exports.

In 2015, Mexican outward foreign direct investment (OFDI) also continued its decline from US\$ 22.4 billion in 2012 to slightly below US\$ 12.9 billion in 2013 to US\$ 8.3 billion in 2014 and 8.1 billion in 2015.³

One explanation for Mexican OFDI's decline is the increase in the debt held by the largest Mexican private sector enterprises, including that of the top 20 MNEs, which has begun to negatively impact their results and, in the case of the MNEs, has slowed their uptrend of the past few years. Much of their expansion abroad, specially through M&As, was strongly leveraged, in some cases even excessively. Since 2008, the international economic crisis has affected the sales in the sectors in which they center their production and services, with the exception of food and beverages. As a result, the flow of resources earmarked for debt payment in several Mexican MNEs has increased, reducing the funds available for productive investments. This has been exacerbated by the fact that peso/dollar parity also increased from 14.73 in 2014 to 17.25 in 2015 (IMF data at December 31, 2015), impacting the dollar-denominated debt of all the major Mexican companies that are financed in the international markets.⁴

This has affected the Mexican private sector as a whole, whose foreign debt, according to INEGI, increased by about 25% between 2014 and 2015, exceeding US\$ 150 billion. Some MNEs on our list have been severely affected, especially those linked to the construction sector, which historically is one of the most negatively impacted during prolonged periods of crisis.

Due to these debt burdens, there has been a clear slowdown in the expansionary trends that had previously been displayed since the beginning of this century by most of the MNEs in our list through M&As.

³ UNCTAD, December 2015

⁴ The indebtedness of the Mexican Multinationals was also addressed in the previous report in the Big Picture section.

- **A Brief Background of the Ranked MNEs**

America Movil S.A de C.V.

America Movil's main activity is cellular telephones and international telecommunications. It is the largest provider of wireless telecommunication services in Latin America. It was created in September 2000 as a spin-off from Teléfonos de México (TELMEX),⁵ controlled by the businessman Carlos Slim. Most of the international investments remained in America Movil. The company has subsidiaries and joint investments in the telecommunication sector in Mexico, the United States, Latin America and Europe. During 2015, América Móvil maintained its position as a leader in the telecommunications sector, with a presence in 25 countries and with more than 285 million users worldwide. In Mexico, Central America, the Caribbean, and Europe, the net number of America Movil users increased during 2015, while in the United States, one of its main markets, the figure decreased. However, operating revenue in the latter market grew 21.5%, surpassed only by Central America, which posted a 28.6% increase.

Its main shareholder is Carlos Slim Helú.

CEMEX

Founded in 1906 under the name Cementos Mexicanos, CEMEX is a producer of building materials: cement, ready-mix concrete and related products like crushed stone and gravel. Today it is the world's fourth largest cement company measured by installed capacity⁶ (Chinese companies not included).

Cemex has grown through mergers and acquisitions, both in Mexico and abroad. Among its first foreign acquisitions were the Spanish companies Valenciana and Sanson, which it acquired in the early 1990s, followed by a number of acquisitions in the Americas in 1995: Cementos Nacionales in the Dominican Republic, Venceremos in Venezuela, Cementos Bayano in Panama, and Balcones in the United States. It has since expanded to the Philippines, Thailand and Egypt, among other countries. Cemex currently has integrated operations in more than 30 countries, in regions such as the United States, Europe, South America, Central America, the Caribbean, Asia, the Middle East, and Africa.

Of the company's net sales (US\$ 13 billion) in 2015 segmented by geography, the United States was in the top position, accounting for 26%, followed by Mexico with 20%, and the United Kingdom with 8%.

⁵ Originally state-controlled but privatized in 1990.

⁶ After the French-Swiss Lafarge-Holcim, the German Heidelberg and the Italian Italcement.

The company's main shareholder is the Zambrano family.

Grupo FEMSA

Founded as Cervecería Cuauhtémoc in 1890, the company has been operating as FEMSA since 1980, specializing in the production of beer and soft drinks.

In 1918, FEMSA created a company to promote the educational and economic development of its employees and their families, which led in 1943 to the founding of the Monterrey Technological Institute of Higher Education, one of Mexico's most prestigious institutions in this field. In 1954, it incorporated Cervecería Tecate in Baja California and, in 1978, it entered the retail trade business through its Oxxo convenience stores. In 1979, it acquired a Coca-Cola franchise and went on to acquire Coca-Cola in Argentina. In 2003, after acquiring various bottling companies in Central and South America, FEMSA became Coca-Cola's largest bottler in the region. In 1985, it acquired Cervecería Moctezuma, which made it Mexico's second largest brewery and one of the biggest exporters of beer to the United States. In 2009, it sold Cervecería Cuauhtémoc Moctezuma to its partner Heineken in exchange for 20% of Heineken shares, maintaining its soft drink and retail divisions. It is one of the largest bottlers worldwide, with operations in 10 countries and a total of approximately 357.6 million consumers, an increase over the previous year (351 million consumers in 2014).

FEMSA's main shareholder is the Garza Lagüera family.

Grupo México

This company originated as American Smelting and Refining, which in 1956 established ASARCO Mexicana and in 1978 created the Grupo Industrial Minera México holding company. Since 1988, it has participated in public bidding processes, acquiring Minera de Cobre and Minera Cananea from the state. Among the minerals and chemicals that the company produces are copper (more than 50%), molybdenum, silver, zinc, sulfuric acid, gold, and lead.

The company has operations in Mexico, the United States and Peru (Southern Copper Corporation). In 1997, its subsidiary Infraestructura y Transportes de México created the company Grupo Ferroviario Mexicano, which acquired through public bidding, total equity control in Ferrocarril Pacífico-Norte (now Ferrocarril Mexicano). Grupo México posted a record production of 905,691 tons in 2015, a 7% increase compared to 2014. About 72% of its investments were earmarked for the mining sector. It became the leading railroad company for freight shipping to the United States. Meanwhile, Mexico's energy reform has been decisive for the company, through its subsidiary Pemsa, for penetrating the energy market. During the first quarter of 2015, Grupo México invested US\$112 million in its

infrastructure and energy division, more than double its 2014 figure, in order to participate in round one of the bidding for oil wells in Mexico.⁷

Grupo México is controlled by the Larrea family

Grupo Bimbo S.A. de C.V.

Grupo Bimbo, founded in 1945 in Mexico City, is the world's largest baking company.

In 1990, Grupo Bimbo began its international expansion with the export of its products to the United States and the opening of plants in Argentina, Brazil, Chile, Peru, Uruguay, Venezuela, Austria, the Czech Republic, among other countries, and recently China. It has a presence in 22 countries in the Americas, Europe and Asia, with more than 52,000 distribution routes, 163 plants, and more than 127,000 employees. By region, Bimbo has 86 plants in North America, 30 in Latin America, 9 in Europe, and 1 in Asia.

At the regional level, the largest number of the company's sales during 2015 corresponded to North America (52%), followed by Mexico (34%), Latin America (10%) and Europe (4%).

Grupo Bimbo's main shareholder is the Servitje family.

Grupo Alfa

Grupo Alfa had its origin in a series of companies founded in the 1940s: Hojalata y Lámina S.A. (steel) and Celulosa y Derivados S.A., Nylon de México S.A. and Fibras Químicas S.A. (chemicals). The group took the name Grupo ALFA 1973.

The group's operations are conducted through its subsidiaries: Alpek, in petrochemicals; Sigma, in refrigerated food products; Nemak, in aluminum and autoparts; Alestra in telecommunications and Newpek in oil and gas. It has production installations in 18 countries.

Alfa's main shareholder is the Garza Sada family.

Mexichem

Mexichem is a holding company, comprised of chemical and petrochemical companies that are leaders in the Latin American market, and which exports to more than 50 countries. It is present in a wide variety of sectors such as construction, coolants, industrial, and auto. Mexichem had its origins in a company known as Cables Mexicanos, founded in 1953.

⁷ Source: El Financiero, "Grupo México tienen 112 mdd para participar en negocio energético", [on line], El Financiero, 22-06-2015, URL: <http://www.elfinanciero.com.mx/empresas/grupo-mexico-tiene-112-mdd-para-participar-en-negocio-energetico.html>

Mexichem has developed an expansion strategy that integrates its operations vertically and horizontally. This performance has guided the company's expansion. Mexichem is the main producer of PVC resin and PVC pipes in Latin America. Among the important developments in 2015 for Mexichem was the launching of a new plant in India, enabling the company to considerably boost exports to Southeast Asia.

Its main shareholder is the Del Valle family.

Arca-Continental

Arca-Continental is a company focused on the production, distribution, and sale of non-alcoholic beverages and snacks. It has a presence in the United States, Mexico, Ecuador, Peru, and Argentina. For the Coca-Cola company, it is the second largest bottling company in Latin America and is estimated to serve 83 million customers in South America alone.

Among the important developments for the company, in September 2015, Arca Continental and the Lindley family formalized a transaction involving the integration of Lindley in Arca Continental, with the latter holding 53.16% of the voting shares.

Its main shareholder is the Barragán family.

Petróleos Mexicanos (PEMEX)

The Mexican oil monopoly, PEMEX, founded in 1938 as a result of the nationalization of the oil industry, is the only (100%) state-owned company in the ranking. It is one of the main suppliers of crude oil for the United States market. (Some 80% of the company's crude oil production goes to the US.)

The company is organized in business divisions focused on exploration, refining, petrochemicals, and international activity. One of its international divisions, PEMEX International Group, is a shareholder in PMI Norteamérica, which in turn is a 50% partner with Shell Oil in the Deer Park refinery in the state of Texas.

Since 2008 PEMEX has seen a decline in production at its gigantic but old Cantarell oil field, where output is now at around one million barrels per day, half of the level produced at its peak in 2004.

Until 2014, the company had the exclusive right to explore and exploit oil wells in Mexico. However, with the approval of the Energy Reform (2013), these activities were open to participation by foreign companies through their participation in open tenders.

Thus, during 2015, the company developed plans and projects to consolidate its participation in Mexico's energy reform, facing a significant reduction in the prices of the export mix, which declined from US\$ 85.48 per barrel in 2014 to US\$ 43.29 in 2015. By

December 2015, the net loss was US\$ 41 billion, the main cause being the fall in international oil prices.

Since Round Zero of the public tenders, the company obtained important allocations, and concluded work on 26 exploratory wells, 8% more than the previous year. In addition, the discoveries in deep sea waters translated into 412 million barrels of crude oil

During 2015, Pemex's production decrease compared to 2014.

In this context, Pemex seeks to be more competitive at the international level and increase current production based on new technological models, as well as diversify its sources of financing to compete with the large transnationals that have begun to participate in the open tenders.⁸

Gruma, S.A. de C.V

Founded in 1949, GRUMA is the world's largest producer of corn flour and tortillas. It mainly specializes in the production, marketing, distribution, and sale of corn flour, packaged tortillas, and wheat flour. It operates through the following subsidiaries: Gruma Corporation, which produces corn flour and tortillas in the United States and Europe, and is fully owned by GRUMA; Grupo Industrial Maseca (GIMSA), which produces corn flour in Mexico; Molinera de México, a wheat flour producer in Mexico; Gruma Centro América, based in Costa Rica; and Productos y Distribuidora Azteca, which produces packaged tortillas in northern Mexico. It also has operations in Europe, Asia, and Australia. GRUMA is a shareholder of the BANORTE bank.⁹

Its main shareholder is the González Barrera family.

Industrias CH

The company's origin dates back to 1934, when it was known as Herramientas S.A. and specialized in the production of hand tools. In 1938, its name was changed to Campos Hermanos S.A. but it was not until the 1960s when it entered steel production. In 1991, the company was acquired by the current management.

Industrias CH (ICH) produces and processes steel. It is the main producer of special steels in Mexico and the market leader in seamed pipes, steel structural profiles and commercial profiles. In July 2005, ICH, together with its main subsidiary, SIMEC, acquired 100% of the equity of Pav Republic, a leader in the special steels market in the United States. Through Pav Republic, ICH and SIMEC are now present in the world's largest automotive

⁸ Source: http://www.pemex.com/acerca/informes_publicaciones/Documents/Informe-Anual/Informe_Anual_2015.pdf

⁹ Not consolidated in its financial statements.

market. ICH has proven to be one of the fastest growing Mexican companies in the past few years. Among the important developments in 2015 for ICH was the creation of the company Aceros Especiales Simec Tlaxcala, acquiring equity in Grupo Chant, and the launching of operations in Brazil with the subsidiary GV do Brasil Industria e Comercio LTDA¹⁰.

Its main shareholder is the Vigil González family.

Xingnux

Xingnux was founded in 1956 as Conductores Monterrey. Its four business divisions are engaged in the manufacturing of wire and copper products, engineering services, maintenance of electromechanical and electrical installations, production of transformers and food products such as cold cuts and cheeses. Its wire and electric cables division (Viakable) accounted for 67% of the company's consolidated net sales, with sales earmarked to Western Hemisphere markets. This subsidiary has 15 plants located in Mexico, Colombia, Brazil, Peru, the United States, Ecuador, and Venezuela, including distribution centers. The company's food division (Xingnux alimentos) represented 25% of its net sales. Through 2015 Xingnux had 5 processing plants. Its infrastructure division (Prolec) accounted for 8% of consolidated sales, with sales mainly to the NAFTA region, and Central and South American markets

Its main shareholder is the Garza Herrera family.

Grupo ELEKTRA

Originally known as the Salinas y Rocha department store, the company was founded in 1906. Since 1950, it has specialized in the production of household appliances. Its first operations involved the production and marketing of radio transmitters in 1957, the year in which it opened the first Elektra store, a Grupo Salinas company. Its catalog of products and services has since expanded to furniture, minor household products, and household and electrical appliances. In 2002, it received authorization from the Finance Ministry to operate a banking institution, Banco Azteca¹¹, which was followed by an insurance company and a pension fund manager. Through 2015, it operated in 7,963 sale locations through Elektra, Salinas and Rocha, The B-Store, Banco Azteca, and Advance America, with large scale operations in Mexico, Honduras, Guatemala, Peru, Panama, El Salvador and the United States.

Its main shareholder is Ricardo Salinas Pliego.

¹⁰ Source: https://www.bmv.com.mx/docs-pub/infoanua/infoanua_691008_2015_1.pdf

¹¹ Included in consolidated total assets of Grupo Elektra. Excluded in foreign assets. See Annex 1, Table 1, note f.

Grupo Cementos de Chihuahua

Founded in 1941, Grupo Cementos de Chihuahua produces, distributes and markets Portland gray cement, mortar, pre-mixed concrete, concrete cinder blocks, plaster and other building materials in Mexico and the United States. It has an equity stake in Boliviana de Cemento, acquired in 2005. The company's annual production capacity is 4 million tons and it has more than 2,800 employees. In 2006, it acquired 100% of the equity in the US firms The Hardesty Co. and Alliance Transportation, which expanded the company's presence in the United States, where it already had plants in South Dakota, Colorado, and Minnesota. In 2015, the company launched operations at a new plant in Chihuahua, with a production capacity of 1.8 million tons. At the same time, the acquisition of a new concrete plant was concretized in Wahpeton, North Dakota¹².

Its main shareholders are the Terrazas and Marquez families.

Bachoco

Industrias Bachoco is the leading company in the poultry industry in Mexico and one of the most important producers worldwide. It currently has 1,000 farms, 10 processing plants, 7 packing plants, 20 food plants, 25 incubators, and 64 distribution centers, employing more than 25,000 workers. Its investments during 2015 increased by US\$ 106 billion¹³ compared to the previous year.

The main shareholder is the Bours family.

ICA

Founded in 1947 and previously known as Ingenieros Civiles Asociados S.A., ICA is the leading Company in infrastructure operation and construction in Mexico. Its main lines of business are engineering and civil and industrial construction, infrastructure operations including airports, ports, highways, municipal water systems and housing. During 2015 the company began to conduct major divestments in its international subsidiaries in order to reduce its corporate debt. As a result, its foreign assets decreased from US\$ 775 million to US\$ 475 million and its total assets fell from US\$ 8.026 billion to US\$ 6.278 billion. One of ICA's biggest business opportunities in the immediate future lies in its construction division in the petrochemical industry due to the opening up of the energy sector in Mexico

The main shareholder is the Quintana family.

¹²

URL: http://www.gcc.com/opencms/export/sites/portal/es/relacion_inversionistas/informes_y_reportes/galeria_informes_y_reportes/Informe_CNBV/GCC-ReporteanualCNBV2015.pdf

¹³ URL: <https://corporativo.bachoco.com/wp-content/uploads/2016/10/BachocoInformeannual2015.pdf>

Grupo Carso

Grupo Carso is one of the largest diversified conglomerates in Latin America. Among its main sectors are retail, industrial, infrastructure, construction, and energy. It currently has 431 business units, with the most important of which are Sears, Sanborns, iShop, MixUp, IEM, Sinergía, Condumex. Grupo Carso has operations in Mexico, North, Central and South America, and the Caribbean.

In the energy market, Grupo Carso envisions enormous opportunities, through its subsidiary Carso Energy and IEnova, which participate in important tenders. It is estimated that between 2013 and 2015, of all of projects put on the auction block, according to information from Pemex and Federal Electricity Commission (CFE), 80% of those projects were awarded to Grupo Carso subsidiaries.¹⁴

Along the same lines, during 2015, the company won three bidding processes for the construction and operation of gas pipelines, to provide services to the CFE, two in Texas and one in Mexico

The main shareholder is Carlos Slim.

ALSEA

ALSEA is the most important restaurant operator in Latin America and Spain. Among the company's most prestigious brand are Dominos's Pizza, Starbucks, Burger King, and Chilli's. According to its 2015 report, ALSEA has a presence in 6 countries, with more than 2,954 outlets, 2,283 company facilities, and 671 sub-franchises.

By geographical region, the highest sales corresponded to South America (25.5%), followed by Spain (7.2%) and Mexico (4.4%).

In 2015 the company increased restaurant units in Mexico, bringing the total to 95. On an international level, the company opened 77 new branches, continuing its growth strategy.¹⁵

Its main shareholder is the Torrado Martínez family.

Altos Hornos de México

Founded in 1932 Altos Hornos de México (AHMSA), is the largest steelmaker in México. The company operates an extensive industrial chain, ranging from the extraction of iron ore and coal to steel production. AHMSA produces and sells flat products such as hot rolled Steel plate, cold rolled Steel plate, tinplate and Chrome plate.

¹⁴ Source: "Grupo Carso y IEnova van por negocio energético de casi 10 mil mdd"

URL: <http://www.elfinanciero.com.mx/empresas/grupo-carso-y-ienova-van-por-negocio-energetico-de-casi-10-mil-mdd.html>

¹⁵ URL: http://www.alsea.net/uploads/pdf/es/alsea_ia_2015.pdf

AHMSA is one of the largest integrated steel producers in the country, currently churning out 5 million tons of steel per year and its workforce numbers are 20,000, which includes its mining subsidiaries. One situation that the company had to face in 2015 was the declining demand in China and unfair trading practices that led to significant losses.

The main shareholder is the Ancira family.

Grupo KUO

Previously known as Grupo DESC, the Company was founded in 1973. KUO operates three divisions: consumption, chemicals and automotive with various strategic business units including JV Herdez, Power Systems, aftermarket, Dynasol, Elastometers, TREMEC and KUO Aerospace.

Among the most important developments for Grupo KUO in 2015 were the strengthening of its synthetic rubber companies with plants located in Mexico and China, chief among them Dynasol, a company in partnership with Repsol (Spain). In the framework of Mexico's energy reform, Grupo Kuo, through Dynasol, signed a contract with Iberdrola (Spain) for the construction of an energy cogeneration plant in Tamaulipas, in order to improve its competitiveness in the rubber solution business, ratifying the company's commitment to energy reform.¹⁶

The main shareholder is the Senderos Mestre family

¹⁶ Source: <http://www.kuo.com.mx/anexos/Iberdrola%20esp%20final.pdf>

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Emerging Markets Global Players Project

This report on Mexican multinationals was prepared in the framework of the Emerging Markets Global Players (EMGP) Project, an international collaborative effort led by the Columbia Center on Sustainable Investment (CCSI). It brings together researchers on FDI from leading institutions in emerging markets to generate annual reports on the leading multinationals in each participating country. Since 2007, reports have been published on 16 countries: Argentina, Brazil, Chile, China, Hungary, India, Israel, Republic of Korea, Mexico, Poland, Russia, Slovenia, South Africa, Taiwan, Turkey, and United Arab Emirates.

For further information, visit: <http://ccsi.columbia.edu/publications/emgp/>.

Institute for Economic Research, UNAM

The Institute for Economic Research (IIEc) is an academic institution of the National Autonomous University of Mexico (UNAM). Its main functions are research into, and circulation of, information on issues related to the economy. Participating in the IIEc are more than 110 academic specialists involved in 14 research units. Annually, the IIEc publishes three specialized journals on economic questions and several books. *For further*

information visit: www.iiec.unam.mx. The UNAM is a public university and the largest in Latin America. For further information visit: www.unam.mx.

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Annex I table 1: Mexico: The top 20 multinationals: Key variables, 2015 (US\$^a million and number of employees)

Rank	Name	Industry	Assets		Sales		Employment		TNI (%)	Number of foreign affiliates	Number of host countries
			Foreign	Total	Foreign	Total	Foreign	Total			
1	America Movil	Telecommunications	54,870	75,162	34,108	51,843	107,029	195,475	65	36	25
2	CEMEX	Non-metallic minerals	27,052	31,438	10,470	13,087	32,067	43,117	80	40	31
3	Grupo FEMSA	Beverages	12,188 ^(b)	23,731	5,379	18,064	65,000 ^(b)	222,011	37	10	10
4	Grupo México	Mining	11,862	22,254	4,473	8,179	7,076	30,271	44	4	3
5	Grupo BIMBO	Food products	9,080	11,574	8,284	12,707	61,000 ^(b)	127,152	64	30	22
6	Grupo ALFA	Diversified	7,886 ^(b)	15,462	9,863	14,975	25,929 ^(b)	72,750	51	36	18
7	Mexichem	Chemical & Petrochemicals	4,504 ^(b)	8,670	4,428	5,708	15,490	18,795	71	52	39
8	ARCA-Continental	Beverages	4,283	7,591	1,519	4,432	11,400 ^(d)	43,700 ^(d)	39	8	4
9	PEMEX	Oil&gas	1,928 ^(e)	102,944	966	67,618	1,700 ^(b)	138,397	1	01	1
10	GRUMA	Food Products	1,857	2,570	2,469	3,379	11,868	19,117	69	11	12
11	Industrias CH	Steel & metal products	780	2,282	619 ^(c)	1,660	1,498	5,378	33	7	3
12	XIGNUX	Diversified	754 ^(b)	1,855	957 ^(c)	2,179	na	19,334	(43)	6	6

13	Grupo ELEKTRA	Retail trade	691(b)(f)	11,516	1,176	4,400	15,756	65,346	19	6	6
14	Cementos Chihuahua	Non-metallic minerals	592	1,564	496	695	na	2,694	(55)	6	1
15	Bachoco	Food products	507(b)	2,345	644	2,680	3,267	25,331	20	2	1
16	ICA	Engineering & construction services	475	6,278	604	1,920	na	26,116	(20)	36	13
17	Grupo CARSO	Diversified	464(b)	5,460	823(c)	5,115	na	73,407	(12)	27	16
18	ALSEA	Food products	402	1,905	711	1,872	20,401	61,822	31	15	5
19	Altos Hornos de Mexico	Steel & metal products	300(b)	3,604	37	2,383	na	20,435	(05)	7	3
20	Grupo KUO	Diversified	276(d)	1,694	801(c)	1,658	na	18,048	(32)	8	5
Total (average for the TNI: percentage)			140,751	339,899	88,827	224,554	379,481	1,228,696		348	

Source: Basave J. and Gutiérrez-Haces T.; IIEc-VCC, Survey of Mexican multinationals, 2017, and company reports and websites.

^a The Exchange rate used is the IMF rate of December 31, 2015: US\$ 1 = Pesos 17.2487

^b Estimated.

^c Exports included.

^d As of 2014.

^e Represents 50% of the 50-50 joint venture with Shell Oil Co. in Deer Park Refining Ltd. of Texas.

^f Financial assets excluded.

^g The TNI is calculated as the average of the following three ratios: foreign assets to total assets, foreign sales to total sales and foreign employment to total employment. It is expressed as a percentage (i.e., “41” rather than “0.41”). When the TNI appears in parentheses, it has been calculated without

Annex I, Table 1a. Mexico: Key variables for runners-up, 2015 (US\$ million^a and number of employees)

Rank	Name	Industry	Assets		Sales		Employment		TNI (%)	Number of foreign affiliates	Number of host countries
			Externos	Total	Externos	Total	Externos	Total			
1	Accel	Food products	159	245	326	340	432	3,823	57	2	1
2	Rassini	Auto parts	158 (b)	688	548 (c)	748	1,780	5,797	42	5	2
3	Bio Pappel	Paper & paper products	123	1,606	153	984	290	10,583	9	2	2
4	Interceramic	Non-metallic Minerals	113	360	141	475	635	4,722	25	1	1
5	Grupo Industrial de Saltillo	Diversified	97	947	127	654	821	6,851	14	3	3
6	Grupo Vitro	Non-metallic minerals	17	1,608	33	819	463	10,744	3	5	5
Total (average for the NI percentage)			667	5,454	1,328	4,020	4,421	42,520		18	

Source: Basave J. and Gutiérrez-Haces T., IIEc-VCC, Survey of Mexican multinational, 2017, and consolidated company reports and websites.

^aThe exchange rate used is the IMF rate of December 31, 2015: US\$ 1= 17.2487 Pesos

^b Estimated

^c Exports included

^dThe TNI is calculated as the average of the following three ratios: foreign assets to total assets, foreign sales to total sales and foreign employment to total employment. It is expressed as a percentage (i.e., “41” rather than “0.41”). When the TNI appears in parentheses, it has been calculated without the employment data

Annex I, table 2. Mexico: The top 20 multinationals: Regionality Index, 2015 (percentages, except for last column)

Company	Middle East & North Africa	East Asia & the Pacific	South Asia	Developed Asia Pacific	East Europe & Central	Other Europe	Latin America & the Caribbean	North America	Number of foreign affiliates
América Móvil						6	88	6	36
CEMEX	8	5	10		10	32	27	7	40
Grupo FEMSA				10			90		10
Grupo México						25	25	50	4
Grupo BIMBO		3				10	47	40	30
Grupo ALFA		6			14	31	27	22	36
Mexichem		7			21	34	27	11	52
ARCA-Continental							88	12	8
PEMEX								100	1
GRUMA		9	9	9			55	18	11
Industrias CH							29	71	7
XIGNUX							83	17	6
Grupo ELEKTRA							83	17	6
Cementos Chihuahua								100	6
Bachoco								100	2
ICA						6	58	36	36
Grupo CARSO						4	92	4	27
ALSEA						7	93		15
Altos Hornos de México	42					16		42	7
KUO		13				25		62	8

Source: Basave and Gutiérrez-Haces, Survey of Mexican multinationals, 2017, IIEc-VCC, and consolidated company reports and websites.

^a The regionality index is calculated by dividing the number of a firm's foreign affiliates in a particular region of the world by its total number of foreign affiliates and multiplying the result by 100. Sub-Saharan Africa is not included among the regions as there is no Mexican presence there.

Annex I, Table 3. Mexico: The top 20 multinationals: Stock exchange listings, 2015

Company	Domestic	Foreign
América Móvil	Mexican Stock Exchange	New York Stock Exchange; Latibex in the Madrid Stock Exchange
Cemex	Mexican Stock Exchange	New York Stock Exchange
Grupo México	Mexican Stock Exchange	None
Grupo FEMSA	Mexican Stock Exchange	New York Stock Exchange
Grupo BIMBO	Mexican Stock Exchange	None
Grupo ALFA	Mexican Stock Exchange	Latibex in the Madrid Stock Exchange
Mexichem	Mexican Stock Exchange	None
PEMEX	None	None
GRUMA	Mexican Stock Exchange	New York Stock Exchange
ARCA-Continental	Mexican Stock Exchange	None
XIGNUX	None	None
Cementos Chihuahua	Mexican Stock Exchange	None
Grupo Elektra	Mexican Stock Exchange	Latibex in the Madrid Stock Exchange
ICA	Mexican Stock Exchange	New York Stock Exchange
Industrias CH	Mexican Stock Exchange	None
ALSEA	Mexican Stock Exchange	None
Grupo Carso	Mexican Stock Exchange	None
Bachoco	Mexican Stock Exchange	New York Stock Exchange
Altos Hornos de México	Mexican Stock Exchange	None
KUO	Mexican Stock Exchange	None

Source: Basave and Gutiérrez-Haces, Survey of Mexican multinationals, 2017, IIEC-CCSI, and consolidated company reports and websites.

Annex I, Table 4. Mexico: Top 10 outward M&A transactions, 2013-2015 (US\$ million)

Date	Acquirer's name	Target company	Target Industry	Target country	%of shares acquired	Value of transaction
01/2012	FEMSA	Coca-Cola Bottlers Philippines, Inc.	Beverages	Philippines	51	689
04/2012	ELEKTRA	Advance America	Consumer non-bank loans	USA	100	780
05/2012	Mexichem	Wavin	Plastics	Netherlands	87	620
12/2012	América Móvil	KPN N.V	Telecommunications	Netherlands	29.77	4,281
12/2012	América Móvil	Telecom Austria A.G	Telecommunications	Austria	23.69	1,304
10/2013	FEMSA	Grupo Spaipa SA	Beverages	Brasil	100	1,855
05/2014	BIMBO	Canada Bread	Food	Canada	100	1,370
07/2014	América Móvil	Telecom Austria A.G.	Telecommunications	Austria	23.47	881
09/2014	Mexichem	Dure-Line	Plastics	USA	100	630
09/2015	ARCA-Continental	Corp. Lindley	Beverages	Peru	50	892
Total						13,302

Source: Basave J. and Gutiérrez-Haces T., Survey of Mexican multinationals, 2017, IIEc-VCC, and consolidated company reports and websites.

Annex I, Table 4a Mexico: Top 10 outward M&A transactions, 2015 (US\$ million)

Date	Acquirer's name	Target company	Target Industry	Target country	%of shares acquired	Value of transaction
09/2015	ARCA-Continental	Corp. Lindley	Beverages	Peru	50	892
06/2015	Grupo Carso	Realia Business	Real Estate	Spain	25	457
09/2015	FEMSA	Grupo Sofocar	Pharmaceutical	Chile	100	452
06/2015	Casa Cuervo	Bushmills	Beverages	UK	100	408
06/2015	Grupo ALFA	Campofrio Food Group	Food	Spain	37	354
06/2015	CEMEX	Holbein cement plants	Non-metalic minerals	Check Republic	100	139
06/2015	CEMEX	Holbein cement plants	Non-metalis minerals	Spain	100	106
12/2015	Grupo Industrial de Saltillo	ACE Group	Auto parts	Spain/Poland	100	88
02/2015	Grupo BIMBO	Saputo Bakery Inc	Food	Canada	100	81
08/2015	Grupo ALFA	Elaborados Cárnicos SA	Food	Ecuador	100	51
Total						3,028

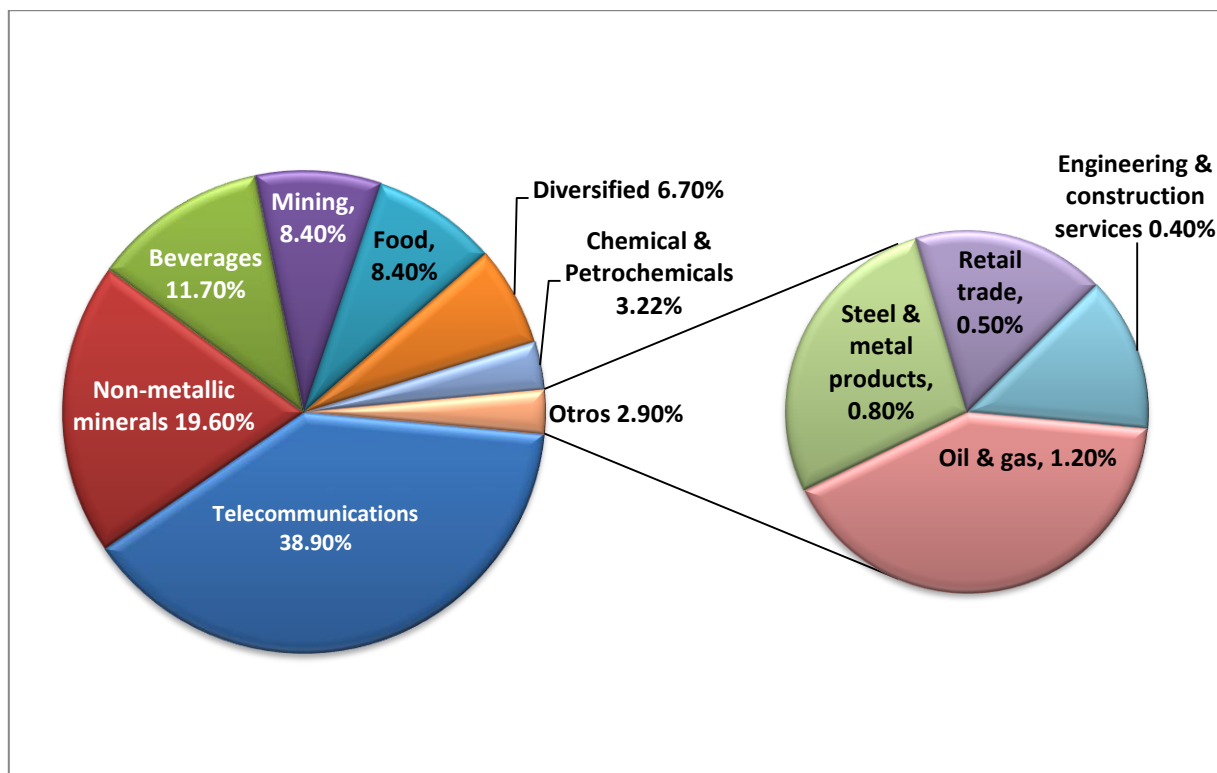
Source: Basave J. and Gutiérrez-Haces T., Survey of Mexican multinationals, 2017, IIEc-VCC, and consolidated company reports and websites.

Annex I, Table 5. Mexico: Top 10 outward greenfield transactions announced, 2013-2015 (US\$ million)

Date	Company	Destination	Industry	Value of transaction
07/2014	CEMEX	France	Construction	1,223.0
12/2013	América Móvil	Brazil	ICT & Internet infrastructure	562.4
01/2014	América Móvil	Brazil	Communications	532.3
06/2015	Grupo Posadas	United States	Tourism	360.0
10/2014	CEMEX	Dominican Republic	Energy	253.1
12/2013	América Móvil	Puerto Rico	ICT & Internet infrastructure	220.6
08/2014	América Móvil	Puerto Rico	ICT & Electronics	220.6
10/2015	América Móvil	Nicaragua	ICT & Internet infrastructure	220.6
09/2015	Arca-Continental	Peru	Beverages	200.0
07/2013	TV Azteca	Colombia	TV & Communications	199.3
Total				3,991.9

Source: Adapted from fDi Intelligence, a service from the Financial Times Ltd.

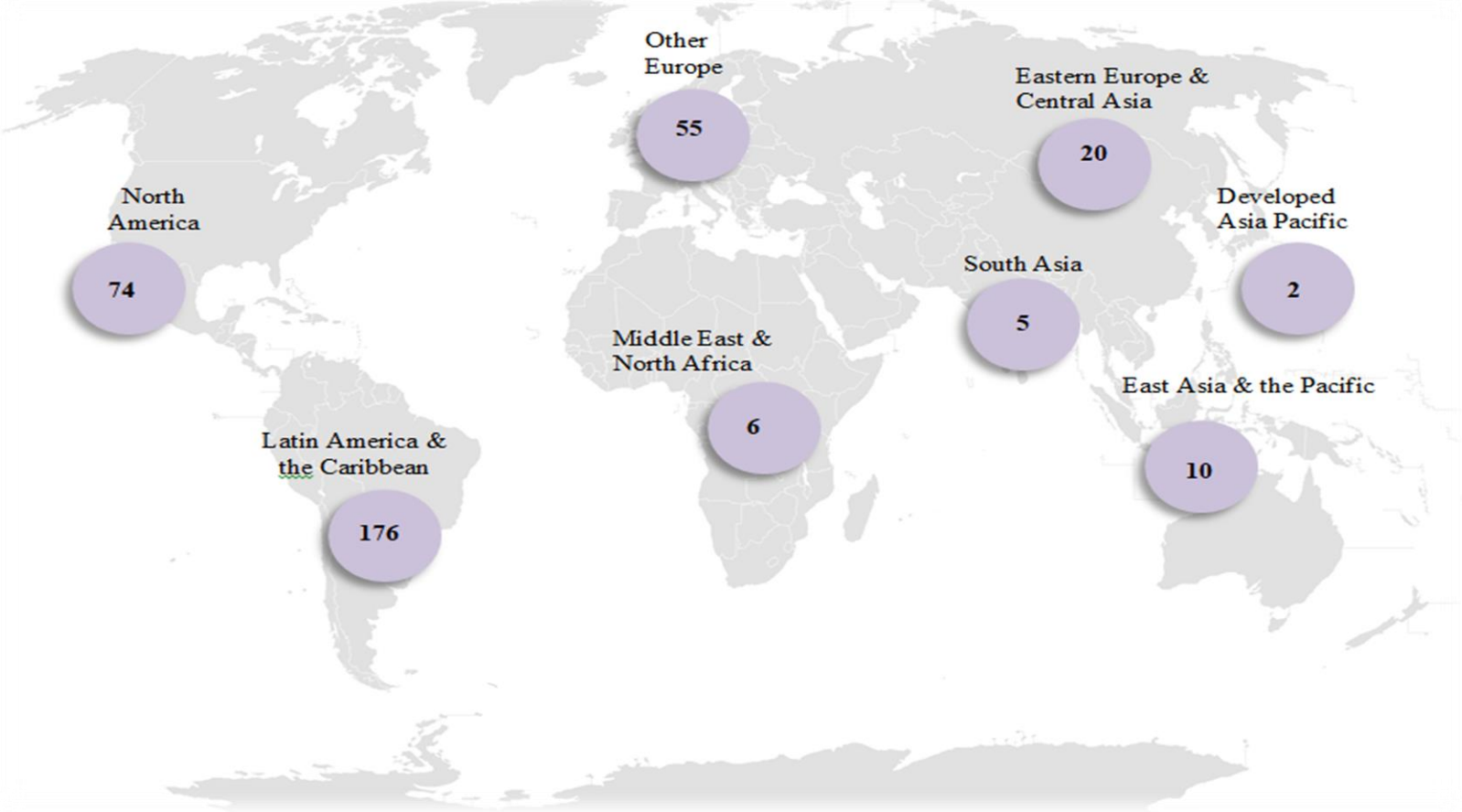
Annex I, Figure 1. Mexico: Breakdown of the foreign assets of the top 20 multinationals, by main industry, 2015 (percentages)



Industry	Foreign (US\$ million)	Number of companies	Companies
Telecommunications	54,870	1	América Móvil
Non-metallic minerals	27,644	2	CEMEX and Cementos Chihuahua
Beverages	16,471	2	Grupo FEMSA and ARCA-Continental
Mining	11,862	1	Grupo México
Food	11,846	4	Grupo BIMBO, GRUMA, Bachoco and ALSEA
Diversified	9,380	4	Grupo ALFA, XIGNUX, Grupo CARSO and KUO
Chemical & Petrochemicals	4,504	1	Mexichem
Oil & gas	1,928	1	PEMEX
Steel & metal products	1,080	2	Industrias CH and Altos Hornos de México
Retail trade	691	1	Grupo ELEKTRA
Engineering & construction services	475	1	ICA
Total	140,751	20	

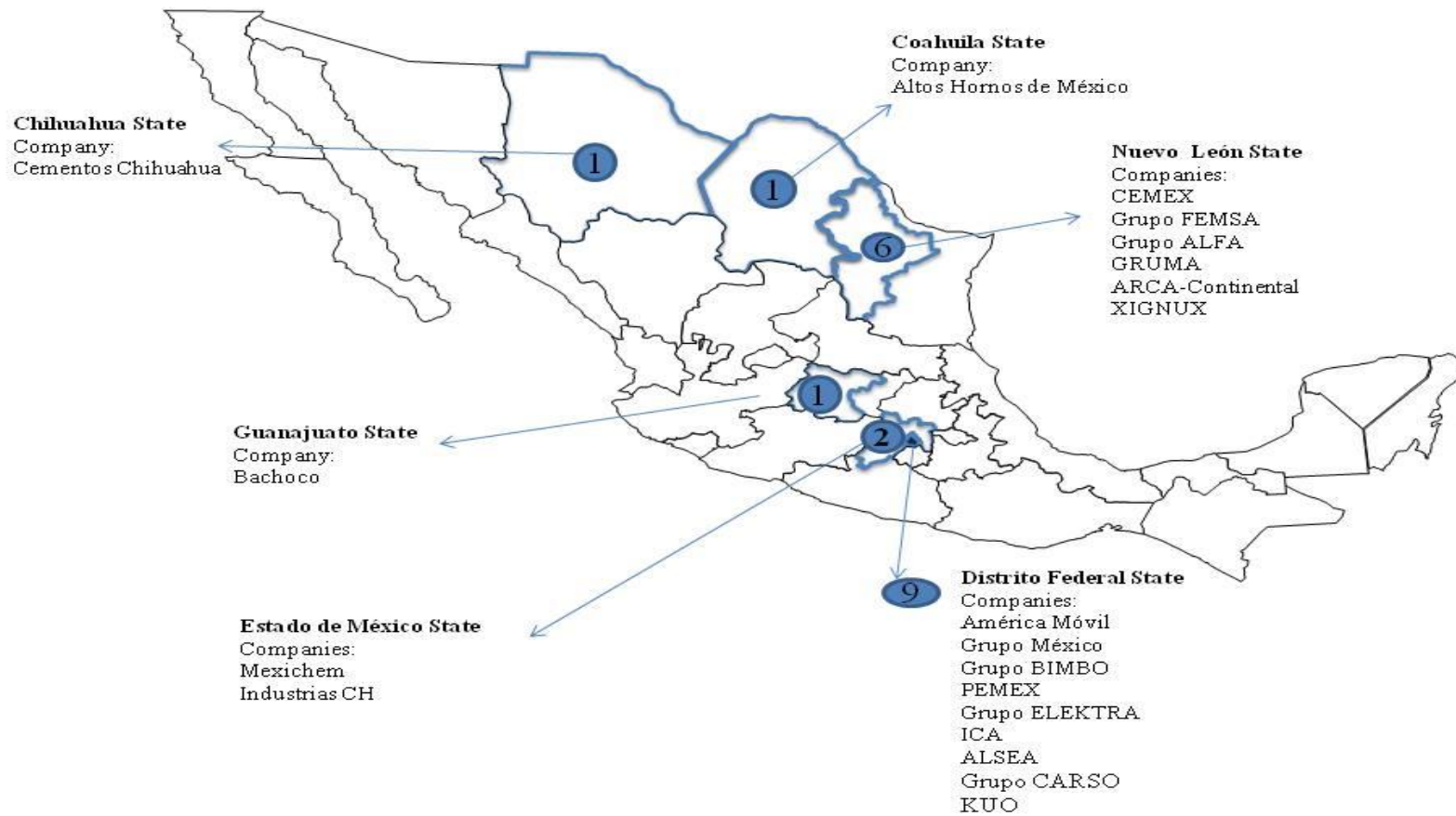
Source: Basave and Gutiérrez Haces, Survey of Mexican multinationals, 2017, IIEc-CCSI, and consolidated company reports and websites.

Annex I. Mexico: Foreign affiliates of the top 20 multinationals, by region 2015



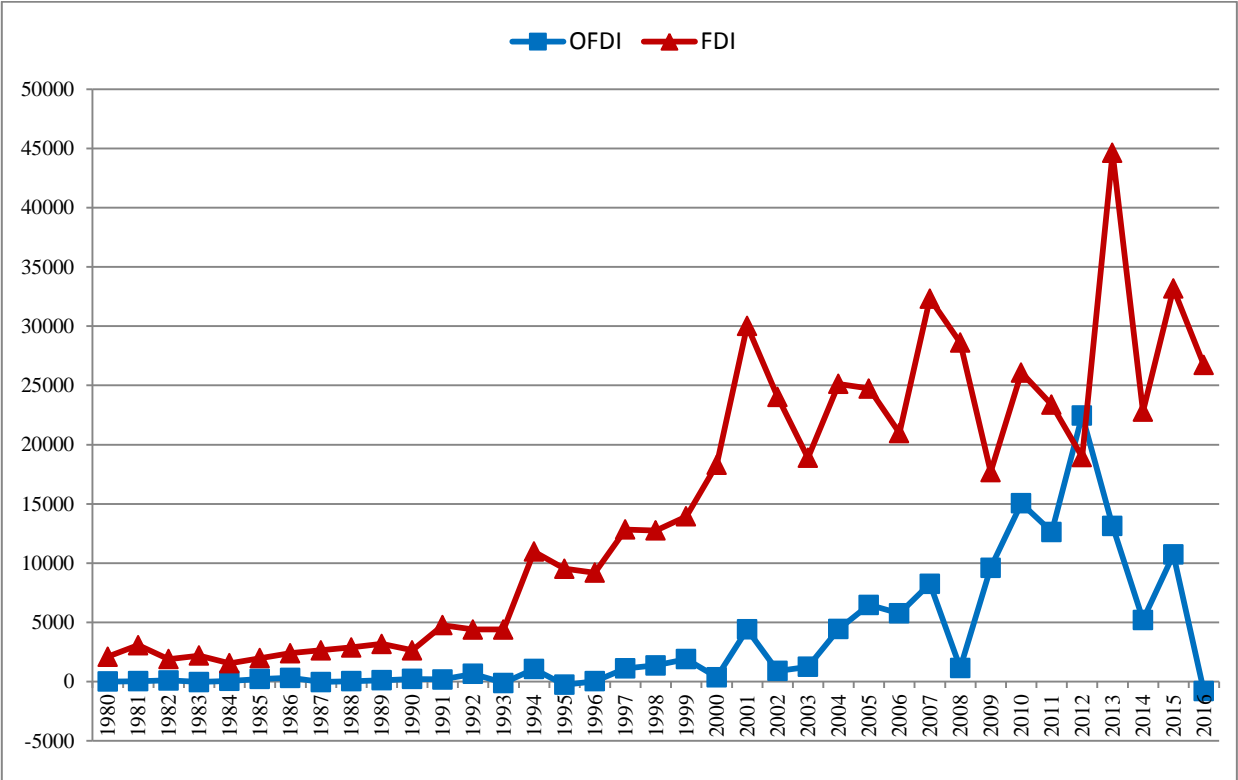
Source: Basave and Gutiérrez- Haces. Survey of Mexican multinationals, 2017, IIEc-CCSI, and Consolidated company reports and websites

Annex I, Figure 3. Mexico: Headquarter locations of the top 20 multinationals, 2015



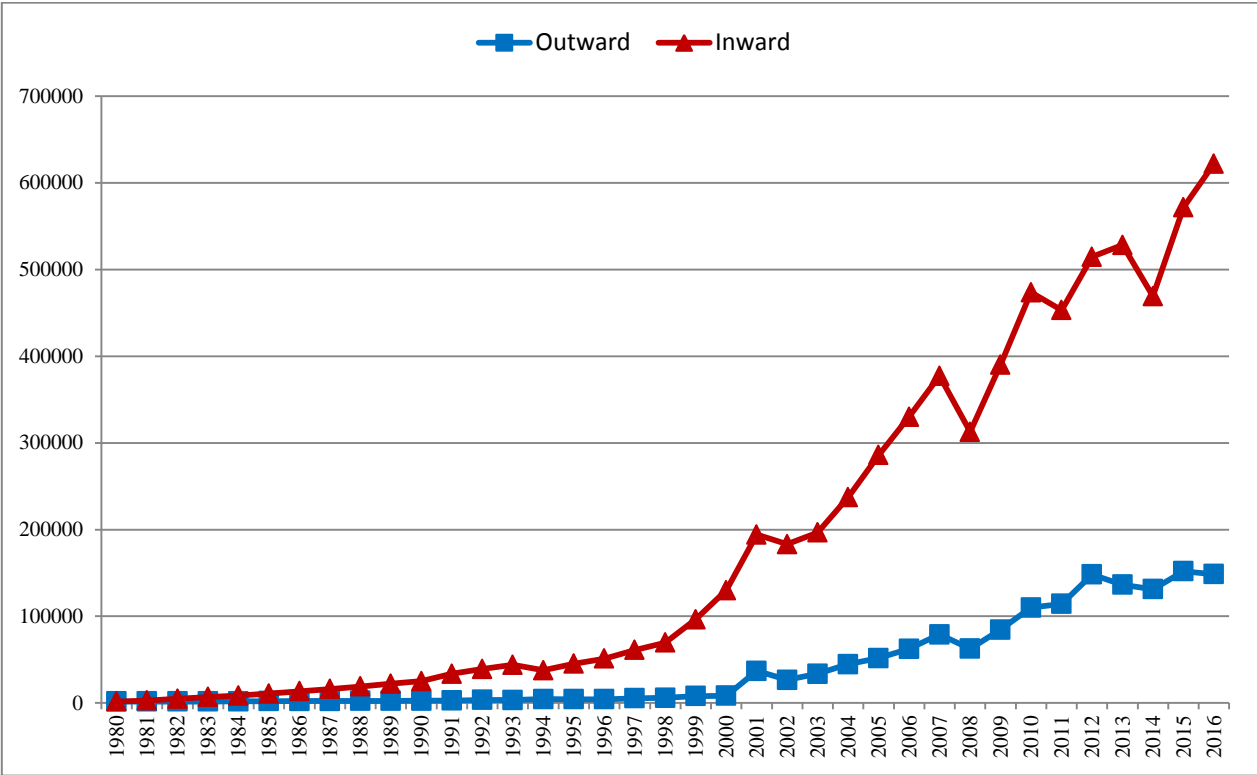
Source: Basave and Gutiérrez- Haces. Survey of Mexican multinationals, 2017, IIEc-CCSI, and Consolidated company reports and websites

Annex I, Figure 4. Mexico: Inward and outward FDI flows, 1980-2015 (US\$ million)



Source: United Nations Conference on Trade and Development (UNCTAD), FDI STAT On-line database, (Geneva: United Nations Conference on Trade and Development), <http://unctadstat.unctad.org>, accessed December 27, 2015.

Annex I, Figure 5. Mexico: Inward and Outward FDI stock, 1980-2015 (US\$ millions)



Source: United Nations Conference on Trade and Development (UNCTAD), FDI STAT On-line database, (Geneva: United Nations Conference on Trade and Development), <http://unctadstat.unctad.org>, accessed.