



As Claudia Sheinbaum, the country's first-ever female president, takes office on Oct. 1, Mexico is advancing its role on the world stage.

"Mexico and Japan have a very rich and exciting relationship, based on trust and solidarity. These same sentiments guide our bilateral relationship today," said Mexican Ambassador to Japan Melba Priá.

As Mexico's automotive sector continues to evolve, Mazda Mexico is enhancing every interaction customers have with the Mazda brand.

As a transformation partner, Deloitte Mexico is committed to developing the Mexican economy and is actively engaging with traditional industries and innovation partners.

Japan's significant investments in the North American and Mexican markets highlight their strategic importance. Byokane's global strategy includes a robust presence in North America and Mexico.



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Japan and Mexico: Trusted partners and 'Neighbors of the Pacific'

Deloitte: Growth leader and transformation partner

Having firmly established itself as a pivotal transformation partner for Mexico's future, Deloitte Mexico is at the forefront of driving economic growth.

The global financial services network's Mexico offices are actively engaging with traditional industries and innovation partners who are developing new industries and market solutions.

Today, Deloitte audits approximately 40% of companies in Mexico, clear evidence of its leading consultancy service role in the country.

Exploring 'nearshoring'

Nearshoring, or the process of outsourcing business processes to a nearby country and hiring remote workers or resources, has several advantages.

Improved communication, access to talent, flexibility and time-zone advantages all make nearshoring a feasible option for businesses.

"Nearshoring is playing an increasingly important role in the businesses being developed and managed by our clients across the region," said Miguel Millan, CEO of Deloitte Mexico and Central America.

"Artificial Intelligence is also driving new business innovations. Cybersecurity is an area we are involved in as we want to ensure secure business channels for our clients and address any challenges



Miguel Millan, CEO of Deloitte Mexico and Central America
DELOITTE MEXICO

they may face before serious issues impact their business."

Committed to ESG

As businesses evolve, their impact on society and the environment are leading to increased transparency and accountability.

"Environmental, social and governance initiatives are having a positive effect on Mexican businesses," said Millan.

"This increased transparency is creating a more welcoming environment for investors. Deloitte Mexico is implementing its own ESG strategies and we want to see more being done in this area as this is good for business across the board."



Jorge Mesta, Spanish Latin America Asian Markets Leader
DELOITTE MEXICO

Linking Japan and Mexico

Favorable trade relations and stable economic conditions are moving the Mexico-Japan relationship in the right direction.

Dedicated to fostering long-term partnerships, Deloitte Mexico plays an important role in facilitating business between Mexico and Japan. The firm's Japan desk serves a growing number of Japanese clients.

"While many foreign investors can face complex situations in Mexico, we are here to help," said Jorge Mesta, S-LATAM (Spanish Latin American) Asian markets leader.

"A steady and stable presence in Mexico, Japanese companies will

have to evolve as they are exposed to the impact of new investors coming to Mexico, raising the cost and availability of key inputs such as labor, real estate and utilities."

"Japanese companies in Mexico also need to adapt to key global issues such as potential changes in foreign trade rules with the United States or the evolution of the car industry towards electric vehicles. Deloitte Mexico's experts cover strategy, mergers and acquisitions, human capital, foreign trade and tax. Our dedicated team helps Japanese companies navigate challenges, define diversification strategies and adapt and transform to new environments."

Enabling clients

"We look forward to facilitating further dialogues which bring our two countries closer together," Millan said.

"Mexico is a good fit in terms of Japanese corporate strategy. We will continue to contribute to this dynamic economic partnership by proactively addressing potential business issues, bringing issues to our clients and partners and enabling them to remain ahead of future challenges." ■

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Mazda Mexico: Driving the customer experience

At the very heart of Mazda Mexico's success is its dedication to customer satisfaction.

"The entire Mazda Mexico team, including our dealers and partners, relentlessly strives to deliver exceptional service to all of our customers," said Miguel Barbeyto, president of Mazda Motor de Mexico.

This customer-centric approach has led to impressive results. Mazda Mexico's global sales have outpaced those of Mazda's operations in other countries such as Canada, with sales surging by 60% from 46,117 units in 2020 to 76,017 units last year.

"We currently hold a 6% market share and we are one of the top 10 automotive brands in the highly competitive Mexican market," Barbeyto explained.

"Our strong growth is a testament to the deep affection and trust which our customers have for Mazda, and the loyalty we have cultivated across the country," he said. "We prioritize empathy, recognizing it as the foundation of the long-lasting relationships we enjoy with our customers."

To enhance customer convenience, Mazda Mexico has streamlined processes across its dealership network.

"We are constantly thinking of and implementing innovative ways to better serve our customers and their families," Barbeyto said.

"Advances in Mazda's digitalization processes today allow our customers to carry out the entire purchasing process from the comfort of their own home."

Central to Mazda Mexico's philosophy is *omotenashi*: Japan's concept of selfless hospitality and heartfelt assistance. This mindfulness drives the company's approach within the Mexican market.

"We are a radically human-centric company and this sets us apart from our competitors," Barbeyto emphasized.

"While cutting-edge engines, innovative platforms and adaptive technologies are essential, modern technology must be inclusive. Since the earliest days of the company, we have focused on recognizing and paying close attention to the needs of our customers and collaborators."

Expanding its reach, Mazda Mexico has increased its number of point-of-sale outlets, service workshops and collision centers. In addition, the company's financial partner, Santander, has introduced new financing plans catering to



Miguel Barbeyto, President of Mazda Motor de Mexico
MAZDA MOTOR DE MEXICO

various segments and age groups. On the production front, Mazda Mexico's Salamanca factory has begun manufacturing the new Mazda CX-3

subcompact crossover SUV. In May, the company introduced the sophisticated CX-70, offering drivers a spacious, comfortable SUV perfect for city commutes and weekend getaways.

Previously available only in Australia and Thailand, the highly anticipated new generation of the Mazda BT-50 will join the portfolio next year.

By the end of 2024, we will have expanded our collision centers to 22 and our distributor network from 71 to 80 or more," Barbeyto revealed.

"We are excited about the future. We look forward to continuing our mission to enhance every interaction our customers have with the Mazda brand while we expand our vehicle portfolio to meet their evolving, sophisticated lifestyles." ■

www.mazda.mx



Byokane: A pioneer in fastener technology across borders and industries

Byokane stands at the forefront of fastener and component manufacturing, delivering premium solutions to industries ranging from automotive and electronics to housing and medical.

The company is synonymous with innovation, technology and global industry contributions that elevate clients' operational efficacy.

Driving innovation, technology

With a commitment to cutting-edge designs and advanced manufacturing processes, Byokane surpasses the expectations of its international clients.

The company's dedication to innovation is evident across its ongoing efforts to reduce component counts and enhance product quality, all while optimizing production efficiency.

Sustainability is key. Lightweight, eco-friendly Byokane solutions address global market needs and, by adjusting its manufacturing strategies, the company can also reduce supply chain risks.



Toshimasa Tsukihiji, CEO and Chairman of Tokyo Byokane
BYOKANE

Byokane's prominence in Asia

Byokane holds the exclusive license for Nylok products in Japan. Today the company is a leader in the Japanese market. Renowned for meeting stringent international aviation standards,

Nylok products are trusted by NASA.

Since 1967, Byokane has expanded its global operations, integrating components into a diverse range of products, including those manufactured by automotive giant Toyota.

"Our operations span approximately 40 facilities worldwide, employing around 1,000 individuals," said Toshimasa Tsukihiji, CEO and chairman of Tokyo Byokane.

"Over 70% of our workforce can be found outside of Japan and today, this reflects our truly international footprint."

Tradition and technology

Founded in 1941, Byokane has perfected the art of balancing traditional craftsmanship with modern technological advancements. The company honors the reliability of its heritage while integrating state-of-the-art innovations to meet current contemporary and environmental demands.

Strategic growth in North America

Japan's significant investments in the North American and Mexican markets highlight their strategic importance. These regions continue to attract global investment and are anticipated to experience substantial growth.

Byokane's global strategy includes a robust presence in North America and Mexico, with strong economic ties and growth potential in the automotive sector driving business opportunities.

"Our facilities in these regions allow us to deliver fast and dependable services, aligning with our clients' production needs across the continent," Tsukihiji explained.

"Our emphasis on tailored product solutions and community engagement underscores our commitment to fostering local progress and building strong regional partnerships."

Upholding quality

Byokane is devoted to maintaining

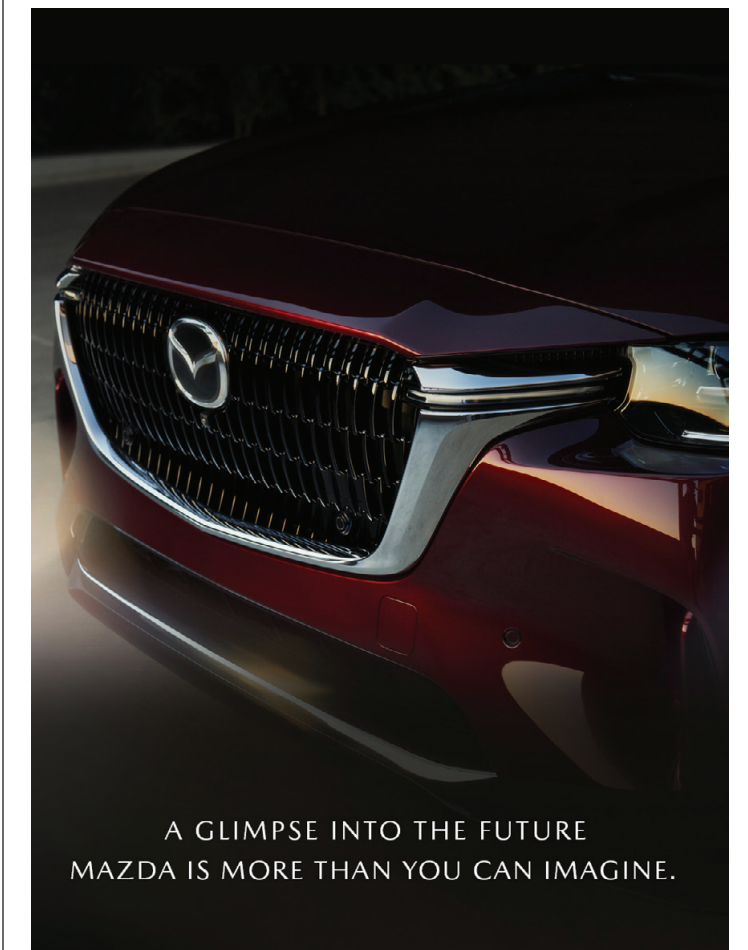
rigorous Japanese quality standards across all its facilities and reinforcing its core values of exceptional customer service.

Agile and effective, the company is well-positioned to respond to client needs, from product supply and delivery to assembly and facility setup.

"We are committed to leveraging automation and artificial intelligence to enhance efficiency and precision," Tsukihiji said.

"By embracing these technologies and streamlining operations, we aim to support clients globally and drive continued growth and innovation." ■

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