

# Mexico

## Monterrey, Querétaro and Mexico City

### Indicative Programme

*Note: The below is an indicative programme and may be changed without prior notice.  
The programme will be conducted in English unless otherwise stated.*

<b>Day 1 (Singapore – Monterrey)</b> <b>Flight Day Monday, 24 Nov 2025</b>	
<ul style="list-style-type: none"> <li><b>Flight from SIN to DXB via EK349</b> (ETD SIN 0230; ETA DXB 0600)</li> <li><b>Flight from DXB to IAH via EK211</b> (ETD DXB 0945; ETA IAH 1620)</li> <li><b>Flight from IAH to MTY via UA5242</b> (ETD IAH 1850; ETA MTY 1936)</li> </ul>	
<ul style="list-style-type: none"> <li>Check in at hotel</li> </ul>	
Dinner at own expense	
<b>End of day</b>	

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Day 2 (Monterrey) Tuesday, 25 Nov 2025	
Breakfast in the hotel (included in the programme)	
<b>Morning</b>	
<ul style="list-style-type: none"> <li>• <b>Welcome Meeting with Regional Authorities</b> <ul style="list-style-type: none"> <li>- Discuss actionable strategies and regulatory insights for launching and scaling operations, and explore potential fast-track pathways with relevant economic development representatives.</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Briefing Session: Company Incorporation and Legal Registration in Mexico</b> <ul style="list-style-type: none"> <li>- Led by government representatives, this session will cover essential procedures, compliance requirements, and practical guidance for establishing a legal presence in the country.</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Briefing: Infrastructure &amp; Logistics by real estate services representatives</b> <ul style="list-style-type: none"> <li>- Assess site selection, warehousing, bonded facilities, and build-to-suit solutions by engaging with targeted manufacturers, logistics providers, and infrastructure partners.</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Briefing: Trade &amp; Customs by accounting services representatives</b> <ul style="list-style-type: none"> <li>- Learn about Mexican customs procedures, import duties, VAT, and IMMEX/maquiladora schemes relevant to cross-border trade.</li> <li>- Gain practical guidance on compliance optimisation strategies.</li> </ul> </li> </ul>	
<b>Afternoon</b>	
<ul style="list-style-type: none"> <li>• <b>Networking lunch with tax and customs experts</b> <ul style="list-style-type: none"> <li>- Connect with tax and customs experts from the Special Committee and local advisory professionals.</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Company Visit: Leading Family-Controlled Industrial Groups in a local family-owned company</b> <ul style="list-style-type: none"> <li>- Observe how family-led conglomerates balance tradition with global competitiveness.</li> <li>- Discuss succession planning, corporate governance, and innovation within legacy structures.</li> <li>- Gain insights on scaling regionally while maintaining strong local identity and operational excellence in heavy industry and consumer goods.</li> </ul> </li> </ul>	
<b>Evening</b>	
<ul style="list-style-type: none"> <li>• <b>Briefing: Finance &amp; Risk by local financial entity</b> <ul style="list-style-type: none"> <li>- Explore VAT refunds, tax optimisation, profit repatriation, and financing strategies with counterparts from SAT (Tax Administration Service), specialised advisors, and leading financial institutions.</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Networking dinner with decision-makers in Mexico's fiscal and banking landscape.</b></li> </ul>	
End of day	

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Day 3 (Monterrey, MEX) Wednesday, 26 Nov 2025	
Breakfast in the hotel (included in the programme)	
<b>Morning</b> <ul style="list-style-type: none"> <li>• <b>Company Visit: Corporate Strategy &amp; Cultural Adaptation to national conglomerate/Singaporean company</b> <ul style="list-style-type: none"> <li>- Explore how enterprises successfully integrate into the local industrial ecosystem.</li> <li>- in advanced materials and engineering supply chains. Learn from its case study about supply chain integration and operational localisation.</li> </ul> </li> </ul>	
Lunch at own expense	
<b>Afternoon</b> <ul style="list-style-type: none"> <li>• <b>Company Visit: Regional Procurement to local supply chain factory</b> <ul style="list-style-type: none"> <li>- See how procurement drives supplier localisation, cost efficiency, and innovation in Mexico's industrial clusters.</li> <li>- Learn about digital procurement practices and strategies to strengthen regional supplier networks.</li> </ul> </li> </ul>	
Travel to hotel	
<b>Evening</b> <ul style="list-style-type: none"> <li>• <b>Briefing: Talent &amp; Labour with HR professionals</b> <ul style="list-style-type: none"> <li>- Gain insights into workforce planning and strategies to develop a competitive, future-ready talent pool.</li> <li>- Engage on advanced training programmes, dual-education models, and innovation-driven talent pipelines tailored for industry needs.</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Networking dinner with industry talent experts and academic</b></li> </ul>	
End of day	

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Day 4 (Monterrey - Querétaro) Thursday, 27 Nov 2025	
<ul style="list-style-type: none"> <li>• <b>Flight MTY to QRO via VB4204</b> (ETD MTY 0930 hrs ETA QRO 1050 hrs)</li> </ul>	
Lunch at own expense	
<ul style="list-style-type: none"> <li>• <b>Briefing: Industrial and Investment Opportunities in the Bajío Region</b> <ul style="list-style-type: none"> <li>- Explore the Bajío region—including Querétaro, Guanajuato, Aguascalientes, and San Luis Potosí—and its key industrial clusters: automotive, aerospace, machinery, electronics, logistics, and advanced manufacturing.</li> <li>- Gain insights into integrated supply chains, skilled workforce availability, foreign investment incentives, and regional connectivity.</li> <li>- Receive guidance on high-growth sectors and effective market-entry strategies, with a focus on sustainable development and investment facilitation.</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Roundtable discussion: Innovation &amp; Sustainability in Industry 4.0</b> <ul style="list-style-type: none"> <li>- Guidance on high-growth sectors and market-entry strategies.</li> <li>- Connect with manufacturers, tech innovators, and local innovation hubs across the Bajío.</li> <li>- Explore collaboration in Industry 4.0, digitalisation, green manufacturing, and sustainable supply chains.</li> <li>- Interactive, discussion-driven session for hands-on exchange and pilot project opportunities.</li> </ul> </li> </ul>	
<b>Evening</b> Free and Easy	
End of day	

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Day 5 (Querétaro) Friday, 28 Nov 2025	
Breakfast in the hotel (included in the programme)	
<ul style="list-style-type: none"> <li>• <b>Site Visit – Leading Supply Chain Logistics solution-provider</b></li> </ul>	
Lunch at own expense	
<ul style="list-style-type: none"> <li>• <b>Site Visit – Global manufacturing facility</b></li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Business Matching/ Networking Event with Querétaro Corporates</b> <ul style="list-style-type: none"> <li>- Guidance on high-growth sectors and market-entry strategies.</li> <li>- Connect with manufacturers, tech innovators, and local innovation hubs across the Bajío.</li> <li>- Explore collaboration in Industry 4.0, digitalisation, green manufacturing, and sustainable supply chains.</li> <li>- Interactive, discussion-driven session for hands-on exchange and pilot project opportunities.</li> </ul> </li> </ul>	
End of day	

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<b>Day 6 (Querétaro - Mexico City)</b> <b>Saturday, 29 Nov 2025</b>	
Breakfast in the hotel (included in the programme)	
<b>Travel to Mexico City via Ground Transport</b>	
Rest and cultural immersion at own arrangement	
<b>End of day</b>	
<b>Day 7 (Mexico City)</b> <b>Sunday, 30 Nov 2025</b>	
Breakfast in the hotel (included in the programme)	
Rest and cultural immersion at own arrangement	
<b>Evening</b> <b>• Networking dinner with Singapore companies in Mexico</b> Connect with the Singapore community in Mexico. Exchange insights on the challenges and opportunities within the Mexican market and explore actionable improvements that can help companies navigate entry and expansion effectively.	
<b>End of day</b>	

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Day 8 (Mexico City) Monday 1 Dec 2025	
<b><u>Morning</u></b>	
<ul style="list-style-type: none"> <li>• <b>Executive Roundtable</b> <ul style="list-style-type: none"> <li>- Engage directly with the Ministry's Global Economic Intelligence Unit and top sector stakeholders.</li> <li>- A small-group, interactive session designed for company owners to ask questions, share challenges, and gain actionable insights.</li> </ul> </li> </ul>	
Lunch at Universidad Panamericana (Campus Mixcoac)	
<b><u>Afternoon</u></b>	
<ul style="list-style-type: none"> <li>• <b>Site Visit: Mexico City Industrial Landscape</b> <ul style="list-style-type: none"> <li>- Understand Mexico City's industrial real estate, including availability of land and facilities, cost structures, zoning considerations, and connectivity to transport and logistics networks.</li> <li>- Overview of key manufacturing corridors and office clusters, providing data points to evaluate location options within Mexico's nearshoring framework.</li> </ul> </li> </ul>	
Travel to venue	
<b><u>Evening</u></b>	
<ul style="list-style-type: none"> <li>• <b>Panel Discussion: Mexico's Private Sector</b> <ul style="list-style-type: none"> <li>- Review market trends, sector-specific opportunities, and operational considerations.</li> <li>- Access to senior executives and industry representatives from Mexico's private sector.</li> </ul> </li> </ul>	
Dinner at own expense	
End of day	

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Day 9 (Mexico City) Tuesday, 2 Dec 2025
Breakfast in the hotel (included in the programme)
<ul style="list-style-type: none"> <li><b>Mexico–Singapore Business Forum by SBF and CCE (1100 hrs – 1400 hrs)</b></li> </ul>
<b>Afternoon</b> <ul style="list-style-type: none"> <li><b>State Engagement &amp; Strategic Dialogue</b> <ul style="list-style-type: none"> <li>Engage directly with decision-makers to explore regional economic priorities, investment incentives, and sector-specific opportunities.</li> <li>Gain insights into local regulations, industrial clusters, and nearshoring trends.</li> </ul> </li> <li><b>Business Matching with Mexico Businessess</b> <ul style="list-style-type: none"> <li>Offers delegates pre-curated 1:1 meetings with senior representatives from leading national businesses.</li> <li>Explore strategic collaboration opportunities based on prior market and operational analysis, enabling them to identify partnerships, strengthen supply chains, and uncover avenues for innovation and growth in Mexico's industrial and manufacturing sectors.</li> </ul> </li> </ul>
<b>Evening</b> <ul style="list-style-type: none"> <li><b>Networking dinner</b> <ul style="list-style-type: none"> <li>Opportunity to connect with banking professionals and clients in an informal setting.</li> </ul> </li> </ul>
End of day



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Day 10 (Mexico City) Wednesday, 3 Dec 2025	
Breakfast in the hotel (included in the programme)	
<b>Morning</b> <ul style="list-style-type: none"> <li>• <b>Opening of the Manila Galleon Exhibition</b> <ul style="list-style-type: none"> <li>- Connect with Singaporean officials and other dignitaries to foster dialogue on contemporary trade relations.</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Closing Lunch</b> <ul style="list-style-type: none"> <li>- Closing lunch hosted by SBF to reflect on the mission.</li> </ul> </li> </ul>	
Check-out hotel	
<ul style="list-style-type: none"> <li>• Flight from MEX to BCN via EK 256 (ETD MEX 1940 Dec 3; ETA BCN 1325 Dec 4)</li> <li>• Flight from BCN to DXB via EK 256 (ETD BCN 1510 Dec 4; ETA DXB 0035 Dec 5)</li> <li>• Flight from DXB to SIN via EK 348 (ETD DXB 0230 Dec 5; ETA SIN 1335 Dec 5)</li> </ul>	
End of programme	