



HUNT INSTITUTE

FOR GLOBAL COMPETITIVENESS

Site Selection Database for Ciudad Juárez, Chihuahua

July 2016

UNIVERSITY OF TEXAS AT EL PASO



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I. Demographics

A. Population, Gender, and Age Characteristics

	Year	2010	2011	2012	2013	2014	2015
Population	Under - 14	430,371	426,480	423,667	421,040	418,580	416,159
	15 - 29	356,138	353,353	353,178	353,734	355,414	357,914
	30 - 44	332,396	332,503	332,502	331,660	330,336	328,472
	45 - 64	202,483	211,188	220,781	231,051	241,824	252,932
	65 - Older	56,722	58,429	60,397	62,594	65,024	67,687
	Total	1,378,110	1,381,953	1,390,525	1,400,079	1,411,179	1,423,166
Male Population	Under - 14	219,675	217,976	216,729	215,532	214,382	213,210
	15 - 29	177,860	175,503	175,145	175,105	175,873	177,180
	30 - 44	165,689	164,901	164,229	163,073	161,754	160,217
	45 - 64	97,896	102,324	107,179	112,345	117,729	123,241
	65 - Older	24,997	25,744	26,609	27,578	28,654	29,838
	Total	686,117	686,448	689,892	693,633	698,392	703,686
Female Population	Under - 14	210,696	208,504	206,938	205,508	204,198	202,949
	15 - 29	178,278	177,851	178,033	178,629	179,542	180,735
	30 - 44	166,708	167,602	168,272	168,587	168,582	168,255
	45 - 64	104,587	108,864	113,602	118,705	124,094	129,692
	65 - Older	31,725	32,685	33,788	35,016	36,371	37,849
	Total	691,993	695,506	700,634	706,446	712,787	719,480

Source: INEGI and CONAPO.

B. Educational Spectrum 2012-2013

Education Category	Students	Teachers	Schools
Kindergarten Education	42,314	1,685	452
Elementary Education	174,977	5,735	565
Middle School Education	73,277	3,626	155
Technical Education	10,722	244	33
Vocational or Trade Education	7,073	450	14
High School Education	44,443	2,050	128
Undergraduate Education	42,268	2,974	22
Graduate Education	2,309	422	15
Total	397,383	17,186	1,384

Source: Ciudad Juárez- Plan Municipal de Desarrollo.

II. Labor Force

A. Unemployment Rate

Year	2013			
Period	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Unemployment Rate (%)*	5.4	5.8	5.3	4.4
Year	2014			
Period	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Unemployment Rate (%)*	4.9	3.2	4.5	4.3
Year	2015			
Period	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Unemployment Rate (%)*	3.5	4.0	4.0	3.4
Year	2016			
Period	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Unemployment Rate (%)*	3.2	N/A	N/A	N/A

* Refers to the State of Chihuahua.
Source: INEGI.

B. Number of Establishments and Employees

Non-Agricultural Employment Reported by Place of Work	Number of Total Establishments 2016	Total Number Employees			Percentage Distribution of Total Employees %		
		2005	2010	2015	2005	2010	2015
Agriculture, Forestry, Fishing, and Hunting	N/A	626	662	892	0.18	0.21	0.22
Extractive Industry	1,331	61	30	73	0.02	0.01	0.02
Manufacturing Industry		230,288	181,726	270,099	64.45	58.07	66.09
Construction Industry		15,378	8,854	12,095	4.30	2.83	2.96
Uptake and Electrical Industry and Water Supply		2,235	2,450	2,432	0.63	0.78	0.60
Commerce	8,353	38,820	39,986	42,383	10.86	12.78	10.37
Transportation and Communication	N/A	9,802	11,462	14,890	2.74	3.66	3.64
Services	5,164	60,128	67,750	65,835	16.83	21.65	16.11
Total	14,848	357,338	312,920	408,699	100.00	100.00	100.00

Source: Chihuahua.gob.mx

C. Employment Regulations in Mexico

Employment Regulation Entity in Mexico	
Name	The Federal Labor Law (FLL)
Pre-Hire Screening	
Pre-Employment Screening Required	Yes
Drug	Yes
Medical	Yes
Mandatory Employee Benefits	
Statutory Minimum Wage*	USD \$3.70 per day
State Employment Insurance	No
State Unemployment Benefits	No
Paid Sick Days or Long-Term Disability	No
PTU (profit sharing)	10 % of company profit annually
IMSS (social security)	17 % of wages
SAR (pension)	2 % of wages
INFONAVIT**	5 % of wages
Paid Vacation***	After one year of service, six days of paid vacation are mandatory
Overtime	Double time for regular, overtime and more on Sundays
Seven paid legal holidays	Yes
Aguinaldo (Christmas Bonus)	A minimum of two weeks of pay
Severance pay	Yes

* Converted into USD with the December 2015 End of Month Fix Exchange Rate (MXN \$17.50).

** Housing fund, which provides low-cost loans to workers to purchase a home.

*** Varies by Seniority.

Source: Miller Canfield: Doing Business in North America.

D. Average Total Employees in 2015

Industry	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Agriculture, Forestry, Fishing, and Hunting	776	831	1,011	1,015
Extractive Industry	28	30	32	43
Manufacturing Industry	223,921	232,024	239,943	241,560
Construction Industry	10,591	10,307	10,874	10,981
Uptake and Electrical Industry and Water Supply	2,447	2,429	2,472	2,436
Commerce	39,777	39,862	40,316	41,775
Transportation and Communication	13,478	13,759	13,894	14,331
Services	63,697	64,422	65,947	63,979

Source: IMSS.

III. Manufacturing Industry

A. Manufacturing Labor Costs in 2015

Operator C, Operator B, Operator A, Operator AA, and Production Group Leader Labor Costs

Annual Salary					
Type of Worker	Operator C	Operator B	Operator A	Operator AA	Production Group Leader
Base Salary (Pesos)	30,779.19	38,518.74	48,757.41	59,150.52	109,469.88
Subtotal:	30,779.19	38,518.74	48,757.41	59,150.52	109,469.88
Basic Benefits (Pesos/Yr)					
Vacation Days	526.14	658.44	833.46	1,011.12	1,871.28
Vacation Premium	1,315.35	164.61	2,083.65	252.78	467.82
Holidays	701.52	877.92	1,111.28	1,348.16	2,495.04
Christmas Bonus	1,315.35	1,646.10	2,083.65	2,527.80	4,678.20
Savings Fund	2,560.54	3,204.40	4,056.17	4,920.78	9,106.89
Food Coupons	5,720.00	5,720.00	5,720.00	5,720.00	5,720.00
Attendance Bonus	5,980.00	5,980.00	5,980.00	5,980.00	5,980.00
KPI*	0	0	0	0	0
Profit Sharing	1,052.28	1,316.88	1,666.92	2,022.24	3,742.56
Subtotal:	17,987.37	19,568.35	21,659.84	23,782.88	34,061.79
Additional Benefits (Pesos/Yr)					
Cafeteria	8,840.00	8,840.00	8,840.00	8,840.00	8,840.00
Life Insurance	300.00	300.00	300.00	300.00	300.00
Medical Major	0	0	0	0	0
Uniforms	250.00	250.00	250.00	250.00	250.00
Transportation	2,600.00	2,600.00	2,600.00	2,600.00	2,600.00
Medicines	350.00	350.00	350.00	350.00	350.00
Social Activities	450.00	450.00	450.00	450.00	450.00
Sports Activities	200.00	200.00	200.00	200.00	200.00
Others	0	0	0	0	0
Subtotal:	12,990.00	12,990.00	12,990.00	12,990.00	12,990.00
Fiscal Cost (Pesos/Yr)					
Social Security	10,527.00	11,767.95	13,409.86	15,076.30	23,679.63
Housing Program	1,855.30	2,289.10	2,863.06	3,445.60	6,266.32
State Tax	1,742.37	2,052.11	2,461.91	2,877.85	4,891.84
Federal Tax	1,413.87	1,555.95	1,743.91	1,874.82	2,495.38
Subtotal:	15,538.53	17,665.11	20,478.75	23,274.57	37,333.17
Total Annual Cost					
Total Annual Cost (Pesos)	77,295.09	88,742.21	103,886.00	119,197.97	193,854.85
Exchange Rate* (USD/MXP)	17.25	17.25	17.25	17.25	17.25
Hours per Year	2,223.00	2,223.00	2,223.00	2,223.00	2,223.00
Cost per Hour (USD)	2.02	2.31	2.71	3.11	5.06
Total Cost per Year (USD)	4,480.87	5,144.48	6,022.38	6,910.03	11,237.96
Total Cost per Month (USD)	373.41	428.71	501.86	575.84	936.50

*Key Performance Indicator.

** December 2015 End of Month Fix Exchange Rate.

Source: Desarrollo Económico Ciudad Juárez.

Maintenance Technician, Electromechanical Technical, Engineering Technician, Electromechanical Technician, and Laboratory Technician Labor Costs

Annual Salary					
Type of Worker	Maintenance Technician	Electromechanical Technician	Engineering Technician	Electromechanical Technician	Laboratory Technician
Base Salary (Pesos)	129,810.33	145,517.58	135,815.94	118,925.82	99,210.15
Subtotal:	129,810.33	145,517.58	135,815.94	118,925.82	99,210.15
Basic Benefits (Pesos/Yr)					
Vacation Days	2,218.98	2,487.48	2,321.64	2,032.92	1,695.90
Vacation Premium	554.75	621.87	580.41	508.23	423.98
Holidays	2,958.64	3,316.64	3,095.52	2,710.56	2,261.20
Christmas Bonus	5,547.45	6,218.70	5,804.10	5,082.30	4,239.75
Savings Fund	10,799.04	12,105.74	11,298.65	9,893.54	8,253.38
Food Coupons	5,720.00	5,720.00	5,720.00	5,720.00	5,720.00
Attendance Bonus	5,980.00	5,980.00	5,980.00	5,980.00	5,980.00
KPI*	0	0	0	0	0
Profit Sharing	4,437.96	4,974.96	4,643.28	4,065.84	3,391.80
Subtotal:	38,216.81	41,425.39	39,443.60	35,993.39	31,966.01
Additional Benefits (Pesos/Yr)					
Cafeteria	8,840.00	8,840.00	8,840.00	8,840.00	8,840.00
Life Insurance	300.00	300.00	300.00	300.00	300.00
Medical Major	0	0	0	0	0
Uniforms	250.00	250.00	250.00	250.00	250.00
Transportation	2,600.00	2,600.00	2,600.00	2,600.00	2,600.00
Medicines	350.00	350.00	350.00	350.00	350.00
Social Activities	450.00	450.00	450.00	450.00	450.00
Sports Activities	200.00	200.00	200.00	200.00	200.00
Others	0	0	0	0	0
Subtotal:	12,990.00	12,990.00	12,990.00	12,990.00	12,990.00
Fiscal Cost (Pesos/Yr)					
Social Security	27,191.81	29,903.95	28,229.10	25,312.31	21,907.52
Housing Program	7,406.40	8,286.78	7,743.11	6,796.30	5,691.08
State Tax	5,705.86	6,334.45	5,946.27	5,270.25	4,481.12
Federal Tax	2,746.23	2,939.94	2,820.29	2,611.99	2,368.85
Subtotal:	43,050.29	47,465.11	44,738.77	39,990.85	34,448.57
Total Annual Cost					
Total Annual Cost (Pesos)	224,067.43	247,398.08	232,988.31	207,900.07	178,614.72
ExchangeRate* (USD/MXP)	17.25	17.25	17.25	17.25	17.25
Hours per Year	222.3.00	2,223.00	2,223.00	2,223.00	2,223.00
Cost per Hour (USD)	5.84	6.45	6.08	5.42	4.66
Total Cost per Year (USD)	12,989.42	14,341.92	13,506.57	12,052.18	10,354.48
Total Cost per Month (USD)	1,082.45	1,195.16	1,125.55	1,004.35	862.87

*Key Performance Indicator.

** December 2015 End of Month Fix Exchange Rate.

Source: Desarrollo Económico Ciudad Juárez.

PLC Technician, Quality Inspector, Mold Fixer, Cyclic Counter, and Data Clerk Labor Costs

Annual Salary					
Type of Worker	PLC Technician	Quality Inspector	Mold Fixer	Cyclic Counter	Data Clerk
Base Salary (Pesos)	110,554.47	65,286.00	180,484.20	85,436.91	123,190.47
Subtotal:	110,554.47	65,286.00	180,484.20	85,436.91	123,190.47
Basic Benefits (Pesos/Yr)					
Vacation Days	1,889.82	1,116.00	3,085.20	1,460.46	2,105.82
Vacation Premium	472.46	279.00	771.30	365.12	526.46
Holidays	2,519.76	1,488.00	4,113.60	1,947.28	2,807.76
Christmas Bonus	4,724.55	2,790.00	7,713.00	3,651.15	5,264.55
Savings Fund	9,197.12	5,431.20	15,014.64	7,107.57	10,248.32
Food Coupons	5,720.00	5,720.00	5,720.00	5,720.00	5,720.00
Attendance Bonus	5,980.00	5,980.00	5,980.00	5,980.00	5,980.00
KPI*	0	0	0	0	0
Profit Sharing	3,779.64	2,232.00	6,170.40	2,920.92	4,211.64
Subtotal:	34,283.35	25,036.20	48,568.14	29,152.50	36,864.55
Additional Benefits (Pesos/Yr)					
Cafeteria	8,840.00	8,840.00	8,840.00	8,840.00	8,840.00
Life Insurance	300.00	300.00	300.00	300.00	300.00
Medical Major	0	0	0	0	0
Uniforms	250.00	250.00	250.00	250.00	250.00
Transportation	2,600.00	2,600.00	2,600.00	2,600.00	2,600.00
Medicines	350.00	350.00	350.00	350.00	350.00
Social Activities	450.00	450.00	450.00	450.00	450.00
Sports Activities	200.00	200.00	200.00	200.00	200.00
Others	0	0	0	0	0
Subtotal:	12,990.00	12,990.00	12,990.00	12,990.00	12,990.00
Fiscal Cost (Pesos/Yr)					
Social Security	23,866.85	16,060.40	35,942.18	19,529.33	26,048.82
Housing Program	6,327.09	3,789.61	10,246.83	4,919.11	7,035.38
State Tax	4,935.23	3,123.47	7,733.92	3,929.93	5,440.95
Federal Tax	2,508.75	1,950.48	3,371.16	2,198.99	2,664.59
Subtotal:	37,637.93	24,923.97	57,294.09	30,577.36	41,189.73
Total Annual Cost					
Total Annual Cost (Pesos)	195,465.75	128,236.17	299,336.43	158,156.77	214,234.75
Exchange Rate* (USD/MXP)	17.25	17.25	17.25	17.25	17.25
Hours per Year	2,223.00	2,223.00	2,223.00	2,223.00	2,223.00
Cost per Hour (USD)	5.10	3.34	7.81	4.12	5.59
Total Cost per Year (USD)	11,331.35	7,433.98	17,352.84	9,168.51	12,419.41
Total Cost per Month (USD)	944.28	619.50	1,446.07	764.04	1,034.95

* Key Performance Indicator.

** December 2015 End of Month Fix Exchange Rate.

Source: Desarrollo Económico Ciudad Juárez.

Inventory Control Assistant, Warehouse Group Leader, Warehouse Clerk, Material Handler, and Tool Crib Clerk Labor Costs

Annual Salary					
Type of Worker	Inventory Control Assistant	Warehouse Group leader	Warehouse Clerk	Material Handler	Tool Crib Clerk
Base Salary (Pesos)	107,651.70	106,423.20	78,360.75	58,297.59	78,360.75
Subtotal:	107,651.70	106,423.20	78,360.75	58,297.59	78,360.75
Basic Benefits (Pesos/Yr)					
Vacation Days	1,840.20	1,819.20	1,339.50	996.54	1,339.50
Vacation Premium	460.05	454.80	334.88	249.14	334.88
Holidays	2,453.60	2,425.60	1,786.00	1,328.72	1,786.00
Christmas Bonus	4,600.50	4,548.00	3,348.75	2,491.35	3,348.75
Savings Fund	8,955.64	8,853.44	6,518.90	4,849.83	6,518.90
Food Coupons	5,720.00	5,720.00	5,720.00	5,720.00	5,720.00
Attendance Bonus	5,980.00	5,980.00	5,980.00	5,980.00	5,980.00
KPI*	0	0	0	0	0
Profit Sharing	3,680.40	3,638.40	2,679.00	1,993.08	2,679.00
Subtotal:	33,690.39	33,439.44	27,707.03	23,608.65	27,707.03
Additional Benefits (Pesos/Yr)					
Cafeteria	8,840.00	8,840.00	8,840.00	8,840.00	8,840.00
Life Insurance	300.00	300.00	300.00	300.00	300.00
Medical Major	0	0	0	0	0
Uniforms	250.00	250.00	250.00	250.00	250.00
Transportation	2,600.00	2,600.00	2,600.00	2,600.00	2,600.00
Medicines	350.00	350.00	350.00	350.00	350.00
Social Activities	450.00	450.00	450.00	450.00	450.00
Sports Activities	200.00	200.00	200.00	200.00	200.00
Others	0	0	0	0	0
Subtotal:	12,990.00	12,990.00	12,990.00	12,990.00	12,990.00
Fiscal Cost (Pesos/Yr)					
Social Security	23,365.35	23,153.39	18,307.63	14,939.52	18,307.63
Housing Program	6,164.30	6,095.50	4,522.53	3,397.79	4,522.53
State Tax	4,819.00	4,769.88	3,646.78	2,843.71	3,646.78
Federal Tax	2,472.96	2,457.80	2,111.73	1,864.30	2,111.73
Subtotal:	36,821.61	36,476.58	28,588.67	23,045.31	28,588.67
Total Annual Cost					
Total Annual Cost (Pesos)	191,153.70	189,329.22	147,646.44	117,941.55	147,646.44
Exchange Rate* (USD/MXP)	17.25	17.25	17.25	17.25	17.25
Hours per Year	2,223.00	2,223.00	2,223.00	2,223.00	2,223.00
Cost per Hour (USD)	4.98	4.94	3.85	3.08	3.85
Total Cost per Year (USD)	11,081.37	10,975.61	8,559.21	6,837.19	8,559.21
Total Cost per Month (USD)	923.45	914.63	713.27	569.77	713.27

* Key Performance Indicator.

** December 2015 End of Month Fix Exchange Rate.

Source: Desarrollo Económico Ciudad Juárez.

Lift Truck Driver, Driver/Multitask Chauffer, Instructor, Nurse, Guard, and Janitor Labor Costs

Annual Salary						
Type of Worker	Lift Truck Driver	Driver/Multitask Chauffer	Instructor	Nurse	Guard	Janitor
Base Salary (Pesos)	78,360.75	110,944.08	185,805.36	110,684.34	81,442.53	40,536.99
Subtotal:	78,360.75	110,944.08	185,805.36	110,684.34	81,442.53	40,536.99
Basic Benefits (Pesos/Yr)						
Vacation Days	1,339.50	1,896.48	3,176.16	1,892.04	1,392.18	692.94
Vacation Premium	334.88	474.12	794.04	473.01	348.05	173.24
Holidays	1,786.00	2,528.64	4,234.88	2,522.72	1,856.24	923.92
Christmas Bonus	3,348.75	4,741.20	7,940.40	4,730.10	3,480.45	1,732.35
Savings Fund	6,518.90	9,229.54	15,457.31	9,207.93	6,775.28	3,372.31
Food Coupons	5,720.00	5,720.00	5,720.00	5,720.00	5,720.00	5,720.00
Attendance Bonus	5,980.00	5,980.00	5,980.00	5,980.00	5,980.00	5,980.00
KPI*	0	0	0	0	0	0
Profit Sharing	2,679.00	3,792.96	6,352.32	3,784.08	2,784.36	1,385.88
Subtotal:	27,707.03	34,362.94	49,655.11	34,309.88	28,336.55	19,980.63
Additional Benefits (Pesos/Yr)						
Cafeteria	8,840.00	8,840.00	8,840.00	8,840.00	8,840.00	8,840.00
Life Insurance	300.00	300.00	300.00	300.00	300.00	300.00
Medical Major	0	0	0	0	0	0
Uniforms	250.00	250.00	250.00	250.00	250.00	250.00
Transportation	2,600.00	2,600.00	2,600.00	2,600.00	2,600.00	2,600.00
Medicines	350.00	350.00	350.00	350.00	350.00	350.00
Social Activities	450.00	450.00	450.00	450.00	450.00	450.00
Sports Activities	200.00	200.00	200.00	200.00	200.00	200.00
Others	0	0	0	0	0	0
Subtotal:	12,990.00	12,990.00	12,990.00	12,990.00	12,990.00	12,990.00
Fiscal Cost (Pesos/Yr)						
Social Security	18,307.63	23,933.75	36,861.41	23,889.34	18,839.49	12,091.64
Housing Program	4,522.53	6,348.81	10,545.22	6,334.39	4,695.18	2,402.25
State Tax	3,646.78	4,950.74	7,946.97	4,940.45	3,770.05	2,132.89
Federal Tax	2,111.73	2,513.56	3,436.78	2,510.36	2,149.73	1,593.00
Subtotal:	28,588.67	37,746.86	58,790.38	37,674.53	29,454.45	18,219.78
Total Annual Cost						
Total Annual Cost (Pesos)	147,646.44	196,043.88	307,240.85	195,658.75	152,223.53	91,727.40
ExchangeRate* (USD/MXP)	17.25	17.25	17.25	17.25	17.25	17.25
Hours per Year	2,223.00	2,223.00	2,223.00	2,223.00	2,223.00	2,223.00
Cost per Hour (USD)	3.85	5.11	8.01	5.10	3.97	2.39
Total Cost per Year (USD)	8,559.21	11,364.86	17,811.06	11,342.54	8,824.55	5,317.53
Total Cost per Month (USD)	713.27	947.07	1,484.26	945.21	735.38	443.13

* Key Performance Indicator.

** December 2015 End of Month Fix Exchange Rate.

Source: Desarrollo Económico Ciudad Juárez.

Direct Materials Buyer, Black Belt Six Sigma, Quality Engineer, Quality Assurance Engineer, and Process Engineer Labor Costs

Annual Salary					
Type of Worker	Direct Materials Buyer	Black belt Six Sigma	Quality Engineer	Quality Assurance Engineer	Process Engineer
Base Salary (Pesos)	308,229.82	443,736.05	325,662.37	314,969.01	293,624.17
Subtotal:	308,229.82	443,736.05	325,662.37	314,969.01	293,624.17
Basic Benefits (Pesos/Yr)					
Vacation Days	7,065.44	10,171.60	7,465.04	7,219.92	6,730.64
Vacation Premium	2,472.90	3,560.06	2,612.76	2,526.97	2,355.72
Holidays	7,065.44	10,171.60	7,465.04	7,219.92	6,730.64
Christmas Bonus	17,663.60	25,429.00	18,662.60	18,049.80	16,826.60
Savings Fund	33,262.45	33,262.45	33,262.45	33,262.45	33,262.45
Food Coupons	8,684.00	8,684.00	8,684.00	8,684.00	8,684.00
Attendance Bonus	5,980.00	5,980.00	5,980.00	5,980.00	5,980.00
KPI*	0	0	0	0	0
Profit Sharing	10,598.16	15,257.40	11,197.56	10,829.88	10,095.96
Subtotal:	92,791.99	112,516.11	95,329.45	93,772.94	90,666.01
Additional Benefits (Pesos/Yr)					
Cafeteria	8,840.00	8,840.00	8,840.00	8,840.00	8,840.00
Life Insurance	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
Medical Major	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00
Uniforms	0	0	0	0	0
Transportation	0	0	0	0	0
Medicines	350.00	350.00	350.00	350.00	350.00
Social Activities	450.00	450.00	450.00	450.00	450.00
Sports Activities	200.00	200.00	200.00	200.00	200.00
Others	0	0	0	0	0
Subtotal:	23,340.00	23,340.00	23,340.00	23,340.00	23,340.00
Fiscal Cost (Pesos/Yr)					
Social Security	58,763.20	82,673.79	61,839.66	59,952.85	56,185.99
Housing Program	17,654.69	25,416.23	18,653.33	18,040.86	16,818.11
State Tax	13,128.95	18,670.69	13,841.98	13,404.68	12,531.63
Federal Tax	8,262.73	8,262.73	8,262.73	8,262.73	8,262.73
Subtotal:	97,809.57	135,023.45	102,597.69	99,661.12	93,798.46
Total Annual Cost					
Total Annual Cost (Pesos)	522,171.38	714,615.61	546,929.52	531,743.07	501,428.64
ExchangeRate* (USD/MXP)	17.25	17.25	17.25	17.25	17.25
Hours per Year	2,223.00	2,223.00	2,223.00	2,223.00	2,223.00
Cost per Hour (USD)	13.62	18.64	14.26	13.87	13.08
Total Cost per Year (USD)	30,270.80	41,426.99	31,706.06	30,825.69	29,068.33
Total Cost per Month (USD)	2,522.57	3,452.25	2,642.17	2,568.81	2,422.36

*Key Performance Indicator.

** December 2015 End of Month Fix Exchange Rate.

Source: Desarrollo Económico Ciudad Juárez.

Product Engineer, Manufacturing Engineer, Materials Engineer, Molding Engineer, and Tools Engineer Labor Costs

Annual Salary					
Type of Worker	Product Engineer	Manufacturing Engineer	Materials Engineer	Molding Engineer	Tools Engineer
Base Salary (Pesos)	311,444.11	234,678.07	252,142.03	340,425.07	275,860.07
Subtotal:	311,444.11	234,678.07	252,142.03	340,425.07	275,860.07
Basic Benefits (Pesos/Yr)					
Vacation Days	7,139.12	5,379.44	5,779.76	7,803.44	6,323.44
Vacation Premium	2,498.69	1,882.80	2,022.92	2,731.20	2,213.20
Holidays	7,139.12	5,379.44	5,779.76	7,803.44	6,323.44
Christmas Bonus	17,847.80	13,448.60	14,449.40	19,508.60	15,808.60
Savings Fund	33,262.45	31,906.80	33,262.45	33,262.45	33,262.45
Food Coupons	8,684.00	8,684.00	8,684.00	8,684.00	8,684.00
Attendance Bonus	5,980.00	5,980.00	5,980.00	5,980.00	5,980.00
KPI*	0	0	0	0	0
Profit Sharing	10,708.68	8,069.16	8,669.64	11,705.16	9,485.16
Subtotal:	93,259.86	80,730.25	84,627.93	97,478.29	88,080.29
Additional Benefits (Pesos/Yr)					
Cafeteria	8,840.00	8,840.00	8,840.00	8,840.00	8,840.00
Life Insurance	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
Medical Major	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00
Uniforms	0	0	0	0	0
Transportation	0	0	0	0	0
Medicines	350.00	350.00	350.00	350.00	350.00
Social Activities	450.00	450.00	450.00	450.00	450.00
Sports Activities	200.00	200.00	200.00	200.00	200.00
Others	0	0	0	0	0
Subtotal:	23,340.00	23,340.00	23,340.00	23,340.00	23,340.00
Fiscal Cost (Pesos/Yr)					
Social Security	59,330.48	45,784.94	48,866.46	64,444.42	53,051.62
Housing Program	17,838.83	13,441.86	14,442.14	19,498.85	15,800.67
State Tax	13,260.43	10,120.99	10,835.19	14,445.68	11,805.18
Federal Tax	8,262.73	8,071.59	8,262.73	8,262.73	8,262.73
Subtotal:	98,692.46	77,419.37	82,406.52	106,651.68	88,920.20
Total Annual Cost					
Total Annual Cost (Pesos)	526,736.44	416,167.69	442,516.48	567,895.04	476,200.56
Exchange Rate* (USD/MXP)	17.25	17.25	17.25	17.25	17.25
Hours per Year	2,223.00	2,223.00	2,223.00	2,223.00	2,223.00
Cost per Hour (USD)	13.74	10.85	11.54	14.81	12.42
Total Cost per Year (USD)	30,535.45	24,125.66	25,653.13	32,921.45	27,605.83
Total Cost per Month (USD)	2,544.62	2,010.47	2,137.76	2,743.45	2,300.49

*Key Performance Indicator.

** December 2015 End of Month Fix Exchange Rate.

Source: Desarrollo Económico Ciudad Juárez.

Plant Engineer, Design Engineer, Suppliers Development Engineer, Training Engineer, and IT Engineer Labor Costs

Annual Salary					
Type of Worker	Plant Engineer	Design Engineer	Suppliers Development Engineer	Training Engineer	IT Engineer
Base Salary (Pesos)	253,140.17	225,649.44	252,142.03	240,345.83	231,589.42
Subtotal:	253,140.17	225,649.44	252,142.03	240,345.83	231,589.42
Basic Benefits (Pesos/Yr)					
Vacation Days	5,802.64	5,172.48	5,779.76	5,509.36	5,308.64
Vacation Premium	2,030.92	1,810.37	2,022.92	1,928.28	1,858.02
Holidays	5,802.64	5,172.48	5,779.76	5,509.36	5,308.64
Christmas Bonus	14,506.60	12,931.20	14,449.40	13,773.40	13,271.60
Savings Fund	33,262.45	30,679.27	33,262.45	32,677.39	31,486.87
Food Coupons	8,684.00	8,684.00	8,684.00	8,684.00	8,684.00
Attendance Bonus	5,980.00	5,980.00	5,980.00	5,980.00	5,980.00
KPI*	0	0	0	0	0
Profit Sharing	8,703.96	7,758.72	8,669.64	8,264.04	7,962.96
Subtotal:	84,773.21	78,188.52	84,627.93	82,325.83	79,860.74
Additional Benefits (Pesos/Yr)					
Cafeteria	8,840.00	8,840.00	8,840.00	8,840.00	8,840.00
Life Insurance	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
Medical Major	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00
Uniforms	0	0	0	0	0
Transportation	0	0	0	0	0
Medicines	350.00	350.00	350.00	350.00	350.00
Social Activities	450.00	450.00	450.00	450.00	450.00
Sports Activities	200.00	200.00	200.00	200.00	200.00
Others	0	0	0	0	0
Subtotal:	23,340.00	23,340.00	23,340.00	23,340.00	23,340.00
Fiscal Cost (Pesos/Yr)					
Social Security	49,042.44	44,191.61	48,866.46	46,785.13	45,240.15
Housing Program	14,499.26	12,924.65	14,442.14	13,766.52	13,265.01
State Tax	10,875.98	9,751.70	10,835.19	10,352.80	9,994.72
Federal Tax	8,262.73	7,898.51	8,262.73	8,180.24	8,012.38
Subtotal:	82,680.41	74,766.48	82,406.52	79,084.69	76,512.27
Total Annual Cost					
Total Annual Cost (Pesos)	443,933.79	401,944.44	442,516.48	425,096.35	411,302.42
Exchange Rate* (USD/MXP)	17.25	17.25	17.25	17.25	17.25
Hours per Year	2,223.00	2,223.00	2,223.00	2,223.00	2,223.00
Cost per Hour (USD)	11.58	10.48	11.54	11.09	10.73
Total Cost per Year (USD)	25,735.29	23,301.13	25,653.13	24,643.27	23,843.62
Total Cost per Month (USD)	2,144.61	1,941.76	2,137.76	2,053.61	1,986.97

* Key Performance Indicator.

** December 2015 End of Month Fix Exchange Rate.

Source: Desarrollo Económico Ciudad Juárez.

Control Production Engineer, Production Supervisor, Production Scheduler, Production Cost Accountant, Production Control Assistant Labor Costs

Annual Salary					
Type of Worker	Control Production Engineer	Production Supervisor	Production Scheduler	Production Cost Accountant	Production Control Assistant
Base Salary (Pesos)	392,422.58	237,648.06	314,396.65	261,750.00	174,800.14
Subtotal:	392,422.58	237,648.06	314,396.65	261,750.00	174,800.14
Basic Benefits (Pesos/Yr)					
Vacation Days	8,995.36	5,447.52	7,206.80	6,000.00	4,006.88
Vacation Premium	3,148.38	1,906.63	2,522.38	2,100.00	1,402.41
Holidays	8,995.36	5,447.52	7,206.80	6,000.00	4,006.88
Christmas Bonus	22,488.40	13,618.80	18,017.00	15,000.00	10,017.20
Savings Fund	33,262.45	32,310.60	33,262.45	33,262.45	23,765.81
Food Coupons	8,684.00	8,684.00	8,684.00	8,684.00	8,684.00
Attendance Bonus	5,980.00	5,980.00	5,980.00	5,980.00	5,980.00
KPI*	0	0	0	0	0
Profit Sharing	13,493.04	8,171.28	10,810.20	9,000.00	6,010.32
Subtotal:	105,046.99	81,566.36	93,689.63	86,026.45	63,873.50
Additional Benefits (Pesos/Yr)					
Cafeteria	8,840.00	8,840.00	8,840.00	8,840.00	8,840.00
Life Insurance	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
Medical Major	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00
Uniforms	0	0	0	0	0
Transportation	0	0	0	0	0
Medicines	350.00	350.00	350.00	350.00	350.00
Social Activities	450.00	450.00	450.00	450.00	450.00
Sports Activities	200.00	200.00	200.00	200.00	200.00
Others	0	0	0	0	0
Subtotal:	23,340.00	23,340.00	23,340.00	23,340.00	23,340.00
Fiscal Cost (Pesos/Yr)					
Social Security	73,619.26	46,308.93	59,851.65	50,562.11	35,219.17
Housing Program	22,477.07	13,611.95	18,008.01	14,992.56	10,012.13
State Tax	16,572.13	10,242.43	13,381.22	11,228.19	7,672.17
Federal Tax	8,262.73	8,128.52	8,262.73	8,262.73	6,923.71
Subtotal:	120,931.19	78,291.83	99,503.61	85,045.60	59,827.17
Total Annual Cost					
Total Annual Cost (Pesos)	641,740.76	420,846.25	530,929.89	456,162.05	321,840.81
Exchange Rate* (USD/MXP)	17.25	17.25	17.25	17.25	17.25
Hours per Year	2,223.00	2,223.00	2,223.00	2,223.00	2,223.00
Cost per Hour (USD)	16.74	10.97	13.85	11.90	8.39
Total Cost per Year (USD)	37,202.36	24,396.88	30,778.54	26,444.18	18,657.44
Total Cost per Month (USD)	3,100.20	2,033.07	2,564.88	2,203.68	1,554.79

* Key Performance Indicator.

** December 2015 End of Month Fix Exchange Rate.

Source: Desarrollo Económico Ciudad Juárez.

Warehouse Supervisor, Bilingual Assistant, Plant Manager, Operations Manager, Production Manager Labor Costs

Annual Salary					
Type of Worker	Warehouse Supervisor	Bilingual Assistant	Plant Manager	Operations Manager	Production Manager
Base Salary (Pesos)	383,900.00	162,722.23	1,401,866.69	825,877.09	831,778.68
Subtotal:	383,900.00	162,722.23	1,401,866.69	825,877.09	831,778.68
Basic Benefits (Pesos/Yr)					
Vacation Days	8,800.00	3,730.02	32,134.48	18,931.28	19,066.56
Vacation Premium	3,080.00	1,305.51	11,247.07	6,625.95	6,673.30
Holidays	8,800.00	3,730.02	32,134.48	18,931.28	19,066.56
Christmas Bonus	22,000.00	9,325.06	80,336.20	47,328.20	47,666.40
Savings Fund	33,262.45	22,123.70	33,262.45	33,262.45	33,262.45
Food Coupons	8,684.00	8,684.00	8,684.00	8,684.00	8,684.00
Attendance Bonus	5,980.00	5,980.00	9,100.00	9,100.00	9,100.00
KPI*	0	0	0	0	0
Profit Sharing	13,200.00	5,595.03	48,201.72	28,396.92	28,599.84
Subtotal:	103,806.45	60,473.34	255,100.40	171,260.08	172,119.11
Additional Benefits (Pesos/Yr)					
Cafeteria	8,840.00	8,840.00	8,840.00	8,840.00	8,840.00
Life Insurance	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
Medical Major	12,000.00	12,000.00	15,000.00	15,000.00	15,000.00
Uniforms	0	0	0	0	0
Transportation	0	0	0	0	0
Medicines	350.00	350.00	350.00	350.00	350.00
Social Activities	450.00	450.00	450.00	450.00	450.00
Sports Activities	200.00	200.00	200.00	200.00	200.00
Others	0	0	0	0	0
Subtotal:	23,340.00	23,340.00	26,340.00	26,340.00	26,340.00
Fiscal Cost (Pesos/Yr)					
Social Security	72,115.89	33,088.36	102,904.11	102,904.11	102,904.11
Housing Program	21,989.06	9,320.46	31,983.13	31,983.13	31,983.13
State Tax	16,223.69	7,178.31	57,966.22	34,410.34	34,651.66
Federal Tax	8,262.73	6,692.17	8,685.73	8,685.73	8,685.73
Subtotal:	118,591.38	56,279.30	201,539.19	177,983.30	178,224.63
Total Annual Cost					
Total Annual Cost (Pesos)	629,637.83	302,814.86	1,884,846.27	1,201,460.47	1,208,462.41
Exchange Rate* (USD/MXP)	17.25	17.25	17.25	17.25	17.25
Hours per Year	2,223.00	2,223.00	2,223.00	2,223.00	2,223.00
Cost per Hour (USD)	16.42	7.90	49.15	31.33	31.51
Total Cost per Year (USD)	36,500.74	17,554.48	109,266.45	69,649.88	70,055.79
Total Cost per Month (USD)	3,041.73	1,462.87	9,105.54	5,804.16	5,837.98

*Key Performance Indicator.

** December 2015 End of Month Fix Exchange Rate.

Source: Desarrollo Económico Ciudad Juárez.

Maintenance Manager, Engineering Manager, Quality Manager, Materials Manager, and Six Sigma Coordinator Labor Costs

Annual Salary					
Type of Worker	Maintenance Manager	Engineering Manager	Quality Manager	Materials Manager	Six Sigma Coordinator
Base Salary (Pesos)	822,038.09	865,310.60	824,704.45	802,200.93	825,154.66
Subtotal:	822,038.09	865,310.60	824,704.45	802,200.93	825,154.66
Basic Benefits (Pesos/Yr)					
Vacation Days	18,843.28	19,835.20	18,904.40	18,388.56	18,914.72
Vacation Premium	6,595.15	6,942.32	6,616.54	6,436.00	6,620.15
Holidays	18,843.28	19,835.20	18,904.40	18,388.56	18,914.72
Christmas Bonus	47,108.20	49,588.00	47,261.00	45,971.40	47,286.80
Savings Fund	33,262.45	33,262.45	33,262.45	33,262.45	33,262.45
Food Coupons	8,684.00	8,684.00	8,684.00	8,684.00	8,684.00
Attendance Bonus	9,100.00	9,100.00	9,100.00	9,100.00	9,100.00
KPI*	0	0	0	0	0
Profit Sharing	28,264.92	29,752.80	28,356.60	27,582.84	28,372.08
Subtotal:	170,701.28	176,999.97	171,089.39	167,813.81	171,154.92
Additional Benefits (Pesos/Yr)					
Cafeteria	8,840.00	8,840.00	8,840.00	8,840.00	8,840.00
Life Insurance	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
Medical Major	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00
Uniforms	0	0	0	0	0
Transportation	0	0	0	0	0
Medicines	350.00	350.00	350.00	350.00	350.00
Social Activities	450.00	450.00	450.00	450.00	450.00
Sports Activities	200.00	200.00	200.00	200.00	200.00
Others	0	0	0	0	0
Subtotal:	26,340.00	26,340.00	26,340.00	26,340.00	26,340.00
Fiscal Cost (Pesos/Yr)					
Social Security	102,904.11	102,904.11	102,904.11	102,904.11	102,904.11
Housing Program	31,983.13	31,983.13	31,983.13	31,983.13	31,983.13
State Tax	34,253.32	36,022.99	34,362.38	33,442.04	34,380.76
Federal Tax	885.73	8,685.73	8,685.73	8,685.73	8,685.73
Subtotal:	177,826.28	179,595.95	177,935.35	177,015.00	177,953.72
Total Annual Cost					
Total Annual Cost (Pesos)	1,196,905.65	1,248,246.52	1,200,069.19	1,173,369.74	1,200,603.30
Exchange Rate* (USD/MXP)	17.25	17.25	17.25	17.25	17.25
Hours per Year	2,223.00	2,223.00	2,223.00	2,223.00	2,223.00
Cost per Hour (USD)	31.21	32.55	31.30	30.60	31.31
Total Cost per Year (USD)	69,385.83	72,362.12	69,569.23	68,021.43	69,600.19
Total Cost per Month (USD)	5,782.15	6,030.18	5,797.44	5,668.45	5,800.02

*Key Performance Indicator.

** December 2015 End of Month Fix Exchange Rate.

Source: Desarrollo Económico Ciudad Juárez.

B. Tax Regime for the Manufacturing Industry in Mexico

The sources used were the following:

- **“PWC-IMMEX, Maquiladora Guide, Doing Business in Mexico”**,
http://www.pwc.com/es_MX/mx/industrias/archivo/doing-business-maquiladora.pdf,
- **“Deloitte, International Tax: Mexico Highlights 2015”**,
<http://www2.deloitte.com/content/dam/Deloitte/global/Documents/Tax/dttl-tax-mexicohighlights-2015.pdf>,
- **‘KPMG, Investment in Mexico**,
<https://www.kpmg.com/MX/es/IssuesAndInsights/ArticlesPublications/Documents/Estudios/2014/Investment-in-Mexico-2014.pdf>,
- **“Deloitte, Taxation and Investment in Mexico 2014, Reach, relevance and reliability”**,
<http://www2.deloitte.com/content/dam/Deloitte/global/Documents/Tax/dttl-tax-mexicoguide-2014.pdf>.

The Federal government levies the main taxes payable in Mexico. The principal taxes are the following:

1. Federal Income Tax
2. Value-Added Tax
3. Social Security Contribution
4. Federal Housing Contribution
5. State Payroll Tax
6. Tax on Real Estate
7. Withholding Tax

A. Federal Income Tax

The Federal Corporate Income Tax description for maquiladoras:

- 30% of almost all revenue is taxed and works on an accrual basis.
- Significant tax reductions can be made if requirements are met.
- Normal Fiscal year is from January 1 through December 31.

a. Figure 1

Income Taxation for Companies in Mexico	
Corporate income tax rate	30%
Branch tax rate	30%
Capital gains tax rate	10%/25%/35%
Basis	Worldwide Income
Participation exemption	No

Source: Deloitte: "Taxation and Investment in Mexico 2014, Reach, Relevance and Reliability".

B. Value-Added Tax (IVA in Spanish)

The Value-Added Tax description for Maquiladoras:

- Standard 16% rate applies to the following activities in Mexico:
 - Sale of goods
 - Supply of independent services
 - Granting of temporary use of enjoyment of tangible goods
 - Import of goods or services
- A zero rate applies to export and services used abroad if the services are contracted and paid by a nonresident with a PE in Mexico.
- Special rates and refunds are applicable to qualifying maquiladoras.
 - Maquiladoras that enable the sale of goods between nonresidents at an exempt Value-Added Tax rate when the goods are delivered from one maquiladora to another.
 - Following certain customs formalities to virtually export the goods.

C. Social Security Contribution

The Social Security Tax description for Maquiladoras:

- Social Security is mandatory for any type of industry of business.
 - Rates vary from 15%-30% (depending the salary structure of the **maquiladora's** employee)

D. Federal Housing Contribution

The Federal Housing Contribution description for Maquiladoras:

- Companies need to contribute to the National Housing Institute
 - The sum equals to 5% of the payroll.
 - Funds go into special accounts for employee.

E. State Payroll Tax

The State Payroll Tax description for Maquiladoras:

- Payroll wages apply at the state level.
- Such tax is withheld by the employer.
- According to PwC-IMMEX: Maquiladora Guide: Doing Business in Mexico, the state of Chihuahua has a payroll tax percentage that ranges from 1% to 2.6%.

F. Tax on Real Estate

- A rate between 2%- 5% applies to the transfer of real estate.

- The real estate tax is levied by the municipal state.
- **Rates are deductible in calculating the individual's taxable income** related to leasing of real property.

G. Withholding Tax

The withholding tax description for Maquiladoras:

- Dividends
 - A company that distributes dividends to nonresident or to a resident must withhold a 10% tax.
- Interest
 - A 4.9% rate applies to interest paid to foreign banks registered as banks in Mexico and resident in tax treaty countries; if requirements are not met the rate is 10%.
 - A 15% rate applies to interest paid to reinsurance companies and interest on finance lease.
 - A 21% rate applies to nonresident suppliers financing the acquisition of Machine & Equipment that is included in the fixed assets of the acquirer.
 - 40% rate applies where interest payments are made to a related party located in a low-tax-country.
 - 35% in all other cases.
- Royalties
 - The following are subject to a 25% withholding tax:
 - Leasing of machinery and equipment
 - Technical assistance
 - Know-how
 - Use of models
 - Plans
 - Formulas and similar technology transfer
 - Use of commercial, industrial or scientific information or equipment
 - The following are subject to a 35% withholding tax:
 - Foreign licensor of patents
 - Trademarks and trade names (without rendering the technical assistance)
 - Business enterprises that pay fees or make rental payments to a nonresident must withhold a 25% tax on such payments.
 - Mexican-source royalty payments made to related parties located in a tax haven are subject to a punitive 40% withholding tax withholding tax rate.

a. Figure 2

Withholding Tax for Companies in Mexico	
Dividends	10%
Interest	4.9%- 40%
Royalties	5%/25%/35%
Branch Remittance Tax	10%

Source: Deloitte: "Taxation and Investment in Mexico 2014, Reach, Relevance and Reliability".

IV. Top Maquiladora Employers

#	Company*	Sector	Number of Employees
1	Lear (11)	Automotive	24,000
2	Delphi (12)	Automotive	12,000
3	Foxconn (3)	Electronics	11,600
4	Wistron	Electronics	6,200
5	Electrolux (2)	Electronics	4,900
6	Johnson & Johnson (3)	Medical Device	4,500
7	Edumex	Industrial, Medical Device	3,300
8	Bosch (3)	Automotive	3,100
9	Coclisa	Automotive	2,895
10	Continental (2)	Automotive	2,500

*The numbers inside of the parenthesis are the number of Maquiladora Branches per Company.

Source: Index Ciudad Juárez.

V. Research and Development Facilities

A. Technology

Research Facility Name	Economic Purpose	Research Activity
Center for Research of Applied Technologies and Sciences	The services provided at the Research Center for Applied Science and Technology (ICCAT) UACJ are the following: Care technology services industry, innovation and technology transfer, human resources training and dissemination of high technology.	Contribute to the development of science and technology in the region and the country through research and development of multidisciplinary projects in Micro and Nano-technology. Promote technological development of the industry through projects associated with the generation of new products, prototypes, and process optimization.
Address	Website	Contact Information
Universidad Autónoma de Ciudad Juárez, Instituto de Ingeniería y Tecnología, Hermanos Escobar s/n, Omega, Cd Juárez, Chih., México	http://www.uacj.mx/IIT/CICTA/Paginas/default.aspx and http://www.uacj.mx/IIT/CICTA/Documents/Proyectos/proyecto_cicta%20(1).pdf	Phone number: (656) 688-4800 Ext. 4571 and 4471.

Research Facility Name	Economic Purpose	Research Activity
Centro de Investigación Materiales Avanzados, S.C.	Conduct research and development in innovation of science and technology with criteria of excellence in the areas of materials, energy and the environment with the aim of promoting the country's development. Form high-level human capital in the areas of their specialty through graduate programs. Provide technology and innovation to the productive, academic and social sectors through services, counseling, consultation and generation of technological development solutions.	Development and innovation of science and technology is done with criteria of excellence in the areas of materials, energy and environment to promote sustainable development.
Address	Website	Contact Information
Paseo Triunfo de la República 3340, Edificio Atlantis, tercer piso Cd. Juárez, Chihuahua, México. C.P. 32330	http://cimav.edu.mx/	Phone Number: (656) 629-3980

Research Facility Name	Economic Purpose	Research Activity
Center for Innovation and Technology Transfer	The objective of the Center for Innovation and Technology Transfer is to focus on three key areas: link the public and private sector, research and development, and high-level human resources.	Provide IT solutions with high quality on time and within our budget. Conduct applied scientific research in the areas of software engineering and knowledge engineering troubleshooting. Incorporate students in software development projects. Incorporate students to participate in research projects. Continuous improvement of human resources. Improve the use of resources of the organization. Access external resources for UICIS.
Address	Website	Contact Information
Universidad Autónoma de Ciudad Juárez, Instituto de Ingeniería y Tecnología, Hermanos Escobar s/n, Omega, Cd Juárez, Chih., Mexico	http://www.uacj.mx/sa/citt/uicis/Paginas/default.aspx	Contact Person: Luis Felipe Fernández Martínez, Phone Number: (656) 688-4800 Ext. 4374 Fax: (656) 688-4800 Ext. 4374 e-mail: cis@uacj.mx

B. Law

Research Facility Name	Economic Purpose	Research Activity
"Centro de Investigaciones Jurídicas" or Legal Research Center	Generate cutting-edge research that will assist the advancement of legal science, through linkages with similar institutions in the country and abroad. In addition to serving as a means of legal information to various agencies and government departments.	Issue legal opinions on problems arising at municipal, state and federal levels. Provide information on legal matters to society. Create and promote research work with undergraduate and graduate students, as well as graduates of the Department of Legal Sciences, in order to promote the training of researchers. Conduct research in various legal areas, both nationally and internationally, as well as working in collaboration with various research centers and academic bodies in multidisciplinary projects to create academic and research networks.
Address	Website	Contact Information
Instituto de Ciencias Sociales y Administrativas Edificio J. Cubículos 115 a 118. Av. Universidad y Av. Colegio Militar s/n Zona Chamizal. CP. 32310	http://www.uacj.mx/ICSA/Paginas/Centro-De-Investigaciones-Jur%C3%AAdicas.aspx	Phone Number: (656) 688-3800 ext. 3656, 3856. E-mail: cijuacj@uacj.mx

C. Science

Research Facility Name	Economic Purpose	Research Activity
"El Colegio de la Frontera Norte (El Colef)"	The mission of El Colegio de la Frontera Norte (Colef) is to generate scientific knowledge on regional phenomena of the border between Mexico and the United States with a comprehensive and multidisciplinary approach; train scientists and professional senior cadres through graduate and continuing education programs; and linked with social and governmental level for the dissemination of knowledge and promoting development initiatives for the region and the country.	Contributes to the development of the vanguards in scientific specialties through interdisciplinary and academic exchange with international peers.
Address	Website	Contact Information
Avenida Insurgentes 3708, Los Nogales, 32350 Cd Juárez, Chih., México	https://www.colef.mx/el-colef/?lang=en#investigacion	Contact Us: informes@colef.mx. Phone number: (664) 631-6300.

VI. Higher Education

Student Enrollment Fall 2012-2013

Program	Total	Undergraduate Full-Time	Specialty	Master's	Doctoral
Universidad Autónoma de Ciudad Juárez (UACJ)*	23,869	22,846	216	774	33
UACJ: Institute of Architecture, Design, and Art	2,873	2,816	-	47	10
UACJ: Institute of Biomedical Sciences	6,218	5,870	216	126	6
UACJ: Institute of Administrative and Social Sciences	8,504	8,125	-	365	14
UACJ: Institute of Engineering and Technology	5,478	5,239	-	236	3
UACJ: Multidisciplinary University- City Division	796	796	-	-	-

* Does not include the Cuauhtémoc or Nuevo Casas Grandes UACJ campus.

Source: UACJ.

Graduating Students 2014-2015

Program	Total
Universidad Autónoma de Ciudad Juárez*	2,765
UACJ: Institute of Architecture, Design, and Art	257
UACJ: Institute of Biomedical Sciences	684
UACJ: Institute of Administrative and Social Sciences	1,045
UACJ: Institute of Engineering and Technology	491
UACJ: Institute of Architecture, Design, and Art	39

* Does not include the Cuauhtémoc or Nuevo Casas Grandes UACJ campus.

Source: UACJ.

Other Higher Education Institutions

1. Tecnológico Nacional de México: Instituto Tecnológico de Ciudad Juárez
2. Universidad de Durango
3. Tecnológico de Monterrey Campus Ciudad Juárez
4. Universidad de Simón Bolívar

VII. Transportation

Distance in Miles to the Five Nearest Metro Areas	
Metro Area	Miles
Tucson, AZ	326.7 mi
Phoenix, AZ	440.6 mi
San Antonio, TX	538.7 mi
Austin, TX	571.5 mi
Dallas, TX	630.4 mi
Railroads (by Rail Carrier)	
Name	Ferrocarril Anáhuac
Commercial Airport	
Name	Abraham González International Airport
Hub Status	A
Distance from the Community in Miles	.1 miles
# of Runways	2
Runway Lengths	N/A
Runway 4/22	Distance: 2,700 x 45 meters
Runway 8R/26L	Distance: 1,750 x 30 meters
Runway 8L/26R	N/A
Year 2014 Statistics	N/A
Passenger	428 passengers per hour
Aircraft Operations	18,000 per year
Cargo Tonnage (U.S. Tons)	630,688 kg in 2013
10 Cities Serving by the Commercial Airport	
1. Mexico City	
2. Chihuahua, Chihuahua	
3. Guadalajara, Jalisco	
4. Hermosillo, Sonora	
5. Monterrey, Nuevo León	
6. Tijuana, Baja California	
7. Culiacán, Sinaloa	
8. Mazatlán, Sinaloa	
9. León, Guanajuato	
10. Cancún, Quintana Roo	

Source: Comercio y Aduanas, oma.aero, and Amacarga.mx.

Distance to the Nearest General Aviation Airport	
Name	El Paso International Airport
Location/City	El Paso, TX
Address	6701 Convair Rd, El Paso, TX 79925
Driving Distance from the Community in Miles	12.2 miles
# of Runways	3
Runway Lengths	Dimensions: 12020 x 150 ft. / 3664 x 46 m
Runway Lengths	Dimensions: 9027 x 150 ft. / 2751 x 46 m
Runway Lengths	Dimensions: 5500 x 75 ft. / 1676 x 23 m
Full Instrument Landing Capabilities	273 aircraft based on the field
Hours of Operation	Open 24 hours
# of Days Closed to Inclement Weather for the Last 3 Years	
Foreign Trade Zones in Area	
Foreign Trade Zone # 68	
Address and Contact Information	501 George Perry Blvd # 1, El Paso, TX 79925 (915) 771-6016
Custom Port of Entry in the Area	
Name	Puente Internacional Paso del Norte / El Paso del Norte (PDN) Port of Entry
Site Location (City & Street Address)	Located in the Avenida Juárez in Ciudad Juárez with the El Paso St. in El Paso
Name	Puente Internacional Reforma / El Paso Stanton Street Port of Entry
Site Location (City & Street Address)	Located in Ciudad Juárez, connects with the Avenida Lerdo in Ciudad Juárez with the Stanton St. in El Paso
Name	Puente Internacional Córdova de las Américas / El Paso Bridge Of The Americas (BOTA) Port of Entry
Site Location (City & Street Address)	Located in El Chamizal, joins Abraham Lincoln Avenue in Juárez with Interstate 110 in El Paso, and connects with the major interstate route 10 east to west (coast to coast)

Source: Comercio y Aduanas, oma.aero, and Amacarga.mx.

VIII. Utilities

Electric Power			
Name of Company	Comisión Federal de Electricidad		
Communities Served	Ciudad Juárez		
Commercial and Industrial Rates in 2015 (USD)			
	Voltage	Rate	Demand
Low Voltage	1 - 1,000 volts	2 3	≤ 25 kW > 25 kW
Medium Voltage	1,0001 - 35,000 volts	OM HM	< 100 kW ≥ 100 kW
High Voltage	35,000 - 110,000 volts > 110,000 volts	HS HSL HT	Sub transmission level Sub transmission level Transmission level
HM Rates in 2015 (USD)			
Billing Demand (per kW)	10.9132		
Basic	Intermediate	On-Peak	
0.0437	0.0538	0.1090	
Natural Gas			
Name of Provider	Gas Natural de Juárez		
Territory Served	Ciudad Juárez		
Industrial Average Monthly Bill @ 300 Mcf (USD) in 2015	1,552.47		

Source: The Hunt Institute for Global Competitiveness.

IX. Environmental Permits

Mexico's Environmental Regulations and Compliance Needed: *	
Permits and Licenses	Yes
Hazardous and Non-Hazardous Waste	Yes
Monthly and Quarterly (in-house) Audits	Yes
Safety Programs and Regulations	Yes
Certification Support (i.e. ISO 9001)	Yes
Raw Material Analysis	Yes
Government Audits	Yes
Environmental Regulations in Mexico Include: **	
Any company being established for the first time is required to obtain Environmental Impact Authorization and is required to apply for an extension if there is a significant change in the manufacturing process.	
A company must identify and apply authorization if a manufacturing area releases emissions into the atmosphere, and is required to comply with the maximum permissible limit regulations.	
A company must identify if any manufacturing processes have generated wastewater and evaluate if they surpass the maximum permissible limit that can be discharged into the city's sewer, requires authorization to discharge the wastewater.	
All non-hazardous waste must be handled by authorized companies, and companies are required to obtain registration as non-hazardous waste generators.	
Proper management is required with all hazardous waste generated, and companies must obtain registration as hazardous waste generators. It is mandatory that an authorized company is used to dispose of this hazardous waste.	
More to Environmental Regulations	

Source: NAPS* and Maquila Reference**.

X. Government

City Government	
Form (Structure)	Democracy
# of Elected Officials	15 Elected Officials
Mayor	
Name	Javier González Mocken
Years in Office	Less than a year
Next Election Date	5-Jun-16
City Manager (Yes or No)	No
Governor	
Name	César Horacio Duarte Jáquez
Years in Office	6 years
Current Term Expiration Date	5-Jul-16
Allowed to Run for Another Term (Yes or No)	No
Next Election Date	5-Jul-16
Mexican Government Representation	
Congressional Districts Listed by District # in the Service Area (by District)	8 Districts
Mexican Congresspersons Serving the Area	
District	Name
II. Juárez	Jesús José Díaz Monárrez (PRI)
III. Juárez	Juan Eleuterio Muñoz Rivera (PRI)
IV. Juárez	Enrique Licón Chávez (Partido Verde)
V. Juárez	Laura Enriqueta Domínguez Esquivel (PRI)
VI. Juárez	Gloria Porras Valles (PRI)
VII. Juárez	Mayra Guadalupe Chávez Jiménez (PRI)
VIII. Juárez	Daniel Murguía Lardizábal (PRI)
IX. Juárez	Luis Fernando Rodríguez Giner (PRI)

Source: Congreso del Estado de Chihuahua, Ciudad Juárez- Gobierno Municipal 2013-2016.

XI. Quality of Life

Weather	
Average Annual Temperature	16.7 °C
July's Average Temperature	45.5 °C
January's Average Temperature	11.16 °C
Rainfall in Inches	N/A
Snowfall in Inches	6.57
Highest Annual Average Wind Speed in Miles per Hour	N/A
Lowest Annual Average Wind Speed in Miles per Hour	N/A
Number of Days Sunny or Partly Sunny	N/A
Elevation (Mean Feet Above Sea Level)	N/A
Higher Education	
Institution Name	Address
Universidad Autónoma de Ciudad Juárez	Hermanos Escobar s/n, Omega, Cd Juárez, Chih., México
Enrollment	27,422
Annual Degrees Conferred 2014-2015	2,765
Health Care	
Hospital Name	Address
Centro Médico de Especialidades	201, Avenida de las Américas, Colonia Margaritas, Margaritas, 32300 Cd Juárez, Chih., México
Hospital Star Médica Ciudad Juárez	Calle Paseo de la Victoria 4370, Partido Iglesias, 32618 Cd Juárez, Chih., México
Hospital Ángeles Ciudad Juárez	Av. Campos Elíseos # 9371, Campos Elíseos, 32420 Cd Juárez, Chih., México
Hospital de La Familia	Ing. David Herrera, Centro, Cd Juárez, Chih., México
Hospital Civil	Calle Ignacio Alatorre 870, Centro, 32000 Cd Juárez, Chih., México
Hospital Poliplaza Médica	Calle Pedro Rosales de León 7510, Cd Juárez, Chih., México
Crime Rate per 100,000 Inhabitants in 2015	21.9
# of Enclosed Regional Malls	20
Sport's Team Name	Type
Football Club Juarez	Professional- Second Tier Division
Historical and Cultural Sites	Museums
25	6
Sport	Gender
Soccer	Men
Tourist Destinations	Entertainment
8	8

Source: Servicio Meteorológico Nacional, UACJ, www.Juarez.gob.mx, and Así Estamos Juárez.

XII. Industrial Brokers

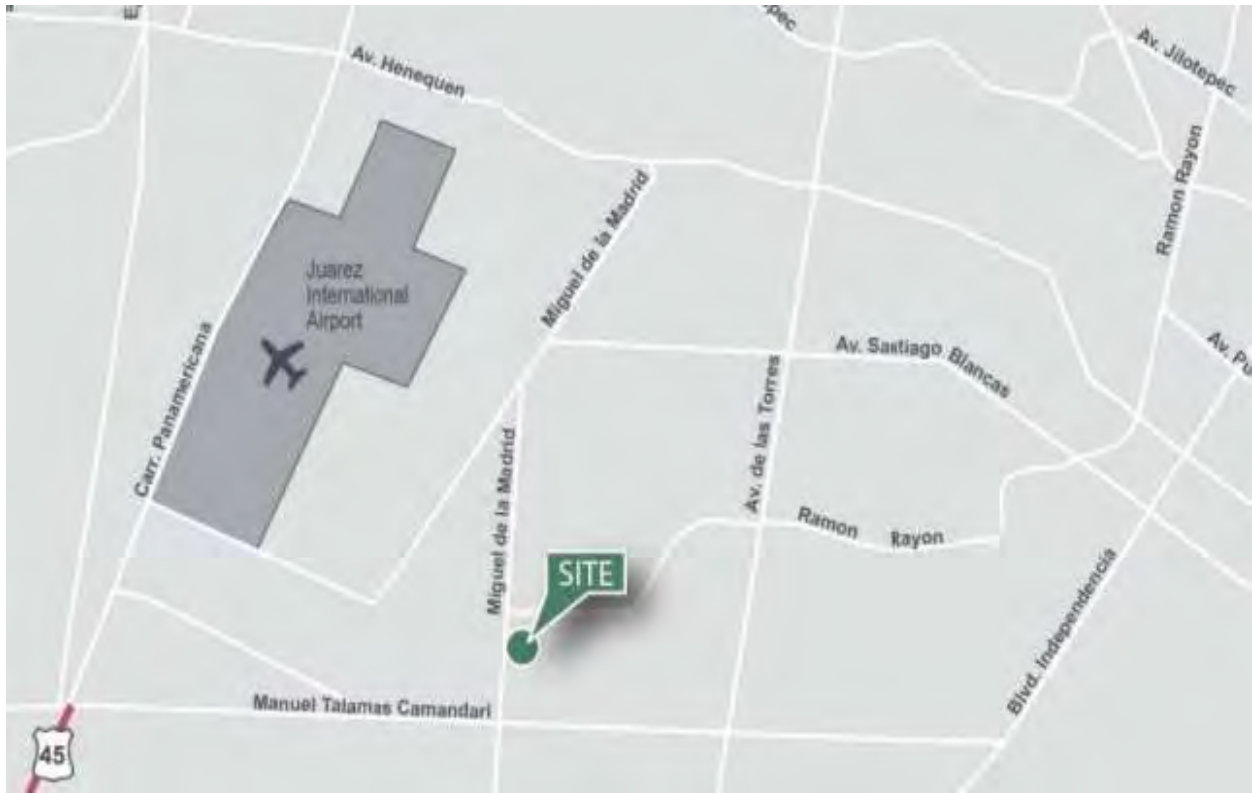
Industrial Brokers Firm	Address	Contact Information	Contact	Email
CBRE	CBRE El Paso Office 221 N. Kansas, Suite 2100 El Paso, TX 79902	(915) 313-8802 ¹ (915) 313-8801 ²	Andrés Sandoval ¹ and Christian Pérez Giese ²	N/A
Keller-Koch Realtors LLC	4855 N Mesa St. # 103, El Paso, TX 79912	(915) 532-6400	Robert Keller and Matthew Koch	rkeller@keller-koch-realtors.com and mkoch@keller-koch-realtors.com
Prologis	Santiago Troncoso 931, Complejo Cielo, 32590 Cd Juárez, Chih., México	+52 (656) 295 3100 +52 (656) 295 3103	Gloria Viniegra	gviniegra@prologis.com
RECON	700 N. Stanton, El Paso, Texas 79902	(915) 533-5414	Mark M. Blaugrund, SIOR	info@reconinc.com
Los Fuentes	Av. Vicente Guerrero No. 6965, Cd. Juárez, Chihuahua	(656) 617-4117, (656) 618-3727	Magaly Fuentes	cifadm@terra.com.mx
Cushman & Wakefield	5-B Butterfield Trail Blvd. El Paso, Texas 79906	(915) 843-8888	Brett C. Preston	bpreston@piresintl.com
RJL	123 West Mills Avenue Suite 420 El Paso, Texas 79901	(915) 587-8310	Richard J. Amstater	ramstater@rjlrealestate.com

XIII. Available Industrial Sites

Available Industrial Site #1

Identity	Name & Address
Land	Centro Industrial Juárez - North, Calle Ramón Rayón / Miguel de la Madrid, Cd. Juárez, CH. 32695
Broker	Andrés Sandoval
Company	CBRE
Telephone Number	(915) 313-8802
Website	Centro Industrial Juárez - North
Site Characteristics Surrounding the Building	
Freestanding	Industrial Land
Business Park	Light Industrial and Warehousing
Size in Acres	92 AC
Specific Building Site Acres	N/A
Total Complex in Acres	N/A
Price	Available Upon Request
Transportation	
Highway Linkage	Bvd. Manuel Talamás Camandari
2 or 4 Lane	4 Lane
Distance to 4 Lane Highway	.02-1 Mile
Mass Transit Service Distance from Building	
Distance to Border Crossing	Zaragoza - Ysleta International Border Crossing, 8 Miles
Bus	Ciudad Juárez Public Transportation
Distance to Airport in Miles	Abraham González International Airport, Between 5 -10 Km.
Utilities	
Water	
Provider	JMAS
Sewer	
Provider	JMAS
Natural Gas	
Provider	Gas Natural de Juárez
Electric Power	
Service Provider	CFE
Protective Services	
Fire Station Volunteer or Full-Time	Full-Time
24 Hour police Patrol Provided	Yes

Source: CBRE.



Source: CBRE.

Available Industrial Site # 2

Identity	Name & Address
Land	Compal, Av. Río Bravo No. 1230, Río Bravo Industrial Park, Cd. Juárez, CH 32557
Broker	Andrés Sandoval
Company	CBRE
Telephone Number	(915) 313-8802
Website	COMPAL
Site Characteristics Surrounding the Building	
Freestanding	N/A
Business Park	Industrial Park
Size in Acres	15.8 Acres
Specific Building Site Acres	269,023 sq. ft.
Total Complex in Acres	N/A
Price	Available Upon Request
Transportation	
Highway Linkage	Cuatro Siglos High Way
Number of Lanes	3 Lane
Distance to Border Crossing	Córdova International Bridge, 17 Km.
Mass Transit Service Distance from Building	
Bus	Ciudad Juárez Public Transportation
Distance to Airport in Miles	Abraham González International Airport, 18.7 KM
Utilities	
Water	
Provider	JMAS
Sewer	
Provider	JMAS
Natural Gas	
Provider	Gas Natural de Juárez
Electric Power	
Service Provider	CFE
Protective Services	
Fire Station Volunteer or Full-Time	Full-Time
24 Hour police Patrol Provided	Yes

Source: CBRE.



Source: CBRE.

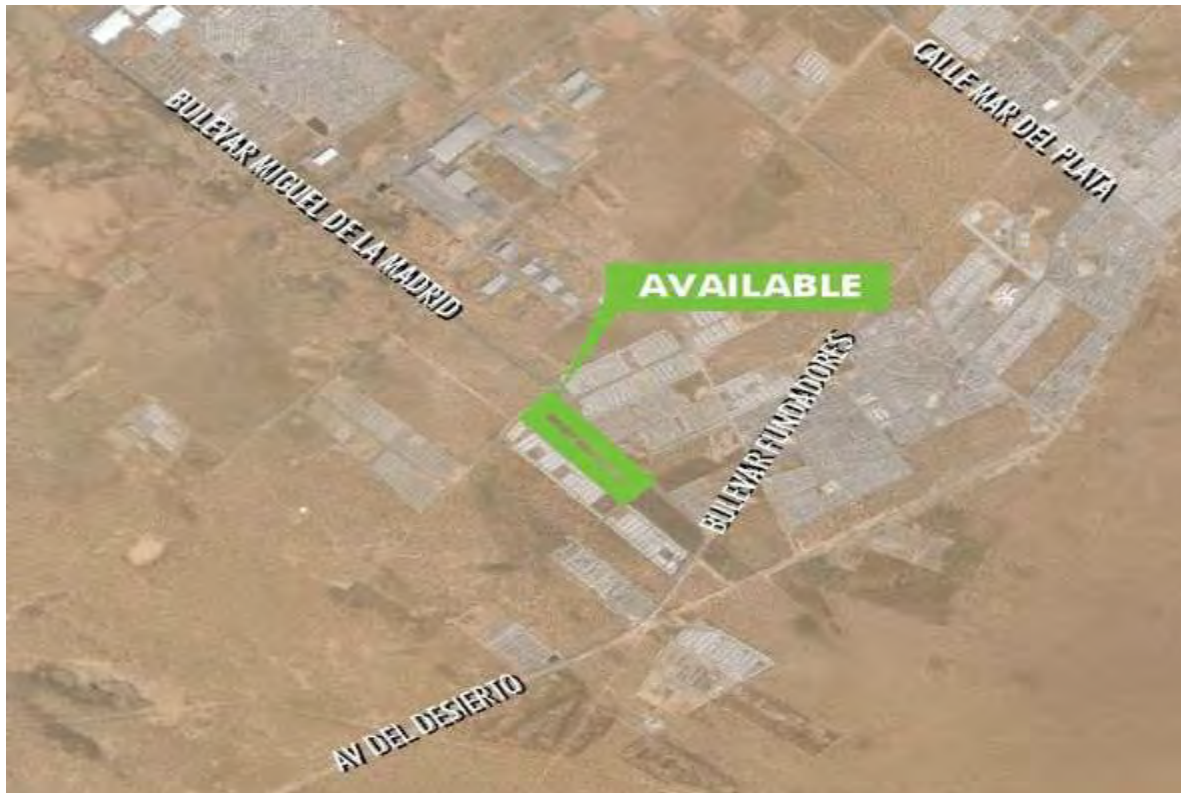


Source: CBRE.

Available Industrial Site #3

Identity	Name & Address
Land	Zaragoza Land, Blvd. Miguel de la Madrid, Cd. Juárez, CH 32575
Broker	Ricardo Fernández
Company	CBRE
Telephone Number	(915) 313-8817
Website	Zaragoza Land
Site Characteristics Surrounding the Building	
Freestanding	N/A
Business Park	Industrial Land
Size in Acres	49.82 Acres
Specific Building Site Acres	Industrial Land
Total Complex in Acres	49.82 Acres
Price	\$1.86 PSF, \$4,036,496 USD
Transportation	
Highway Linkage	Blvd. Miguel de la Madrid High Way
Number of Lanes	2 Lanes
Distance to 4 Lane Highway	N/A
Internal Site Access	Yes
Mass Transit Service Distance from Building	
Distance from Border Crossing	Zaragoza Bridge, 20.4 KM
Bus	Ciudad Juárez Public Transportation
Distance to Airport in Miles	Abraham González International Airport, 16.8 KM
Utilities	
Water	
Provider	JMAS
Sewer	
Provider	JMAS
Natural Gas	
Provider	Gas Natural de Juárez
Electric Power	
Service Provider	CFE
Protective Services	
Fire Station Volunteer or Full-Time	Full-Time
24 Hour police Patrol Provided	Yes

Source: CBRE.



Source: CBRE.

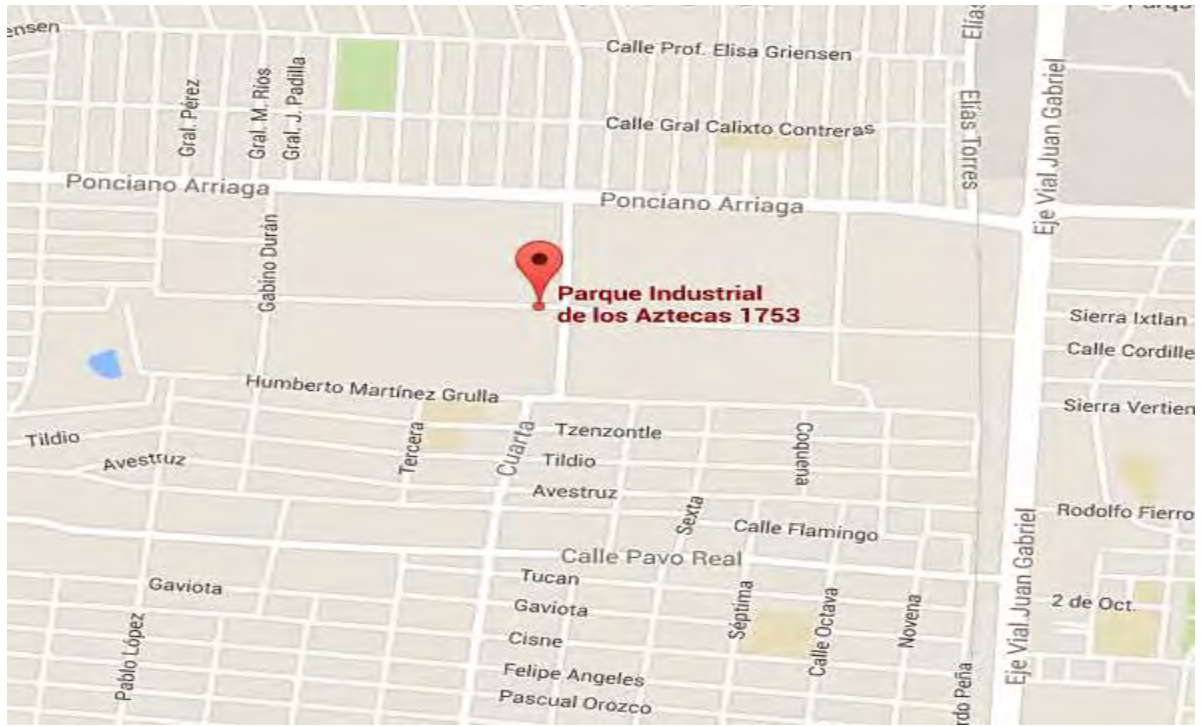


Source: CBRE.

Available Industrial Site # 4

Identity	Name & Address
Land	Parque Industrial Aztecas #1753, Cd. Juárez, Chihuahua, 32679
Broker	Gloria Viniegra
Company	Prologis
Telephone Number	+52 656 295 3103
Website	Prologis
Site Characteristics Surrounding the Building	
Freestanding	No
Business Park	Industrial Park
Size in Acres	N/A
Specific Building Site Acres	19,922 SF
Total Complex in Acres	N/A
Price	Upon Request
Transportation	
Highway Linkage	Ponciano Arriaga
Number of Lanes	2 Lanes
Distance to 4 Lane Highway	Eje Vial Juan Gabriel; 1.9 km.
Internal Site Access	Yes
Mass Transit Service Distance from Building	
Distance to Border Crossing	Puente Córdoba, 23 min., 12.1 km.
Bus	Ciudad Juárez Public Transportation
Distance to Airport in Miles	Abraham González International Airport, 15 min., 7.2 km.
Utilities	
Water	
Provider	JMAS
Sewer	
Provider	JMAS
Natural Gas	
Provider	Gas Natural de Juárez
Electric Power	
Service Provider	CFE
Protective Services	
Fire Station Volunteer or Full-Time	Full-Time
24 Hour police Patrol Provided	Yes

Source: Prologis.



Source: Google Maps.



Source: Prologis.

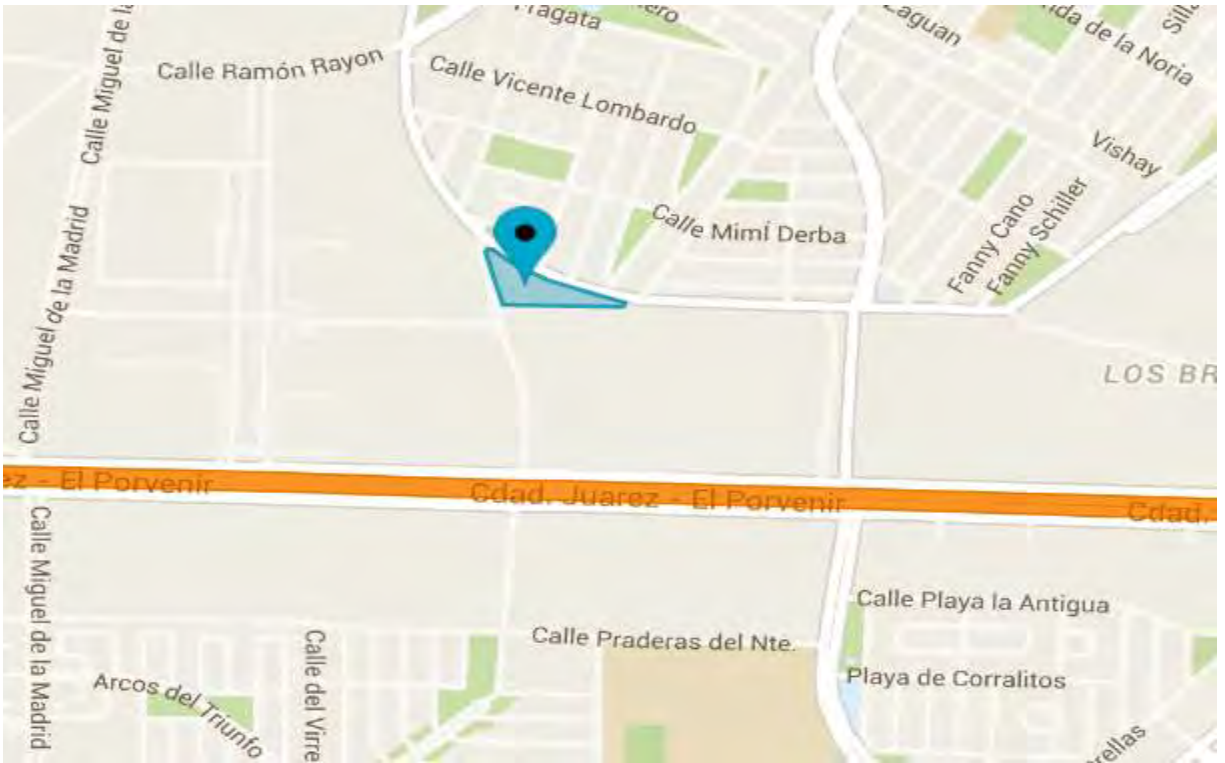
Available Industrial Site # 5

Identity	Name & Address
Land	Río Lancaster, Ciudad Juárez, Chihuahua, 32695
Broker	Gloria Viniegra
Company	Prologis
Telephone Number	+52 (656) 295 3103
Website	Prologis
Site Characteristics Surrounding the Building	
Freestanding	Yes
Business Park	Industrial Park
Size in Acres	210,223 SF
Specific Building Site Acres	210,223 SF
Total Complex in Acres	210,223 SF
Price	Upon Request
Transportation	
Highway Linkage	Calle Ramón Rayón
Number of Lanes	2 Lanes
Distance to 4 Lane Highway	Ciudad Juárez- El Porvenir, 1.9 km
Internal Site Access	Yes
Mass Transit Service Distance from Building	
Bus	Ciudad Juárez Public Transportation
Distance to Airport in Miles	Abraham González International Airport
Utilities	
Water	
Provider	JMAS
Sewer	
Provider	JMAS
Natural Gas	
Provider	Gas Natural de Juárez
Electric Power	
Service Provider	CFE
Protective Services	
Fire Station Volunteer or Full-Time	Full-Time
24 Hour police Patrol Provided	Yes

Source: Prologis.



Source: Prologis.



Source: Prologis.

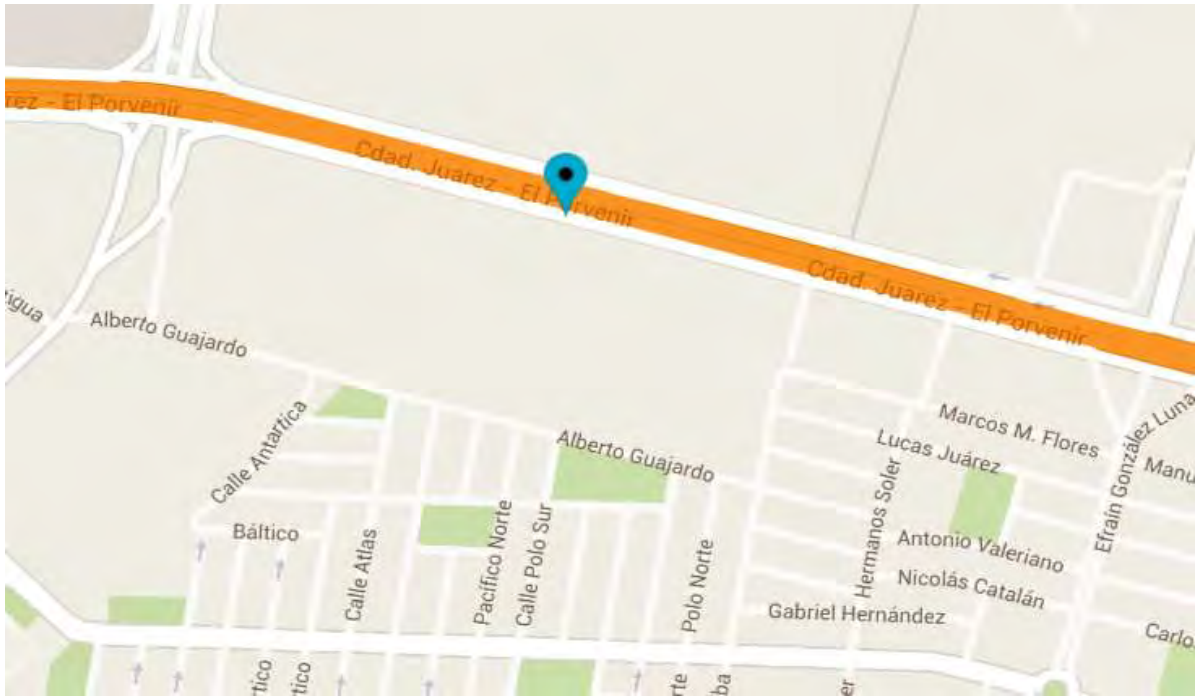
Available Industrial Site # 6

Identity	Name & Address
Land	Manuel Talámas Camandari Río Lancaster Eduardo Barbachano, Ciudad Juárez, Chihuahua, 32695
Broker	Gloria Viniegra
Company	Prologis
Telephone Number	+52 (656) 295 3103
Website	Prologis
Site Characteristics Surrounding the Building	
Freestanding	Yes
Business Park	Yes
Size in Acres	45 Acres
Specific Building Site Acres	210,223 SF
Total Complex in Acres	45 Acres
Price	Upon Request
Transportation	
Highway Linkage	Ciudad Juárez- El Porvenir
Number of Lanes	4 Lanes
Distance to 4 Lane Highway	Next to a 4 Lane Highway
Internal Site Access	Yes
Mass Transit Service Distance from Building	
Distance to Border Crossing	Puente Internacional Zaragoza, 23 min., 16.8 km.
Bus	Ciudad Juárez Public Transportation
Distance to Airport in Miles	Abraham González International Airport, 13 min., 8.6 km.
Utilities	
Water	
Provider	JMAS
Sewer	
Provider	JMAS
Natural Gas	
Provider	Gas Natural de Juárez
Electric Power	
Service Provider	CFE
Protective Services	
Fire Station Volunteer or Full-Time	Full-Time
24 Hour police Patrol Provided	Yes

Source: Prologis.



Source: Prologis.



Source: Prologis.

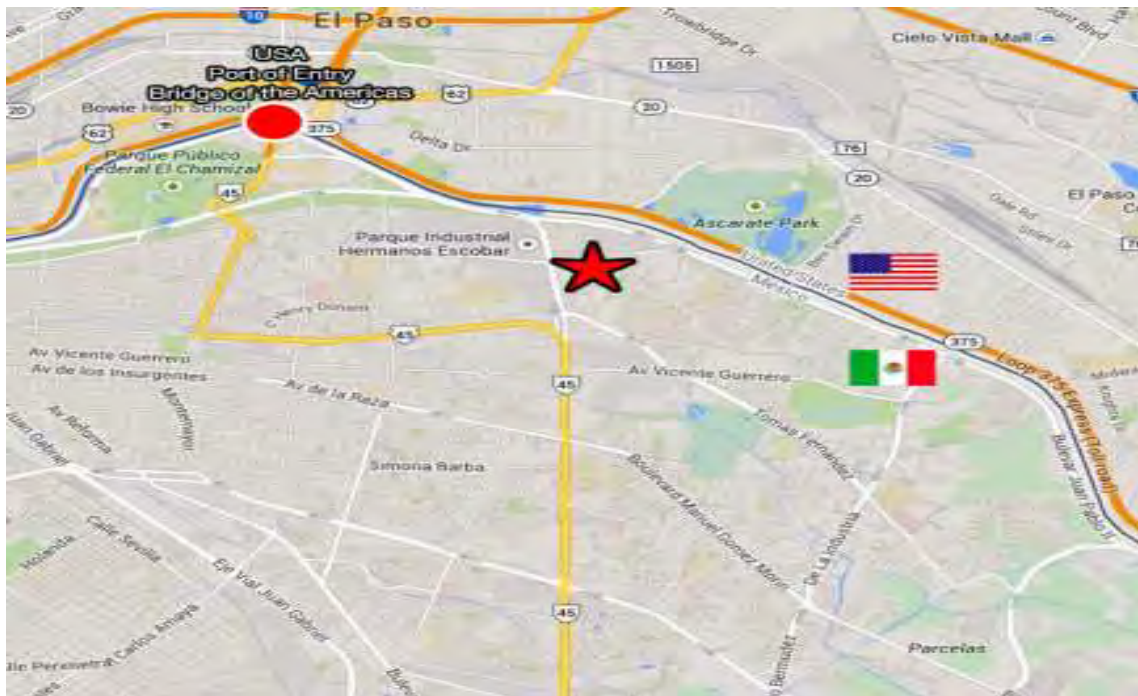
Available Industrial Site # 7

Identity	Name & Address
Land	AX Trigem, Ciudad Juárez, Chih., MX
Broker	Marush Sepulveda
Company	Cushman & Wakefield
Telephone Number	+52 (656) 648 6842
Website	Cushman & Wakefield
Site Characteristics Surrounding the Building	
Freestanding	Yes
Business Park	Industrial Park
Size in Acres	224,858 sf
Specific Building Site Acres	113,431 sf
Total Complex in Acres	224,858 sf
Price	Upon Request
Transportation	
Highway Linkage	Hermanos Escobar
Number of Lanes	3 Lanes
Distance to 4 Lane Highway	3 km
Internal Site Access	Yes
Mass Transit Service Distance from Building	
Distance to Border Crossing	Córdova International Bridge, 6.8 km.
Bus	Ciudad Juárez Public Transportation
Distance to Airport in Miles	Abraham González International Airport, 14.2 km.
Utilities	
Water	
Provider	JMAS
Sewer	
Provider	JMAS
Natural Gas	
Provider	Gas Natural de Juárez
Electric Power	
Service Provider	CFE
Protective Services	
Fire Station Volunteer or Full-Time	Full-Time
24 Hour police Patrol Provided	Yes

Source: Cushman & Wakefield.



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