



Mexico Infrastructure

Conservative President Felipe Calderon, leader of the National Action Party, with former president Vicente Fox, left, and Congress Speaker, now Mexico's Ambassador to Spain, Jorge Zermeno, right, being sworn into office on December 1, 2006.

FACTS & FIGURES

Area - Comparative:
slightly less than three times the size of Texas

Coastline: 9,330 km

Terrain:
high, rugged mountains;
low coastal plains; high plateaus; desert

GDP (Purchasing power parity):
\$1.134 trillion (2006)

GDP (Real growth rate):
4.8% (2006)

Source: CIA: The World Factbook

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▶▶▶ A YEAR AFTER THE DRAMATIC 2006 ELECTIONS, PRESIDENT CALDERON'S FIRST ANNUAL REPORT HIGHLIGHTS A BRIGHT OUTLOOK FOR MEXICO'S STURDY ECONOMY

A five-year vision for expansion

MEXICO'S economy is undergoing a tough transition stage in its history, where the year-old administration of President Calderón is working hard to build on the groundwork laid by former presidents, Vicente Fox and Ernesto Zedillo. With inflation, interest and exchange rates largely under control, the aim now is to increase competitiveness, in order to firmly position the country's economy amongst the world's top performers.

In 2006, Latin America received only 8 percent of global FDI, the second worst performance in 15 years. Mexico has been the better performer over the last few years, maintaining its lead in FDI levels over regional competitors: 2006 ended with \$18.9 billion flowing into the country, positioning it 4th worldwide amongst emerging economies, following China, Russia and Turkey. Evidently this is not enough. Estimated GDP growth for 2007 is barely above 3.5 percent, and expectations have been lowered due to the anticipated deceleration in the U.S. Mr. Gómez Pimentia, chairman and CEO of FONDO MEXICO, a closed-end investment manager that invests primarily in equity securities on the Mexican Stock Exchange, notes, "For Mexico to grow its GDP between 3 and 4.5 percent is ridiculous; we need to expand the economy at levels of 6, 7 or 8 percent. With the proximity of

our neighbour to the north, we should be able to put a much more efficient economic apparatus in place, resulting in the expansion of the economy and much higher rates of growth."

This "economic apparatus", to a large extent, refers to the sensitive structural reforms that urgently need to be implemented in three vital areas: energy, fiscal and labor markets. Serious steps have been taken, such as the implementation of the long-awaited ISSTE (National Insurance Institute for Civil Servants) reform earlier this year, and fiscal reform currently being debated in Congress, although much work remains to be done.

During the presentation of the five-year National Development Strategy for 2007-2012 in June this year, the Minister of Economy, Eduardo Sojo, stated that, in addition to reforms, four sectors in particular should underpin growth: infrastructure, tourism, social housing construction and agriculture.

During the President's recent trip to Europe, he avidly promoted Mexico as a leading logistics platform. However, competitiveness of the country's infrastructure has dropped considerably in recent years and only 1.5 percent of GDP is spent on the sector. On 19th July 2007, the government officially announced its National Strategy for



Infrastructure Development. Planned expenditure for 2007-2012 will equal MXN 2.5 trillion (approx. \$232 billion), a figure 50 percent higher than in Mr. Fox's previous six years. Around 45 percent of total funding will be private sector-sourced through different types of schemes. The UK-inspired PPPs are a tool that is forecast to strengthen regional development. Regulatory obstacles and regional legal disparities are limiting factors on the success of such instruments, although Mr. Hank Gonzalez, CEO of financial group Interacciones, a pioneer in the promotion of PPPs on a municipal and state level, highlights that an increasing number of entities are implementing the necessary changes, following the examples set by the states of San Luis Potosí, Mexico, Aguascalientes and Michoacán.

Infrastructure development is also perceived as a way to address regional inequalities that formed the basis behind the uprisings and protests during election time in 2006. Mexico's currently well-capitalised banking market has stated that it is prepared to make up to \$65 billion available to the sector for this period. "The rhythm of projects has been understandably slow this year, although we expect a significant acceleration as of 2008," explains Enrique Castillo, recently elected president of the Mexican Banking Association and CEO of IXE Financial Group.

Overall, the feeling is one of optimism and inspiration, although the coming months will be critical in ascertaining tangible results. "It will be a coordinated and comprehensive effort," explains Luis Téllez, Secretary for Communications and Transportation. "Mexico will be able to target a first rate national infrastructure. We won't have German infrastructure by the end of 2012, but we will be heading in that direction."

LOW COST CARRIERS

Name behind Mexican tourism takes off again with Interjet

The Alemán legacy of proactivity is embodied in the growth of Mexico's unique luxury low-cost airline

GETTING off the ground was just the easy beginning of a so-far outstanding performance for the economy airline Interjet. Created in December 2005, with seven Airbus A320 aircraft, it has been moulded into an airline of distinction, conceived, designed and realized under a business model of superior efficiency, which has attracted more than one million passengers in its first year of service.

Several factors should ensure that Interjet does not suffer the fate of other, flash-in-the-pan low-cost airlines. The interiors of its fleet are closer in standard to first-class berths on other airlines, with fewer – only 150 – leather seats affording greater space and comfort to its passengers who are also pampered with a generous in-flight snack service. In an innovative move designed to allow increased fluency of movement, Interjet flies from one of Mexico City's less-congested airports, in Toluca, to 13 popular destinations, shortly to increase to locations across the Americas upon enlargement of their fleet to 27 aircraft.

At AeroExpo this May, Eurocopter, a subsidiary of Airbus international, signed agreements to supply helicopters and

to establish a training school for Latin American helicopter pilots. Airbus itself is setting up a study base at Toluca, in partnership with the Alemán family, "to increase the flight-hour capacity of its fleet of Airbus A320s, and to maximise efficiency to further lower costs for our passengers," says Miguel Alemán Magnani, executive president of Interjet.

"Due to the lack of maintenance centers operated by new airlines, we decided to create our own company to augment the size and number of our fleet. It was imperative," he explains.

Mr. Magnani's grandfather, Miguel Alemán Valdés, was a former Mexican president who, in addition to spotting the durable appeal of Mexico as a tourist destination, was also instrumental in bringing the 1968 Olympic Games to the country, the finest form of advertisement on a global scale. Entrepreneur Miguel Alemán Velasco is Interjet's chairman of the board who, as the former governor of the State of Veracruz, moved in business "to promote tourism and attract foreign investment to Mexico". He will also chair a prominent business summit in Monterrey this year entitled: Building the Mexican Formula, faster growth and fuller democracy.

AVIATION

Open skies fuel sectorial expansion

The rise in low-cost airlines, and the building of new airports under the National Infrastructure plan have opened up the aviation sector to increased competitiveness

MEXICO'S viability as a regional conduit for air travel is endemic to its future prosperity, and to its status as an international hub for the Americas. In July this year, the Mexican government announced, within its 2007-2012 National Infrastructure Plan, the construction of three new airports in the country – Ensenada, Puerto Peñasco and Riviera Maya. In all, total expenditure in these new airports and expansion works at Toluca, Puebla, Cancún, San José del Cabo, Loreto, Nuevo Laredo, Monterrey, Guadalajara and Puerto Vallarta will be MXN 59 billion, or just under \$5.5 billion, with MXN 35 billion allocated for the new airports. The final phase of the Secretariat of Communications and Transport's (SCT) feasibility study into a new airport in Mexico City is scheduled to reach conclusion in December.

Also, this month the SCT unveiled its new logistical centre, Centro Logístico Aeroportuario de Puebla, designed to facilitate the projected 50 percent increase in air cargo traffic during the period of the National Infrastructure Plan.

During the inauguration of Guadalajara's Terminal 2 on August 16th, Communications and Transport Secretary, Luis Téllez, stated that the Mexican airports concession system "continues to fulfill its function, with more than MXN 12 billion pesos (just over \$1 billion) invested over the last few years." Guadalajara's airport is operated by Grupo Aeroportuario del Pacífico, which operates 12 airports in the country, including the popular Pacific resorts of Puerto Vallarta, Los Cabos, La Paz and Manzanillo.

Indeed, Mexico's three private operators, OMA, GAP and ASUR, which jointly administer and operate 34 airports across the nation, have recently completed or are undergoing major expansion works on their busiest sites.



Cancún International's recent inauguration of its \$100 million Terminal 3 replaced the Hurricane Wilma-devastated Terminal 1.

Aeropuertos del Sureste (ASUR), an operator of nine airports in the country's southeastern region whose shares are also traded on the New York Stock Exchange, recently completed work on Terminal 3 of its Cancún International Airport, representing an investment of more than \$100 million. Serving more than ten million passengers in 2006, the airport in Cancún is Mexico's second largest and prized as the one serving the most international passengers in Latin America. Undoubtedly, ASUR is poised to be a leading contender in the bid for the Riviera Maya concession.

Freeing the skies

Mexico currently boasts one of the most liberalized aviation sectors in the region. Mr Eduardo Pérez Motta, president of the Federal Competition Commission, points out that two decisions caused a breakthrough in the industry: "The first one was not to allow the two large airlines, both in hands of the government, to merge. Only one was sold, Mexicana de Aviación; the other, Aeroméxico, is still in the hands of the government," pending a sale at some point in the last quarter of this year. "The second action," he continues, "was the opening of the market to

new low-cost carriers".

This breakthrough is, indeed, impressive: the new airlines have managed to capture 20.4 percent of the market in one year, with a projected growth rate three times greater than GDP growth for the next few years. In addition, they have been responsible for generating unprecedented demand in the sector. In 2006 alone, total passenger traffic grew by 12 percent, with the Mexican Civil Aviation Authority publishing estimates of 85-90 million domestic passengers annually by 2015.

Mexico is now home to eight new low-cost carriers – the largest number in any other country or region worldwide – prompting concerns regarding the sustainability of such concentration. Ami Lindenberg, executive vice-president of Aeromar, an executive airline with more than 20 years of operation experience, believes that, "it is very difficult to compare how low-cost companies work in different places. Low-cost airlines began to work in the U.K. and in the U.S. in a very different environment, with their initial operations offering routes not in traditional airports but in alternative ones." Aeromar, with a fleet of 19 ATR 42 executive aircraft, serving 24 destinations in Mexico differentiates itself by offering "excellent service, centering on high frequencies and excellent itineraries" to business-oriented clients. Its competitive advantages of operating out of Mexico City's International Airport and code-sharing with AeroMexico, ranked as the leading Latin American player, on North American destinations should allow it to capture much of the incoming corporate clientele from Europe and beyond.

However, the aim of airline liberalization was to make the market "more democratic," as Pérez Motta points out. The initial intention was to make air travel more accessible to a higher percentage of the Mexican population and, if the aforementioned statistics are anything to go by, the market is evidently yielding the prescribed results. In addition, leading low-cost airlines such as Volaris, a dual investment by Telmex tycoon Carlos Slim and Televisa family Azcarraga, and Interjet are announcing expansion plans for up to 20 new aircraft each in the coming three years. In fact, all players are confident that there is plenty of room to grow, with the most significant limiting factors being the current capacity of airport infrastructure and the lofty airport charges, which comprise between 50-60 percent of a ticket's total cost. The latter is generally seen as the airlines' toughest obstacle to growth.



Interjet's maintenance base at Toluca Airport maximizes efficiency to cut costs and to attract foreign carriers.

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Mexico

INTERNATIONAL TRANSPORTATION

TMM back on the global track

State-of-the-art technology and world-class customer services herald the comeback of the respected carrier



THE MEXICAN flagship transporter returns to the international arena under its strong brand image TMM intending to create long-lasting ripples.

From August this year, the acronym that gained popularity navigating the seven seas and reaching the main international ports with its maritime liner services returned to the depths of international maritime transportation via the creation of a new NVOCC (non-vessel operating common carrier) and freight forwarding.

The beginning of this new era could not be better. From the inception of its return to international business TMM knew it could rely on representatives in

"We have everything. Today we can provide services throughout the whole chain"

their 20 strongest trading partner countries. Additionally the company had just recently acquired Adems, a leading warehouse supplier with more than 17 years serving the Mexican market, to rely on for the full implementation of TMM's integrated international logistics services. Also, its state-of-the-art technology enables customers to keep permanent track of their goods during transport.

Moreover, TMM's strongest asset remains its brand, the bold green and red flag, which is highly regarded in the leading markets of the world by big transportation users that have regularly made use of its foreign trade services since 1955.

Today TMM is truly back on track and it appears to be happening at a time when President Calderón's government is paving the way for Mexican ports and maritime players to attain global competitiveness. One of the main ar-

eas of opportunity for TMM is the growth of Mexican imports from China and the bottlenecks that Asian trade is creating on the U.S. West Coast ports, namely L.A. and Long Beach. On the other coastline, the Gulf of Mexico is itching for growth and business diversification. According to Mexico's Ministry of Communications and Transport, investment in port development will grow 10 percent in the next five years and the sustainable growth of container

movement will be of approximately 20 percent, including expansions carried out at the Manzanillo Port and the much-awaited expansion of the container terminal at Lázaro

Cardenas on the Mexican west coast.

Javier Segovia, President of TMM since 1999, believes the new Mexican navigation law will encourage maritime transportation in Mexico and help Mexican transport companies in general. He explains that the group will remain fully committed to assisting PEMEX in its quest for huge investment plans concerning exploration and production. He comments, "In terms of fleet, TMM is one of the main contractors of PEMEX, providing sophisticated services in terms of mobilization of platforms, anchor management and supply vessels for offshore services to the exploration platforms."

"In the past 26 months we have invested approximately \$300 million in vessels enabling us to keep our market share, our participation and our support as an accessory to the investments made by PEMEX towards refinery and exploration and production.

"Our strategy is to invest in a niche where Mexican shipping companies have a preference in accordance with the new Mexican navigation law since PEMEX has just announced an \$850 million investment program destined to cabotage and exploration services. We aim to secure a critical mass of 60 vessels on a national scale as a springboard for long-lasting international operations."

TMM's new line of business is not based on fleet purchases or containers. It is based on the high quality of service that has characterized the company for more than 55 years while competing with big European, Asian and American shipping lines companies in the leading maritime markets. The new business is also based on its large infrastructure in Mexico and the vast experience gained throughout the years.

The main objective is to position TMM as the number one integrated logistics services provider in Mexico within two years. Internationally TMM aims to increase the presence of the brand elsewhere in the medium term.

The launch of the freight forwarding services and NVOCC – an international carrier without operating vessels – is under the commercial name of TMM Global Logistics. The plan is to take advantage of the history and presence of TMM in the international markets with all of its previous liner services to and from Europe, South America, Asia and South East Asia

TMM's competitive advantage – in a country lagging in terms of logistic sophistication where many companies still manage logistics with different vendors or providers in segmented stages – is its entire TMM infrastructure, trucks,

ports, warehousing, technology and vast experience. All of these assets provide TMM with the key to success for its new adventure of returning to international markets.

With the new NVOCC service, TMM will be able to link all of its assets by providing complete logistics services and total supply chain management for all importers and exporters by taking and transporting the products from the plant of origin in any country to the plant or retailer store at a destination country regardless of its precise location and complying with precise required times of delivery.

"We have all the infrastructure. We can provide the market with services throughout the whole chain today; we are starting with the companies that are in the forefront of this process," says Mr. Segovia.

TMM's long-standing commitment and world-class excellence in terms of quality remain the brand's best assets. The president adds: "Fortunately I have the best people with me, whom I am very proud of. Throughout the years they have accumulated so much knowledge and experience, but what is more important here in TMM is that we all have this sense of wanting TMM to succeed and that is why I trust our future is bright. This, for me, is the most gratifying experience of all."

For door-to-door service both to and from Mexico contact us at www.tmm.com.mx

Current events at TMM secure its future

HEADQUARTERED in Mexico City, Grupo TMM provides a dynamic combination of ocean and land transportation services through its branch offices and network of subsidiary companies.

Following the recent expansion of its logistics services through the acquisition of automobile transportation assets, TMM is now set to become one of the largest auto hauling carriers in Mexico.

- **TMM Logistics** has recently acquired an important fleet of auto hauling equipment and operating yards
- **It simultaneously entered** into long-term contracts with two major auto manufacturers
- **The acquisition price** for the new business was \$36 million
- **It is expected** that this new enterprise will add more than \$40 million of annual revenue to the logistics division
- **This new specialized auto hauling business** will be supported by existing management, commercial, IT and



operating capabilities, creating additional synergies over time

- **The group** has also added a new warehousing operation to complete its total service package
- **The new acquisitions** reflect TMM's commitment to growth and to effectively service its customers.

The nation's multimodal transportation and logistics specialist has also recently securitized the future revenues of 20

of its vessels, 18 offshore vessels and two product tankers in its drive to further increase its market leadership in Mexico.

■ **TMM Group** issued a first tranche of 20-year Mexican trust certificates – certificados bursátiles – in July for three billion Mexican pesos (approximately \$280 million)

■ **The securitization** was completed under the group's Mexican trust certificates program

■ **The program** may eventually result in as much as nine billion pesos (approximately \$840 million) as the company continues to identify new business opportunities

■ **It will provide** long-term financing tied to the useful life of the company's vessels

■ **The transaction** is the first of its kind in Mexico

■ **A rating of AA (mex)** by Fitch Ratings for this financing structure reflects TMM's quality operating performance and the increased demand for maritime transportation services

■ **The program** allows TMM to improve its debt profile while at the same time increasing its financial flexibility by reducing the debt service under former vessel financings

■ **It also affords the company** a better position to participate in the fulfillment of Mexico's expanding demand for offshore vessels and product tankers, as well as other transportation assets and services.

PORT INFRASTRUCTURE AND SHIPPING

Regional shipping and global ports

While ports in the west are being improved and a new one is being planned, an old hand back east continues making waves

WITH 9,330 kilometers of Pacific and Gulf coastline that connects the U.S. with the rest of Latin America, it is no surprise that the newly elected Mexican administration is paying more attention to its seaports in an effort to convert the country into the logistics center of the western hemisphere. Ports on the west coast hope to help relieve the congestion that Long Beach and Los Angeles are suffering with the daily increase of trade with China and other Asian countries. The ports Lázaro Cardenas in Michoacán and Manzanillo in Colima are already being expanded, while a third port, Punta Colonet, is still in the planning stages. The site is located less than 100 miles south of San Diego and when built, will be Mexico's largest and most modern port. Miguel Casanueva, president of the Mexican Association of Shipping Agents, strongly supports improving efficiency in all ports and increasing their

competitiveness in the international market as "there shall be no international cargo without clear processes, consistent customs procedures and coordination among the authorities."

On Mexico's other coast, the eastern seaports are vital for both international and domestic cargo transport. Naviera Armamex is a well-oiled shipping company that is principally dedicated to the latter. With a large fleet of different types of ships that can carry petroleum, dry bulk and even oversized items such as transformers and towers, and with a wide range of services ranging from salvage and harbor towage to offshore services, Armamex is an experienced and highly trusted presence in the Gulf of Mexico.

Due to the upwards land curve of the Yucatán Peninsula, shipping rather than driving between the mainland and the Yucatán can shorten the route by 1,800

kilometers and can spare all complications that land travel implies. A shipping "bridge" between the company's own facilities in Tampico and Progreso was created several decades ago by Armamex's president and general director, Rodolfo Mora Cordero. "Traffic is heavy along these routes as Tampico's neighbor, Monterrey, is a center of production whose products are distributed around the peninsula," states Mr. Mora. Moreover, Armamex has a close working relationship with PEMEX and other petroleum companies, and is one of their main transporters all along the Gulf coast. Mr. Mora Cordero, a former professor of technology at the Institute of Technology of Ciudad Madero, has built up the company and its facilities over the years with mostly private funding, and is open to forming future partnerships. Despite his advanced age, he is still actively pursuing interests in other industries such as tourism, as well as expanding Armamex's portfolio to include river dredging.



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Mexico

CONCESSIONARY PROJECTS

Diversifying in Mexico

The new National Infrastructure Plan requires project development of which OHL is a proud protagonist

MEXICO finds itself now in a unique but paradoxical moment. Only ten years ago there was a backlog of infrastructure projects to be undertaken but there were no funds to be found. Nowadays, cash abounds, but there is a noticeable shortage of projects. By projects, Alonso García Tamés, general manager of BANOBRAS, means "the identification of the problems and a solution that is bankable, fundable by the financial market." Private companies like OHL are now stepping in to take full advantage and complement the new investment opportunities available. OHL is a Spanish-based concessionary firm whose core business is franchising basic infrastructure, transportation, and water treatment and desalination plants. The group is present in many countries around the world, but lately has focused mainly on the Brazilian and Mexican markets. Mexico is where OHL has diversified the most, opening its portfolio to new ventures in real estate and tourism.

2007 saw the opening of Mexico's first desalination plant in Baja California through

OHL's subsidiary INIMA. More plants are in the pipeline for the extremely arid northern regions. This year also witnessed the first ever PGA tournament south of the U.S. border at the stylish Mayakobá Resort, which is OHL's first project outside of their core area. Along more traditional lines, the group is playing an important role in roads, airports and suburban public transport. OHL currently holds two concessions for major highways near the capital. Works on the Mexico City Beltway started in 2004. Its total 142 kilometers are being built in four stages, of which the first has been completed. The 123 kilometers of the new

Amozoc-Perote highway will pass through Puebla, Tlaxcala and Veracruz. OHL announced that they would like to eventually have a portfolio totaling 1,000 kilometers of roads in Mexico. Regarding airports, OHL is a major shareholder of the Toluca Airport and of the real estate company Fumisa that built the International Terminal at the Mexico City Airport. Toluca's airport, part of the Mexico City Metropolitan Airport System, is well-connected and is located just 30 minutes west from Mexico's newest business district, Santa Fe. As the capital's airport edges towards sat-

uration, Toluca is one of the contenders to handle spillover air traffic.

OHL has also invested in Mexico's first suburban train. The 27-kilometer line with seven stations cost \$500 million and will serve 100 million passengers yearly. OHL Mexico's CEO, José Andrés de Oteyza, is enthusiastic about these projects and asserts that they will help Mexico progress economically. "A country that has no modern infrastructure can never be adequately competitive," he states.

The Mexican Secretary of Communications and Transportation, Luis Téllez, said the newly elected administration plans to build 9,000 kilometers of highways, of which 89% will be privately funded. "What is making the road networks grow in Mexico is demand... as well as a needed increase in efficiency for exports and for the internal market," explains Dr. Téllez. Furthermore, airports around the country are being upgraded in an ongoing effort to modernize the system and raise the capacities to be able to handle the increase in air traffic. Other objectives the Secretary mentions as high-priority during the six-year term are fully connecting the country digitally.

"A country that has no modern infrastructure can never be adequately competitive"



Aerial view of Phase 1 Mexico City Beltway

BUILDING AND TECHNOLOGY

New source of water for Baja California

Los Cabos has a new desalination plant, possibly the first of many to come

GONE may be the days of water wars in Baja California. In this arid peninsula on the Pacific side of Mexico where drinking water is a most precious resource, OHL and its local partners Balsa, VISA and Libra have built the first ever desalination plant in Mexico run as a public concession by a private firm. The project has been backed by the local authorities, the municipal water board, the governor and the republic's President, and has been largely subsidized by BANOBRAS, Mexico's state-owned development bank. Total investment in the project has reached \$30 million. OHL Mexico's CEO, José Andrés de Oteyza, stated that though the amount may seem



Inauguration of the Los Cabos desalination plant. Seen here: President Calderon, the governor of Baja California Sur, and the mayor.

small, nothing could be further from the truth as "what could be more important than exploiting the ocean in order to turn a renewable resource into drinking water for the people?"

OHL's subsidiary, INIMA, has been specializing in water desalination for over forty years. The plant in Los Cabos uses sand filters and reverse osmosis processes to separate the salt from the

water before re-mineralizing it and making it safe for human consumption. The latest energy efficient technology enables the plant to produce 200 liters per second, thus providing for 85,000 people. With an average of eight inches of rainfall a year, Baja California is currently unable to meet the demand from the number of residents, which has been rising mainly due to immigration and top-end tourism. The new Los Cabos plant is due to greatly ease the burden while at the same time helping to guarantee public health

and protect the environment. Nevertheless, the National Water Commission insists that further measures must be taken to use water responsibly and efficiently for future generations.

With the inauguration of the new plant last year, Mexico entered the elite group of countries that uses the latest technologies to solve problems stemming from lack of water.

TOURISM

Golfing in warmer climes

FOR THE FIRST time in history, a PGA tournament was held outside of U.S. and Canadian soil. The stunning beauty of a new golf course and the powers of conviction of OHL's directors combined to convince the PGA to make a delightful exception. In February of 2007, the first Mayakoba Classic took place at the Fairmont Mayakoba Resort, located in the Mayan Riviera, just 42 kilometers south of Cancun. The world's most important golf

circuit will now dip down south of the border for the next six years, giving world renowned golfers the chance to tee up for prizes on the exciting new Greg Norman designed course, El Camaleón, which OHL Mexico's CEO José Andrés de Oteyza describes as "spectacular, impressive and emblematic." "The Chameleon" is a well-suited name for this course that offers several challenges, a result of the natural features of the landscape.

OHL was responsible for the promotion and building of the Fairmont Mayakoba, which boasts infinity pools, several bars and lounges, three world-class restaurants, a spa and 401 guest rooms, ranging from elegant hotel rooms located in the main building to beach and lagoon casitas. 40,000 square feet of meeting space and the 18-hole golf course complete this 45-acre luxury complex.

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