



United States-Mexico Chamber of Commerce
Cámara de Comercio México-Estados Unidos

5TH ELECTORAL OBSERVERS AND INTERNATIONAL VISITORS MISSION TO MEXICO

2024

May 31-June 3

Mexico City, Morelos

Chicago and Dallas

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1. Introduction



The United States-Mexico Chamber of Commerce conducted its 5th Electoral Observer Mission to Mexico to witness the **Federal and Concurrent Elections** that Mexico celebrated on Sunday, June 2nd, 2024. The mission was composed of a group of 17 individuals from the Chamber, including Binational Members and Chamber Executive Directors, led by the Honorable Albert C. Zapanta, Chamber President and CEO. Electoral Observers, accredited by the

National Electoral Institute (Instituto Nacional Electoral – INE), witnessed first-hand the electoral process in Mexico City. Additionally, two of the Chamber’s Electoral Observers were present at the Mexican Consulates in Chicago and Dallas.

In this brief report, we provide an account of the activities and experiences of the Chamber’s delegation of Electoral Observers, including their visit to 11 voting locations (*casillas*) in Mexico City and Tepoztlán (State of Morelos), as well as the special voting stations at the Mexican Consulates in Chicago and Dallas.

Given the Chamber’s long history of participation with delegations of International Electoral Observers, the President of INE’s General Council, Lic. Guadalupe Taddei Zavala, sent a special invitation to the Chamber to be present for the 2024 elections. The Chamber was honored to receive this invitation and promptly confirmed its participation. Chamber members and staff with U.S. citizenship interested in obtaining an accreditation as International Visitors sent their applications in coordination with the National Office of the Chamber, while Chamber members and staff with Mexican citizenship had to follow their accreditation process directly with INE.

The 2024 General Election was historic for many reasons, beginning with the record number of open positions on the ballot:

- President of Mexico
- 128 Federal Senators
- 500 Federal Deputies
- 8 Governors
- Mexico City Head of Government
- 1,098 State Congressmen
- 1,802 Mayors
- 1,975 Municipal Attorney General
- 14,560 Municipal Council Members
- 22 Council of Municipal Attorney Generals
- 299 Community Leaders

In total, there were 20,708 open positions to be decided, in a country of 129.5 million people, with 98.4 million registered to vote. According to INE's report on ballots counted, 61% of registered voters participated, a slightly lower percentage than the previous election in 2018, in which 63.4% of registered voters participated. Nonetheless, this year boasted a higher number of voters in comparison to 2018, with an impressive turnout of over 60 million participating citizens.

INE reported the installation of 170,743 polling locations (*casillas*), which corresponds to 99.85% of the approved number of locations for this election. In addition to the 5,189 incidents, both violent and procedural, which were resolved in 72% of the cases, INE also reported that 23 *casillas* were impossible to install.

Election Day in Mexico was peaceful; however, this cannot be said about the electoral process, with 37 candidates assassinated and a reported number of more than a thousand candidates who were coerced into withdrawing their candidacy due to threats from organized crime and political manipulation. As shocking as these numbers are, the widespread violence in Mexico (over 30,000 victims of murder in 2023) and the lack of a successful security strategy from the current administration did not appear to impact the electoral results.

This election was also historic because of the election of Dr. Claudia Sheinbaum Pardo, the first female president of Mexico. Dr. Sheinbaum was the candidate for the National Regeneration Movement (Movimiento de Regeneración Nacional – MORENA). Dr. Sheinbaum's party ran in alliance with the Labor Party (Partido del Trabajo – PT) and the Green Party of Mexico (Partido Verde Ecologista de México – PV) which, along with MORENA, made up the Coalition "Sigamos Haciendo Historia" (*Let's Continue to Make History*). Dr. Sheinbaum won with 59.75% of the vote, a landslide that affirms the current administration, led by President Andrés Manuel López Obrador (AMLO), the founder and leader of MORENA – Dr. Sheinbaum's victory indicates that the majority of the Mexican populace agree with the path of MORENA.

2. Accreditation Process at the National Electoral Institute (Instituto Nacional Electoral - INE)

The General Council of INE released a public notice to the international community with an invitation to learn and be informed about the 2023-2024 Mexican Federal and Concurrent Local Electoral Processes.

The accreditation process was easy to follow, and the Chamber received prompt advice from INE officers when there were questions on the application process. On April 19th, 2024, the Chamber hosted a virtual meeting for participants to get an overview of Mexico's electoral process and the role of electoral observers and international visitors. Leading the

meeting was Electoral Institute Councilwoman, Erika Estrada Ruz, INE's International Affairs Coordinator, Maria Arlena Cabral Porchas, and INE's Director of International Cooperation, Rafael Riva Palacio Galimberti.

The USMCOC Delegation was composed of:

U.S. Members

- Albert C. Zapanta, President and CEO, USMCOC
- Joseph Chapa, VP Finance, USMCOC / VP International Affairs, Irving-Las Colinas Chamber of Commerce
- Ralph Biedermann, Executive Director, Mid-America Chapter, USMCOC
- Josie Orosco, Executive Director, Southwest Chapter, USMCOC
- Louis Escareno, Legal Counsel, Duty Free Americas/UETA
- Keith Pearson, Managing Partner, Pearson Partners
- Ron Campbell, Executive Director, Association of Hass Avocado Importers
- Grace Leijten, Intern, USMCOC

Mexican Members

- Armando Birlain, President, Voltruck Batteries
- Estela Cachoua, Executive Director, Inter-American Chapter, USMCOC
- Marlen Marroquin, Executive Director, California-Pacific Chapter, USMCOC
- Gabriela Kenny, Director of Communications, USMCOC
- Sergio Ponce, Executive Director, Guanajuato Chapter, USMCOC
- Monica Lopez, Executive Director, Queretaro Chapter, USMCOC
- Sergio Nava, President, Queretaro Chapter, USMCOC
- Luis Holling, President, Chihuahua Chapter, USMCOC
- Jose Holling, Chihuahua Chapter, USMCOC

As a non-partisan organization, the Chamber conducted its activities independent of any political party and in adherence to all applicable regulations.

3. Meetings with representatives of candidates

Throughout its history, the Chamber has developed and maintained a reputation as an "honest broker" between the U.S. and Mexico. Our members, partners and government officials trust that the Chamber's focus is solely on fostering trade and business relations and increasing partnership and goodwill across North America.

As in previous occasions, representatives from the three presidential candidates agreed to meet with the Chamber's delegation, to share their platform and their vision for Mexico.

3 .1 Meeting with Dr. Diana Alarcón González, Chief Advisor of International Affairs to Candidate Dr. Claudia Sheinbaum (MORENA, PT, PV)



Dr. Alarcón during her presentation to the USMCOC Delegation.

The Chamber's delegation arrived on Friday, May 31st and attended their first meeting with Dr. Diana Alarcón González, Chief Advisor of International Affairs and representative of Candidate Dr. Claudia Sheinbaum Pardo. Dr. Alarcón had previously worked with Dr. Sheinbaum during her administration as Mayor of Mexico City.

As Dr. Sheinbaum's chief advisor and international affairs coordinator, Dr. Alarcón played a leading role in the preparation of analytical contributions to the intergovernmental processes that defined the 2030 Agenda for Sustainable Development. Dr. Alarcón has done collaborative work for the Inter-American Development Bank, the United Nations and the International Labor Organization.

During the meeting, Dr. Alarcón expressed how Dr. Sheinbaum plans to continue the vision of President Lopez Obrador, of prioritizing social justice and providing for the vulnerable sector of the population. She also emphasized her belief in Dr. Sheinbaum ushering in a very promising future for Mexico, as her government plans to take advantage of current nearshoring trends and will work to attract foreign investment, particularly to the underdeveloped regions of southeast Mexico, namely the States of Chiapas and Oaxaca. With a vision of sustainability and circular economy, Dr. Sheinbaum also plans to foster the creation of employment opportunities and technology transfer.

On energy matters, Dr. Alarcón explained that Dr. Sheinbaum is committed to accelerating the transition to green energy, and to allow for the participation of private investment in a ratio of 54% public capital to 46% private capital.

One of the main concerns brought up by members of the delegation is the prevalent issue of security in Mexico. Dr. Alarcón responded by explaining Dr. Sheinbaum's plan to address the security issues, which includes investing in security agencies, intelligence and investigative units; promoting coordination between prosecutors and police agencies; creating a system for promotion of police officers and judicial reform. Dr. Alarcón also

listed some of the achievements of Dr. Sheinbaum’s administration in Mexico City, such as the decrease of high-impact crimes by 58%.

Another important topic discussed was the upcoming revision of the U.S.-Mexico-Canada Agreement in 2026. Dr. Alarcón emphasized that the USMCA will remain a priority for Dr. Sheinbaum, and that the revision will be conducted meticulously.

Members of the delegation reflected on the importance of strengthening ties between Hispanics, Mexican-Americans, Mexico and the U.S. Dr. Alarcón invited the Chamber to continue its success in bringing together both countries in the economic and social spheres.



The USMCOC Delegation with Dr. Alarcón. From left to right: Sergio Nava, Louis Escareño, Mónica López, Luis Holling, José Holling, Estela Cachoua, Albert Zapanta, Diana Alarcón, José Zozaya, Armando Birlain, Sergio Ponce, Keith Pearson, Gabriela Kenny.

3.2. Meeting with representatives of the National Action Party (Candidate Xóchitl Gálvez, Coalition PAN-PRI-PRD).

The Chamber was invited to a private reception for International Visitors and Observers hosted by the National Action Party (Partido Acción Nacional – PAN), part of the coalition “Fuerza y Corazón por México” (Force and Heart for Mexico), with presidential candidate Xóchitl Gálvez.

During the reception, the Chamber’s delegation met with Congresswoman Mariana Gómez del Campo, representative for Mexico City. Gómez del Campo, who is also Secretary for International Affairs at PAN, welcomed and thanked the Electoral Mission delegation for their presence in Mexico. The reception was attended by International Visitors and Observers from Chile, Uruguay, Colombia, Spain, Ukraine and other countries.

Additionally, the Chamber's delegation had the opportunity to have a conversation with Congressman Raúl Torres, who represents Mexico City migrants living abroad. He explained the responsibilities of his position and his duty to inform Mexican immigrants in the U.S. about his representation, so that he can assist them in keeping their connection to Mexico. Part of his duty is to facilitate both day-to-day operations and business by promoting laws that make it easier to manage properties, bank accounts and access to credit, and other services that could also encourage investment in Mexico.



Albert Zapanta, Armando Birlain, Congresswoman Mariana Gómez del Campo, and Congressman Raúl Torres converse during the reception.

Congressman Torres shared with the delegation the Coalition's deep concern about fraudulent practices during the election, including the purchase of votes and the President of Mexico's interference, as well as the premature beginning of campaigns in violation of electoral regulations. He also voiced their concern for the country's vulnerable situation with drug cartels controlling certain municipalities and areas of the country.



From left to right: Grace Leijten, Keith Pearson, Joseph Chapa, Armando Birlain and Congressman Raúl Torres during the reception for Electoral Observers and International Visitors hosted by the National Action Political Party (PAN) at Restaurant Mentor.

3.3 Meeting with Senator Laura Ballesteros, Campaign Coordinator of Candidate Jorge Alvarez Máynez, Citizens Movement (Movimiento Ciudadano - MC)



Senator Laura Ballesteros (MC)

Senator Laura Ballesteros received the Chamber's delegation at Movimiento Ciudadano's Headquarters on Saturday, June 1st. Candidate Jorge Alvarez Máynez's campaign won the sympathy of 10% of the electorate in a much shorter period of time when compared to his two opponents using a positive campaign and catchy jingles. Alvarez Máynez's proposals were well received by the youth and children, and he was seen as an option outside of the traditional political parties. Alvarez Máynez, who served as a Congressman in the State of Zacatecas (2010-2013) and later as a member of Federal Congress (2021-2024), entered the race after the first option for MC, Governor of Nuevo León, Samuel García, abandoned his aspirations for the candidacy due to a confrontation with the State Congress.

The Coalition "Fuerza y Corazón por México" invited Máynez to withdraw from the race and endorse Gálvez to have a better chance of defeating the MORENA candidate. MC refused, and the party was accused of playing alongside MORENA to decrease votes for the opposition. These accusations were strongly denied by Senator Ballesteros, and she shared with the delegation statistics of the evolution of Máynez campaign.



The USMCOE Delegation with Senator Ballesteros at Movimiento Ciudadano Party Headquarters. First row from left to right: Albert Zapanta, Sen. Laura Ballesteros, Luis Escareño, José Holling. Second row: Gabriela Kenny, Marlen Marroquín, Joseph Chapa, Sergio Ponce, Estela Cachoua, Keith Pearson, Armando Birlain, Luis Holling, Grace Leijten.

4. Meetings with Opinion Leaders

Meeting and speaking directly with party representatives allowed the delegation to learn how each candidate plans to engage with both the business community and the binational relationship between the U.S. and Mexico. To complement these meetings and gain a deeper understanding of the political landscape in Mexico, the delegation also met with experts unaffiliated with a party to discuss each candidate's platform and their own expectations of the electoral results.

The experts, who are also friends of the Chamber, are highly regarded for their critical thinking and vast experience in international affairs and public policy. During the conversations, they discussed U.S. and Mexico administrations, and how they affect and shape the future of Mexico.

4.1. Ana María Salazar Slack, CEO, Grupo Salazar Slack



The USMCOC Delegation during the breakfast with Ana María Salazar Slack, at La Mansión Restaurant.

On Saturday morning, in preparation for the election, the Chamber met with Ana Maria Salazar Slack who helped to contextualize the previous MORENA administration, led by AMLO, allowing the Chamber's delegates to better understand the climate of this year's election. Ana Maria Salazar is an award-winning journalist who was also appointed to the White House as Policy Advisor for President Clinton's Special Envoy for the Americas, served the U.S. State Department's Bureau of International Narcotics and Law

Enforcement Affairs State, and was Deputy Assistant Secretary of Defense for Drug Enforcement Policy and Support. Her political expertise, in addition to being bilingual and bicultural, stimulated an instructive informational session.

Ana Maria Salazar addressed the role of the media in public information, especially in the context of an election, and the importance of a healthy media presence for fostering a democracy. As a leading expert on security issues, Salazar also discussed the rising violence and security issues in Mexico. In relation to the business community, Salazar emphasized that, no matter the winning candidate, securing the border states is of the

utmost importance, especially in ensuring that growing nearshoring activity can be truly successful.



From left to right: Gabriela Kenny, Luis Escareño, José Holling, Luis Holling, Sergio Nava, Estela Cachoua, Mónica López, Albert Zapanta, Ana María Salazar, Armando Birlain, Keith Perason, Sergio Ponce, Marlen Marroquín, Joseph Chapa, Grace Leijten.

4.2 Dr. José Angel Gurría, former Secretary General of the Organisation for Economic Co-operation and Development (OECD)

During a private dinner on Saturday evening, Chamber President Al Zapanta introduced Dr. José Angel Gurría by thanking him for helping to solidify the Chamber's place in history. Dr. Gurría is the former General of the OECD, and former Secretary of Finance and Public Credit (1998-2000) and the Secretary of Foreign Affairs of Mexico (1994-1997).



Albert Zapanta welcomes Dr. José Angel Gurría.
From left to right: Albert Zapanta, José Angel Gurría and José García Torres, former president of the USMCOE Valle de México Chapter.

During the discussion with Dr. Gurría, he expressed concern about the deficits caused by the limited growth during the current administration, particularly in how crucial systems such as education, health care, infrastructure, and access to water were impacted. Among all these concerns, Dr. Gurría rates security as the single most important question of Mexico's future.

Dr. Gurría began by presenting facts and figures on the current administration to contextualize the topics that voters may be concerned about when considering their vote. As an example, Dr. Gurría cited the water crisis, in which 65% of Mexico's territory is affected by drought.



Group photo with the USMCOC Delegation and Dr. José Angel Gurría at Restaurant Los Canarios. First row from left to right: Ron Campbell, Albert Zapanta, José Angel Gurría, Estela Cachoua, Claudia Vidal, Executive Director of the USMCOC Valle de Mexico Chapter. Second row: Louis Escareño, Armando Birlain, José Holling, Luis Holling, José García Torres, Sergio Ponce, Gabriela Kenny, Grace Leijten. In the back: Alfonso García Cacho, Chairman of the USMCOC's Mexico Coordinating Committee, Keith Pearson, Joseph Chapa.

5. Election Day

On election day, the Chamber visited 11 different polling locations (*casillas*) – 9 in Mexico City and 2 in Tepoztlán, State of Morelos. Across all of the *casillas* visited by the Chamber, there was a general excitement among the participating voters. In several instances of *casillas* located in higher populated areas of the city, people came prepared to wait with lawn chairs, backpacks and umbrellas. At one *casilla*, the line of voters waiting to cast their ballot spanned several blocks. In an inspirational display of national pride, despite the heat and long lines, voters were not deterred from their civic duty.



Voters waiting for their turn at the *casilla* in section 4447.



An electoral officer puts the indelible ink on a voter's thumb.



Estela Cachoua, Director of the USMCOE Inter-American Chapter after casting her vote.

The diverse ages of the people in attendance at each *casilla* is demonstrative of the communal aspect of the voting process in Mexico. Whole families and groups of friends would come together to vote, with children allowed to accompany their parents, and pets brought along to wait in line.

The voters had a generally positive response to the Chamber's delegation and INE's staff were helpful and welcoming. One voter waiting in line to cast her vote thanked the Chamber's observers for coming to "make sure everything is alright." However, many people were curious about the delegation's presence and would approach the observers to question them. Once the people in line understood the reason for the observer delegation, voters became comfortable sharing their experiences, and in some cases their frustrations, particularly about the shortage of ballots in the *casillas especiales* (special polling stations) where citizens in transit could cast their vote specifically for president. At one of the special *casillas* there were only 1,000 ballots, which was insufficient for the large number of people that had been waiting in line since 4 a.m.

List of *casillas* visited:

Entity	Section	Type	Federal Electoral District	Local Electoral District	Address
Mexico City	4447	B, C1, C2	15	18	Av. San Antonio 256, Col. Ampliacion Napoles, CDMX 03849
Mexico City	3409	S1	16		Franz Hals 47, Col. Alfonso XIII, Alvaro Obregon, CDMX 01460
Mexico City	3409	B, C1			Jardin de Niños José Calvo Alfonso Cano 70, Alfonso XIII, Alvaro Obregon, CDMX 01469
Mexico City	3457	S1, S2			Comision de Derechos Humanos de la Ciudad de Mexico. Av. Universidad No. 1449, Col. Axotla, CDMX 01030
Mexico City	0704	B1, C1	08	28	Casa Alvarado. Av. Francisco Sosa No. 383, Santa Catarina, Coyoacan, CDMX
Mexico City	0705	B1, C1	08	26	Centro de Emociones Cultivando Letras y Corazones Coyoacán, CDMX
Mexico City	3462	B			Av. De la la Paz 1, San Angel, Alvaro Obregón, CDMX 01000
Mexico City	3549	B	06	23	Av. México, No. 32, Col. Progreso Tizapán, Alvaro Obregón, CDMX 01090
Morelos	0676	B1,C1, C2	05	03	Avenida 5 De Mayo, Sin Número, Colonia Centro, Código Postal 62520, Tepoztlán, Morelos. Auditorio Ilhuicalli. Tepoztlan
Morelos	4094	B1, S1			Calle Envila s/n, Col. Centro, Tepoztlán, Morelos, 62520
CDMX	4094	B1, S1	14	19	Av. Arenal SN, Arenal Tepepan, Tlalpan, 14610 Ciudad de México, CDMX, Mexico

Types of *casillas*:

B - Casilla Básica (Basic): No more tan 750 registered voters

C - Casilla Contigua (Contiguous): More tan 750 registered voters

E - Casilla Extraordinaria (Extraordinary): For voters with difficult access to a regular *casilla*

S - Casilla Especial (Special): For in-transit voters.



Long lines at *casilla especial* at Alfonso XIII Park, the number of voters exceeded by at least double the number of ballots available.



Voters sharing their perspectives with the USMCOC Delegation.



Voters are allowed to be accompanied by the dogs to the *casillas*.



All *casillas* had a poster with the information on their section, borough, the type of *casilla*, and electoral district.



Keith Pearson is interviewed by Univision Houston.



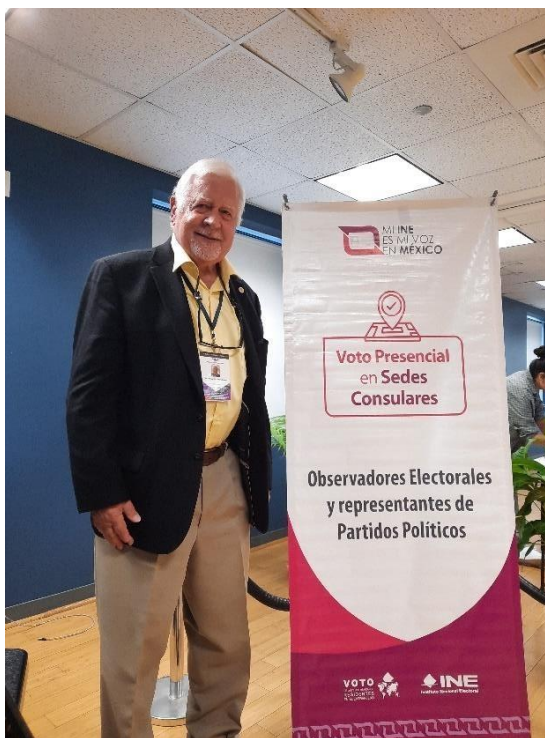
Electoral Officers at their table with ballots for distribution.

International Visitors at the Mexican Consulates in Chicago and Dallas also observed long lines of voters. Josie Orosco, who was at the Consulate in Dallas reported: “The Mexican people are strong and committed to their right for democracy. Today they have been in the heat, in the heavy rain and they are still relentless in their right to vote.” INE displayed a great effort in promoting voting for Mexican citizens, with a total of 184,326 votes cast from abroad.

At the final *casilla*, the Chamber observed the 6 p.m. closing of the *casilla*, and the Chamber members were able to witness the staff at the location compile, sort, count, and present the results of the election.



Josie Orosco at the Mexican Consulate in Dallas, TX.



Ralph Biedermann, at the Mexican Consulate in Chicago, IL.

6. General Council Session of the National Electoral Institute

After the closure of the official voting period, the delegation was invited to attend INE's headquarters in Tlalpan, one of the 16 Boroughs (*Alcaldías*) in Mexico City. INE's General Council was conducting a day-long Extraordinary Session. INE's General Council is composed of 26 members, which includes the president of the General Council, Lic. Guadalupe Taddei Zavala, as well as the Director in Charge of the Executive Secretariat, 10 Councilmen, 7 Federal Congressmen – one per party – and one additional representative from the 7 existing political parties.

While the Chamber's observer delegation was in attendance, the agenda of the session included a report on the number of Mexican citizens abroad registered to vote and a report on the total number of *casillas* installed and the development of the electoral journey. Also discussed were the common difficulties of voting, such as the lack of voter identification cards (*credencial para votar*) and other incidents, as well as the presence of electoral observers from political parties, and independent citizens scrutinizing over 43,000 *casillas*, corresponding to 26% of the total number of *casillas*.

Party Representatives and Congressmen presented their positions on the results of the election as the Preliminary Electoral Results Program (Programa de Resultados Electorales Preliminares – PREP) began releasing figures at 8:00 p.m.

MORENA representatives claimed to have won the election, while PAN and PRI requested to wait for the PREP results. There were many congratulatory messages to INE, to the citizens that volunteered their time as election officers for their hard work and commitment, and to the millions of citizens that voted. Opposition councilmen also expressed concern about the irregularities during the electoral process and called to accept the plurality of Mexican society.



The USMCOC Delegation with Lic. Guadalupe Taddei Zavala, President of the National Electoral Institute's General Council, at INE's Headquarters.

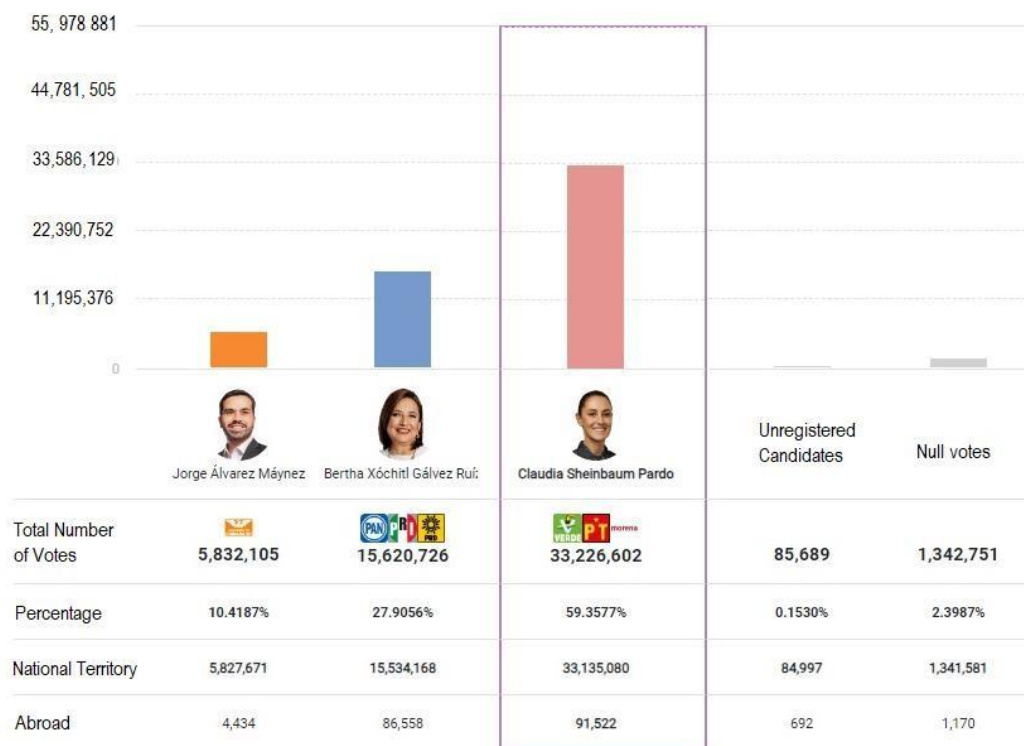
7. Results

Near midnight of June 2nd, INE's General Council President announced the results on what is called *Conteo Rápido* or Quick Count, which is an estimation of the final result based on PREP figures from 7.5 thousand *casillas*, allowing INE to extrapolate the result with 95% accuracy. According to the *Conteo Rápido*, with a sample from 5.7 thousand *casillas*, Dr. Claudia Sheinbaum Pardo won the election with a percentage of votes between 58.3 and 60.7%.

Candidates Gálvez and Álvarez Máynez publicly recognized their defeat shortly after the announcement.

On June 6th, the final result of the count was released, coinciding with the PREP *Conteo Rápido* and confirming the victory of Claudia Sheinbaum. In the case of the presidential election, by law there must be a ballot recount of at least 60% of the votes, so INE ordered the recounting of 68.16% of the electoral packages.

Presidential Election Results



Source: INE <https://computos2024.ine.mx/presidencia/nacional/candidatura>

The rest of the votes were for non-registered candidates, or nulled votes. Mexican citizens voted for the MORENA party and its coalition for the Governors of the states of Mexico City, Chiapas, Morelos, Puebla, Tabasco, Veracruz and Yucatán. In Guanajuato the PAN-PRI-PRD Coalition won, and Movimiento Ciudadano retained the State of Jalisco.

As for Federal Congress, it will take a few more weeks to know the final results since there is a period which allows for the presentation of disputes to the Electoral Tribunal; however, based on PREP, it can be concluded that MORENA will have majority in the Senate and the lower house of Congress.

The result of the composition of the Mexican Congress is of the utmost importance, since President Andrés Manuel López Obrador has proposed several constitutional reforms, including the election of Supreme Court Justices and National Electoral Councilmembers by popular vote, the incorporation of the National Guard into the military, the elimination of autonomous government agencies, and the reduction of the number of federal congressmen and funds allocated to political parties.

Chamber of Senators (Estimate¹)

Results of the Senate by Relative Majority

	0
	0
	0
	1
	0
	0
	10
  	2
  	19
Total	32

Electoral Map

The map indicates the advantage of a political party or coalition.



Source: INE <https://prep2024.ine.mx/publicacion/nacional/senadurias/nacional/entidades>

¹Mexico’s Senate is composed of 128 Senators elected as follows: Two for each of the 32 states elected under the principle of relative majority; One for each of the 32 states *assigned* under the principle of first minority (i.e. awarded to the party with the second highest number of votes in the state); Thirty-two national senators-at-large, divided among the parties in proportion to their share of the national vote.

Results of the Senate by First Minority

	1
	0
	0
	2
	0
	2
	1
	25
	1
Total	32

Electoral Map



The map indicates the advantage of a political party or coalition.



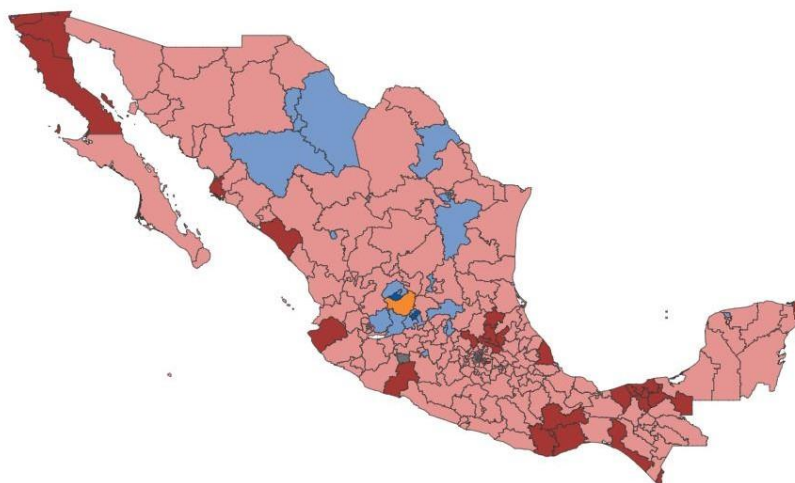
Source: INE <https://computos2024.ine.mx/senadurias/nacional/entidades>

Chamber of Deputies (Estimate²)

Obtained number of Districts (out of 300)

	3
	0
	0
	0
	0
	1
	37
	39
	219
	1
Total	300

Map of Electoral Districts



Source: INE <https://computos2024.ine.mx/diputaciones/nacional/distritos>

²The map displays only 300 of 500 elected congressmembers. The remaining 200 are allocated by the percentage of votes that each party receives, which will be confirmed in the next few weeks. It is anticipated that MORENA will maintain the majority in Congress.

8. Conclusion: President-elect Dr. Claudia Sheinbaum



Mexico's President-elect, Dr. Claudia Sheinbaum, will face many challenges. She will have to face issues with security, climate change, immigration, infrastructure, water and energy supply, health and education. Based on Dr. Sheinbaum's experience, academic credentials and experience as the former mayor of Mexico City, she is well-equipped to understand and to tackle these issues. There is, however, a concern as to whether she will be able to distance herself from AMLO and become independent. Andrés Manuel López Obrador, who has kept tight control of the government and the MORENA party, is

widely seen as the reason for Dr. Sheinbaum's victory; many voted for her to continue the transformation promised by AMLO. It is unclear how much of an impact he will continue to have, but his last few months in office could initiate risks for Mexico, including the continued centralization of the government, state-owned enterprises, military presence in control of ports, airports and border crossings, and the lack of independent and autonomous government agencies which provide necessary checks and balances in a healthy democracy.

The Chamber has identified and will be monitoring the key issues of Dr. Sheinbaum's administration which are of great importance to the international business community:

1. **U.S.-Mexico-Canada Agreement:** It is critical to support implementation of USMCA, and to take full advantage of the opportunities of nearshoring. While many U.S. companies have interest in investing in Mexico, there are concerns about security, rule of law, and insufficient infrastructure.

The upcoming review of USMCA in 2026, while not a renegotiation, deserves analysis and attention. The Mexico-China trade relation may become a subject of controversy in addition to some of the policies implemented by AMLO's administration, such as the prohibition of genetically modified corn, and the proposed energy reform in which the Federal Electricity Commission (Comisión Federal del Electricidad – CFE) would have an advantage on the production and commercialization of electricity over private companies.

2. **Security:** Countries around the world, including the U.S., the U.K., Canada and Australia, recommend that their citizens exercise caution when traveling to Mexico due to the high levels of crime. National and foreign businessmen are forced to

keep a low profile to decrease the risk of being kidnapped and extorted, along with the hijacking of cargo trucks. The government's response to security challenges is no less concerning, with over 30,000 people murdered in 2023 and over 100,000 people reported missing. Despite the advantages of Mexico's proximity to the U.S. and low-cost labor, for some investors, security and corruption concerns are preventing them from moving or expanding their operations in the country.

3. **Immigration:** Immigration challenges are closely related to security. The large number of migrants and asylum-seekers at the U.S. southern border has brought challenges to border communities and law enforcement agencies, causing domestic tension between federal and state governments. Due to the pressure to adopt stricter policies to regulate migration, U.S. President Joe Biden announced an executive order to bar migrants from crossing the U.S. Southern border and receiving asylum. In Mexico, the arrival of caravans of thousands of people from Central America and other countries has brought its own set of challenges, with little to no infrastructure to host the large number of people crossing Mexico's southern border traveling north, not to mention all the people who were returned to Mexico after being apprehended at the U.S. border. Gangs and drug cartels have also taken advantage of the vulnerabilities of migrants to establish violent control of human trafficking.
4. **Energy and Water:** Another critical issue for Mexico and the incoming administration is the development of necessary infrastructure to guarantee water and electric energy supply for the population and industries. In recent months, there have been serious constraints on water supply in Mexico City and the highly industrial central states of Mexico. During a heat wave in May, CFE could not provide enough electricity, causing blackouts across the country. The National Autonomous University of Mexico (Universidad Nacional Autónoma de México – UNAM), pointed out in a recent report that 60% of Mexico's water reservoirs are polluted, and that 50% of Mexico's territory has lost its original vegetation, causing alteration to the hydraulic system.

Additionally, water scarcity in the U.S. has also caused the reemergence of a water dispute between the U.S. and Mexico. According to the 1944 Water Treaty for the "Utilization of waters of the Colorado and Tijuana Rivers and of the Rio Grande," Mexico should send 1.75 million acre-feet of water to the U.S. every five years, and the U.S. should send 1.5 million acre-feet of Colorado River water to Mexico every year. However, Mexico has fallen short on its obligations since 1997. With severe draughts in south Texas, some companies have been forced to close and industries are at risk, with state legislators calling for U.S. Federal authorities to put pressure on Mexico to fulfill its water commitments.

Global warming has caused an accelerated conversion to renewable energy, and it remains unclear whether Mexico will move fast enough to provide the necessary

renewable energy to attract investors looking to move their manufacturing facilities out of China. President López Obrador's emphasis on achieving Mexico's self-sufficiency in oil and gas is considered a step backwards in the path of environmentally friendly energy practices.

President-elect Sheinbaum, a scientist who was part of the International Panel on Climate Change (IPCC) which was awarded a Nobel Prize in 2007, has vowed to restructure the Petróleos Mexicanos (PEMEX) debt (over \$100 billion), limit oil extraction, and include lithium extraction as part of PEMEX mandate. Dr.

Sheinbaum, like AMLO, also plans on allowing private investment, but not at the expense of national values and heritage.

5. **The U.S. Elections:** The U.S. will be conducting their presidential election on November 5th, 2024. For the American electorate, a robust economy and job market is the highest priority, however, border security and immigration are key issues, and the Democratic and Republican candidates are expected to present strong plans of action. If former president Donald J. Trump returns to the presidency, it is expected that his approach to these issues will return, including the construction of a border wall and the imposition of tariffs on Mexican imports to pressure the Mexican government into stopping migration and fighting drug cartels and organized crime.
6. **The *Sombra* of AMLO:** The landslide victory of President-elect Claudia Sheinbaum marks a historic achievement, becoming the topic of worldwide news. In a country where women have only been allowed to vote since 1955 (the first election in Mexico took place in 1824), President-elect Sheinbaum has the potential to become a global leader and to build her legacy not only as the first female president of Mexico, but also as the first female president in the North American region. However, there is also a question mark on the impact that the outgoing Mexican president will have on her and her administration. President López Obrador will be able to take advantage of the newly elected MORENA majority in Congress during the month of September before the inauguration of President-elect Claudia Sheinbaum on October 1st, 2024, giving him the opportunity to implement constitutional changes. The composition of the new Congress had a negative impact on the Mexican stock market and the Mexican peso, which lost value versus the U.S. dollar. It remains to be seen how President-elect Sheinbaum will be influenced by AMLO; whether she will remain under his shadow (*sombra*), or if she will emerge to become the global leader that Mexico deserves.

The USMCOC, representing one of the most powerful binational relationships in the world, is proud to continue serving the mission of an integrated business community. Given our history as an honest broker and of bringing both countries closer together, the Chamber is ready to collaborate with the new administrations to uphold the importance of the U.S.-Mexico relationship.

9.ANNEXES



INSTITUTO NACIONAL ELECTORAL

PRESIDENCIA DEL CONSEJO GENERAL

Ciudad de México, a 21 de julio de 2023

Sr. Albert Zapanta
Presidente
Cámara de Comercio de Estados Unidos - México
P r e s e n t e

Distinguido Presidente Zapanta,

Me dirijo respetuosamente a usted para compartirle que el día 2 de junio de 2024, se llevarán a cabo en México las elecciones más grandes de su historia, en las cuales estarán en disputa cerca de 3,340 cargos, incluyendo la Presidencia de la República, las dos Cámaras del Congreso de la Unión, 9 gubernaturas, así como diversas autoridades en las 32 entidades federativas que integran el país.

Se contempla que cerca de 98 millones de electores registrados serán convocados a las urnas, tanto a nivel federal, como en la totalidad de las entidades de este país; lo cual pondrá en operación, por primera vez desde la reforma político electoral de 2014, a la totalidad del Sistema Nacional de Elecciones de México.

En previsión de una intensa jornada electoral, cuyo ciclo administrativo inicia en septiembre próximo y culmina una vez que se han cerrado todos los expedientes de cada una de las elecciones; considerando la experiencia de la Cámara de Comercio de Estados Unidos - México en materia de acompañamiento electoral, así como su práctica de ofrecer un testimonio serio, riguroso y fundado, por este conducto me permito extender una respetuosa invitación para que el organismo que usted dignamente representa despliegue una misión en el marco de estos comicios.

Haciendo votos por poder contar con la presencia del organismo que usted dignamente encabeza en nuestras elecciones, ratifico la seguridad de mis distinguidas consideraciones.

ATENTAMENTE

Lic. Guadalupe Tadea Zavala
Consejera Presidenta del Consejo General
del Instituto Nacional Electoral



UNITED STATES-MEXICO CULTURAL & EDUCATIONAL FOUNDATION
FUNDACIÓN CULTURAL Y EDUCATIVA MÉXICO-ESTADOS UNIDOS

5th Mexico Presidential Election Observers Mission
May 31 - June 2, 2024 • Mexico City
AGENDA

FRIDAY, MAY 31, 2024		
Time	Activity	Location
All day	Arrival to Mexico City & Hotel	Marriot Mexico City Reforma Paseo de la Reforma No. 276, Col. Juárez Alcaldía Cuauhtémoc Ciudad de México, México, C.P. 06600
12:30-1:00 pm	Meeting at Mexico City Airport	Aeropuerto Internacional Benito Juárez Terminal 1
1:30 pm	Departure from Mexico City Airport to pick up INE's accreditation	
3:00 pm	Pick up credentials at National Electoral Institute	Hotel Radisson Paraiso Perisur (Also known as Radisson Pedregal) Periferico Sur #4363, Col. Parques del Pedregal, Deleg. Tlalpan, 14010 (In front of Perisur Mall)
10:00 am – 5:00 pm	National Electoral Institute – Foreign Visitors Information Forum 3:30 pm Session 10: Certification of Elections/ <i>Calificación de las Elecciones</i>	Hotel Radisson Paraiso Perisur
6:00 pm –7:00 pm	Meeting with Dr. Diana Alarcón, Chief Advisor and International Affairs Coordinator for Candidate Claudia Sheinbaum (Morena, PT, PVEM)	Marriot Mexico City Reforma Salón "Octavio Paz"
8:00 pm	Reception hosted by Partido Acción Nacional (PAN) for Electoral Observers and International Visitors. "Fuerza y Corazón por México"(PAN, PRI, PRD). Candidate Xóchitl Gálvez	Restaurant Mentor St. Regis Hotel Av. P.º de la Reforma 439, Cuauhtémoc, 06500, CDMX

5th Mexico Presidential Election Observers Mission
May 31 - June 2, 2024 • Mexico City
AGENDA (Cont.)

SATURDAY, JUNE 1, 2024		
Time	Activity	Location
8:30 am – 10:00 am	Breakfast with Ana Maria Salazar Slack Award-winning journalist, and former White House, Pentagon and State Department Advisor on security	Marriot Mexico City Reforma / La Mansion Restaurant
11:30 am – 1:00 pm	Meeting with Senator Laura Ballesteros, from Movimiento Ciudadano Party. Candidate Jorge Alvarez Máñez.	Movimiento Ciudadano Headquarters Viad. Río Becerra 27, Escandón I Secc, Miguel Hidalgo, CDMX,
8:00 pm – 10:00 pm	Dinner with Dr. José Angel Gurría, former Secretary General of the OECD, former Secretary of Finance and Public Credit and Secretary of Foreign Affairs of Mexico	Los Canarios Marquis Reforma Av. Paseo de la Reforma 465 Cauhtémoc, 06500, CDMX Confirmed
SUNDAY, JUNE 2, 2024		
7:00 am – 7:45 am	Breakfast	Marriot Mexico City Reforma
8:00 am – 1:00 pm	Election Monitoring	Mexico City
2:00 pm – 3:00 pm	Lunch	Tepoztlán, Morelos
3:00 pm – 7:00 pm	Election Monitoring	Tepoztlán Morelos Mexico City
8:00 pm – 9:00 pm	National Electoral Institute	Viaducto Tlalpan No. 100 Col. Arenal Tepepan, Alcaldía Tlalpan, C.P. 14610, Ciudad de México.
MONDAY, JUNE 3, 2024		
All Day	Departure	