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R K E T S U M M A R Y - M E X I C O

# Power Equipment

## THE OPPORTUNITY

The Mexican electrical power sector is in a state of transformation, creating excellent opportunities for Canadian suppliers of electric power equipment and services.

- Industrial corporations and small rural communities are now allowed to generate electricity for their own use.
- The *Comisión Federal de Electricidad (CFE)*, Federal Electricity Commission, is committed to expanding the role of the private sector, using build-lease-transfer (BLT) and build-operate-transfer (BOT) financing schemes for most new electricity generation projects.
- *Luz y Fuerza del Centro (LyF)*, the Central Light and Power Company that services the Mexico City metropolitan area is now an independent corporation, with the right to construct its own generation facilities.
- A massive program of energy conservation, funded by the World Bank, will spend billions of US dollars on technical innovations.
- The *CFE* is placing increasing emphasis on the development of non-traditional energy sources such as photovoltaic and wind power systems.

## A NEW ROLE FOR THE PRIVATE SECTOR

Under the Mexican constitution, the exploitation of energy resources is reserved for the state. In the case of electricity, the practical application



of this restriction has been gradually relaxed. A new electricity law, the *Ley de Energía Eléctrica*, Electric Energy Law, that came into force in 1993, retained the monopoly of the *Comisión Federal de Electricidad (CFE)*, Federal Electricity Commission, over electricity sold to the public. But for the first time, the law allowed the private self-generation of electricity by industries for their own use. It also allowed private generation for sale to the *CFE*. Moreover, the ten-year electricity plan that implemented these new rules included a greatly expanded role for the private sector in the construction of new electricity generation facilities within the *CFE's* jurisdiction.

The sharp devaluation of the peso in late December 1994, and the economic crisis it spawned, have placed even greater pressure on the *CFE* to use private-sector resources to expand the electrical system. In February 1995, a consortium of American and Mexican utility and engineering companies received a concession to construct a thermo-electric plant in northern Chihuahua state. The plant, dubbed *Samalayuca II*, will have a total production capacity of 700 megawatts generated in three separate units. The facility, which will be constructed at a cost of US \$650

## SUMMARY REPORT

In addition to this market summary, the Department of Foreign Affairs and International Trade (DFAIT) has prepared a market profile entitled **Opportunities in Mexico: Power Equipment**. This market information on the Mexican market for power generation and transmission equipment and services has been produced and published by Prospectus Inc. under contract with DFAIT, along with other market profiles and summaries on business opportunities in Mexico. It is available from:

**InfoCentre**  
Tel: 1-800-267-8376 or (613) 944-4000  
Fax: (613) 996-9709  
FaxLink: (613) 944-4500  
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The market profiles are available in electronic form from the IBB and in hard copy at a cost of \$10.00 plus shipping and applicable taxes, from Prospectus Inc. Please contact:

Prospectus Inc. Order Department  
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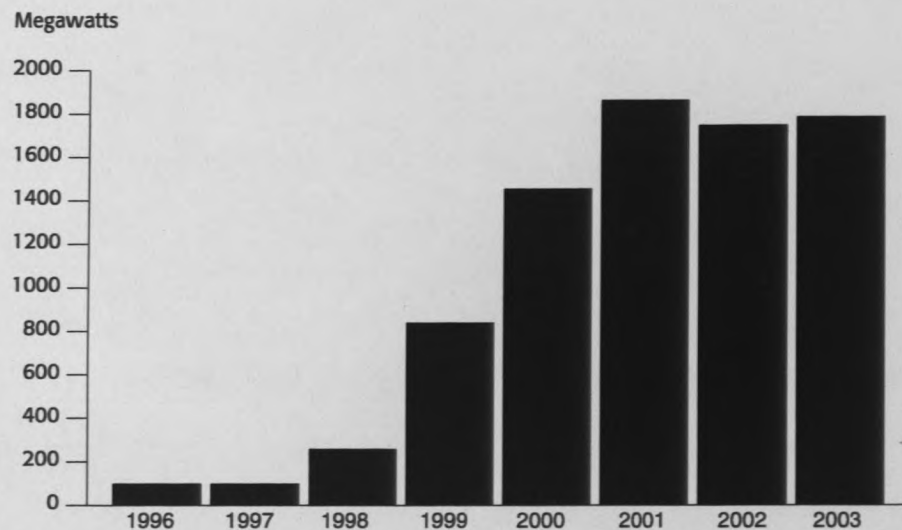
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## Electricity Generation Needs not Included in Government Spending Plans



Source: *Secretaría de Energía, Minas e Industria Paraestatal (SEMIP)*, Secretariat of Energy, Mines, and State-owned Industries.

million, will be located in the outskirts of Ciudad Juárez, near the border with El Paso, Texas.

Another new electricity generation facility in the planning stages is the gas-fueled *Mérida III* plant, whose construction is due to begin sometime during 1995. *Mérida III* will differ from *Samalayuca II* in that private companies will be hired to manage and operate the facility after completing construction.

In August 1995, the *CFE* announced that tenders for the construction of six electricity generation plants would be issued soon. The announcement went on to say that by the year 2000, the *CFE* will require 13 new generation plants, worth an estimated US \$8.5 billion, to be built by private producers. The plants will most likely be constructed under the build-lease-transfer (BLT) option allowed under Mexican law.

## THE ELECTRIC POWER SECTOR

Mexico's population of about 90 million is spread over a land area of approximately 2 million square

kilometres. Electricity is distributed to almost 20 million households located in some 50,000 communities. The *Comisión Federal de Electricidad (CFE)*, Federal Electricity Commission, is the state-owned company responsible for the generation and public distribution of electrical power throughout Mexico. *Petróleos Mexicanos (PEMEX)*, the national oil company, also generates electricity with an installed generation capacity of roughly 2,000 megawatts.

Under a ten-year electricity development plan announced in 1994, the national electricity system is being expanded, diversified and modernized. Industrial plants and isolated communities can now generate electricity for their own use. *Luz y Fuerza del Centro (LyF)*, Central Light and Power Company, is now an independent utility with a new mandate to generate electricity as well as distribute it. In the short run, however, the *CFE* will continue to generate about 90 percent of Mexico's electric power.

### Federal Electricity Commission

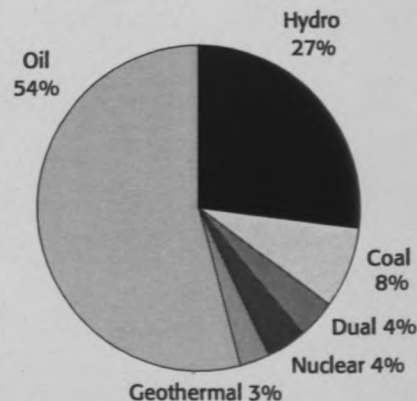
The *Comisión Federal de Electricidad (CFE)*, Federal Electricity Commission,

was created in 1937. Under a reorganization implemented by the government of President Ernesto Zedillo, it now reports to the new *Secretaría de Energía (SE)*, Secretariat of Energy. New regulations were introduced in 1993 to expand the opportunities for small-scale private power generation, but the *CFE* maintains its monopoly over power sold to the public. With an installed capacity of 33,000 megawatts, the *CFE* ranks among the world's 20 largest electricity suppliers. In 1994, it generated about 90 percent of Mexico's power needs.

The government is now demanding that the *CFE* bring revenues into line with costs. Subsidies are expected to be completely eliminated by the year 2000. This is putting enormous pressure on the utility to rationalize and modernize its operations. Prices will also have to rise, stimulating demand for more efficient equipment by electricity users.

New projects will be contracted to the private sector on a turnkey basis, and will no longer be managed by the *CFE* staff. The *CFE* plans to build nearly 14,000 megawatts of new generating capacity between 1993 and 2000. Consumption is forecast at about 160,000 gigawatt hours for 1995.

### CFE Installed Capacity, 1994



Source: *Comisión Federal de Electricidad (CFE)*, Federal Electricity Commission.



## TECHNICAL SPECIFICATIONS

Mexico's electrical system includes more than 33,000 megawatts of capacity. It operates at 60 cycles with normal voltages of 110, 200 and 400. Three-phase and single-phase 230 volt power is available. Generation is at a voltage of 4-22 KV, with transmission at 69, 114, 230 or 400 KV. The CFE operates about 350,000 kilometres of transmission and distribution lines, with about 1,300 substations.

### Energy Diversification

One of the major objectives of the *Comisión Federal de Electricidad (CFE)*, Federal Electricity Commission, over the next ten years is to diversify the energy sources used for electricity generation, and to become less reliant on hydrocarbons in general and fuel oil in particular. The following alternative energy sources are being strongly promoted.

### Natural Gas

Several major planned power projects will either be gas-fueled or dual-fueled, and some older facilities have been converted.

### Solar Energy

The CFE is experimenting with solar technologies, both in the laboratory and in test installations. Photovoltaic systems are considered to have major potential for isolated communities.

### Industrial Waste Heat

The CFE is developing practical co-generation systems and fostering the adoption of these technologies by industry.

### Wind Energy

The CFE is experimenting with a number of different wind generator types, including a 100-kilowatt horizontal-axis design.

### Anaerobic Sludge

The CFE has conducted laboratory experiments that suggest that sewage treatment plants can reduce their consumption of electricity by up to 70 percent by generating electricity from their own sludge.

### Modernization

The 1994 annual report of the CFE sets out an ambitious plan for the modernization of Mexico's electricity infrastructure. Technical modernization is mainly aimed at the reduction of waste, under a program being carried out with financial assistance from the World Bank. This program could ultimately involve the expenditure of US \$2 billion over the next several years, and involves several components:

- studies of energy losses within the CFE system, and reduction of consumption for its own use;
- insulation of several thousand homes and a program to substitute fluorescent lamps for incandescent types;
- modernization of agricultural irrigation systems and the use of fluorescent lamps in poultry operations;

- evaluations of electricity waste in industry and demonstration projects to promote waste reduction;
- demonstration projects in stores, hotels, hospitals, schools and restaurants;
- pilot projects to cut energy use for municipal illumination and water pumping systems; and
- development of new technical standards for energy efficiency in electrically-operated devices.

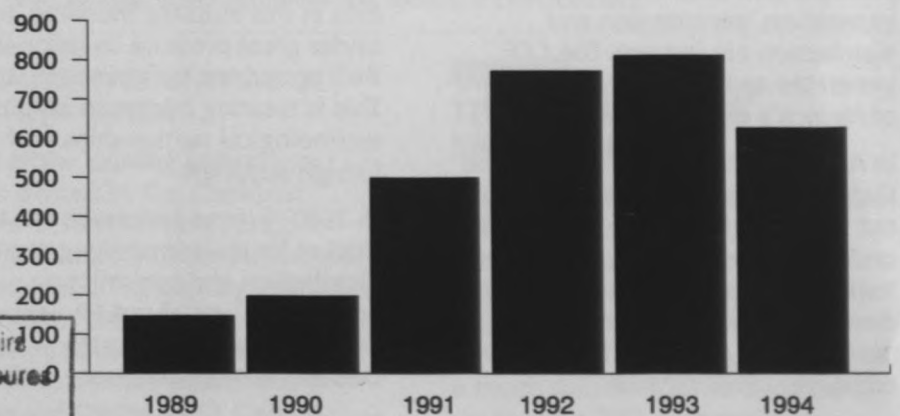
In addition, the CFE has already distributed close to two million copies of magazines and pamphlets promoting the rational use of energy.

## FOREIGN TRADE

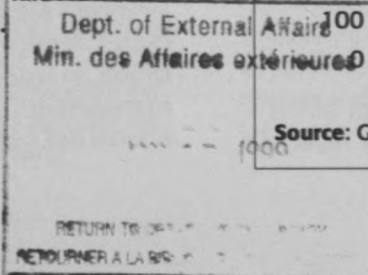
It is not possible to accurately calculate Mexico's imports of electric power generation and distribution equipment. The harmonized commodity classification system (HS) groups together a variety of electrical products which might be used for generation or distribution purposes, but which could also be used for other applications. The accompanying tables take a very

**Electric Power and Distribution Equipment – Mexican Imports from the World, 1989-94**

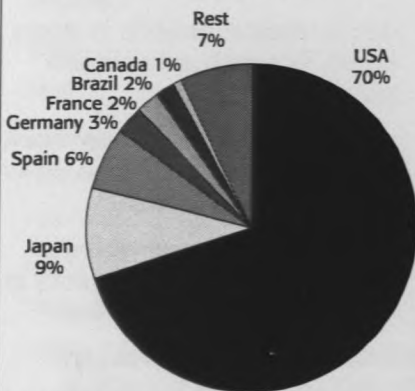
(US \$ millions)



Source: Government of Mexico import data and Statistics Canada World Trade Database.



### Import Shares of Electrical Power Generation and Distribution Equipment



Source: Government of Mexico import data and Statistics Canada World Trade Database.

broad view of the sector. Some other estimates put total imports at around half of the levels indicated.

Imports fell significantly in 1994, compared with the previous year. Some observers believe that capital expenditures by the *Comisión Federal de Electricidad (CFE)*, Federal Electricity Commission, were cut back in anticipation of major private sector projects that were due to be commissioned.

### CUSTOMERS

Traditionally, the *Comisión Federal de Electricidad (CFE)*, Federal Electricity Commission, has been the principal end-user of electric power generation, transmission and distribution equipment. The *CFE* generates approximately 90 percent of Mexico's electric power.

In August 1995, the *CFE* announced that six new facilities would be put out to tender for private construction under turnkey contracts. Under the terms of those contracts, the private developers will make most of the procurement decisions for equipment and services.

In 1994, the *Luz y Fuerza del Centro (LyF)*, Central Light and Power

Company, became an independent utility. It is now responsible for all generation and distribution of electricity in the Mexico City metropolitan area. *LyF* has several major procurements in the planning stages.

Private companies are now permitted to generate their own electric power. In early 1995, new licences were issued for nine new private self-generation or co-generation facilities. *Petróleos Mexicanos (PEMEX)*, the national oil company, has always had this right and it operates several generation plants.

### COMPETITION

The Mexican power equipment manufacturing industry comprises about 2,000 manufacturers employing 150,000 people. Major global firms have manufacturing ventures in Mexico and along with domestic companies supply almost 40 percent of market demand.

The domestic industry has developed over many decades in a protected environment. The *Comisión Federal de Electricidad (CFE)*, Federal Electricity Commission, was the only major customer, and it gave preference to Mexican suppliers. But now, consortia of private companies will have control over equipment procurements for most major new electric power projects. The companies in this industry, therefore, will be under great pressure to rationalize their operations to retain market share. This is creating increased interest in technological partnerships with foreign suppliers.

In 1993, import penetration in the market for electric power generation, distribution and transmission equipment was about 62 percent, according to United States Department of Commerce estimates.

The U.S. claimed 70 percent of the import market, followed by Japan

and Spain, with 9 percent and 6 percent respectively. Other important competitors included Germany, France and Brazil. Canada's import market share was 1.3 percent.

### PRODUCT TRENDS AND OPPORTUNITIES

#### Privatization

The *Comisión Federal de Electricidad (CFE)*, Federal Electricity Commission, has announced that the generation facilities at Mérida will be the first of a new wave of privately-operated build-operate-transfer (BOT) generation plants. Until now, private participation has been through build-lease-transfer (BLT) arrangements based on guaranteeing the value of future production.

The alternative forms of BOT and build-operate-own (BOO), involve much greater risk, but they also offer the greatest potential for raising private investment for infrastructure development. It is not yet clear whether the Mexican government can deliver all of the needed guarantees. Although there have been high expectations and many promises, no actual construction had taken place as of the third quarter of 1995.

There have been a number of false starts to the privatization program. For example, the proposed coal-fired *Carbón II* plant that was to be built in the state of Coahuila was scrapped because the investor-operators demanded the right to set rates for electricity generated at the plant in order to pay for costly anti-pollution equipment.

#### Mexico City Central Light and Power

In February 1994, the government reached an agreement with the *Sindicato Mexicano de Electricistas (SME)*, Mexican Electrical Workers Union, to legally transfer management of *Compania de Luz y Fuerza del Centro (LyF)*, Central



Light and Power Company, to the union. The government reorganized LyF and its three subsidiaries, creating a new company called *Luz y Fuerza del Centro (LyF)*, Central Light and Power. The new company technically remains a government-owned property, but all decisions will be made by union-appointed executives.

Until recently, LyF was operated as a subsidiary of the *Comisión Federal de Electricidad (CFE)*, Federal Electricity Commission, and it was responsible only for distribution of electricity in the Mexico City metropolitan area. As an independent utility, it will now be responsible for generation as well as distribution. Initially, the company is looking for consultants to train its staff. Several tenders for projects to upgrade existing facilities are expected over the next two years, including some BOT projects.

#### Private Power Generation

The *Ley de Energía Eléctrica*, Electric Energy Law, allows private electricity generation for self-use by industrial operations and by small isolated communities. It also permits the development of independent power plants that sell exclusively to the CFE or in export markets.

Four permits for private electricity plants were issued in 1994 and nine more were awarded in early 1995. The plants will generate approximately 167 megawatts and will cost more than US \$160 million.

#### Product Opportunities

There are many opportunities for the construction of power plants for the private sector and for the *Comisión Federal de Electricidad (CFE)*, Federal Electricity Commission. The greatest opportunities for small- and medium-sized Canadian engineering companies and equipment suppliers are in joint ventures with Mexican or foreign firms that will be bidding on these projects. Canadian companies might also consider forming

consortia with other Canadian companies to enter this market.

Several other thermoelectric generating plants that were originally intended for development by the CFE are likely to be put up for bids for private-sector participation. There are also a number of potential projects for which feasibility studies are in progress or have been recently completed.

intense pressure to modernize its operations and improve efficiency. Both utilities are facing the total removal of government subsidies over the next few years. This creates an opportunity for Canadian companies that can provide technical and consulting services, possibly in partnership with Mexican engineering firms.

### Hydroelectric Projects with Feasibility Studies Completed or in Process

| Area         | Project       | Location | Capacity     | Config. | Average Generation in gwh |
|--------------|---------------|----------|--------------|---------|---------------------------|
| East         | El Ajón       | Nayarit  | 750          | 3x250   | 1,630                     |
| West         | La Parota     | Guerrero | 765          | 3x255   | 1,332                     |
| West         | Atexcaco      | Puebla   | 120          | 3x40    | 336                       |
| West         | El Gallo      | Guerrero | 60           | 2x30    | 167                       |
| West         | Copainala     | Chiapas  | 240          | 3x80    | 680                       |
| Northwest    | Soyopa        | Sonora   | 50           | 2x25    | 195                       |
| East         | Arroyo Hondo  | Jalisco  | 170          | 2x85    | 366                       |
| East         | Trojes        | Jalisco  | 8            | 2x4     | 41                        |
| North        | La Ciudad     | Durango  | 110          | 2x55    | 240                       |
| East         | Trigomil      | Jalisco  | 18           | 2x9     | 42                        |
| East         | San Francisco | Jalisco  | 328          | 2x164   | 716                       |
| West         | Xuchiles      | Veracruz | 225          | 3x75    | 653                       |
| West         | Omitlán       | Guerrero | 135          | 3x45    | 321                       |
| <b>Total</b> |               |          | <b>2,979</b> |         | <b>6,719</b>              |

Source: Import figures provided by the *Secretaría de Comercio y Fomento Industrial (SECOFI)*, Secretariat of Commerce and Industrial Development.

#### CONSULTING, MAINTENANCE AND RENOVATION

Many of the existing generation plants owned by the *Comisión Federal de Electricidad (CFE)*, Federal Electricity Commission, will be updated in the coming years. The commission has an active program underway to increase the efficiency of all of its existing plants. *Luz y Fuerza del Centro (LyF)*, Central Light and Power, will also be under

#### THE REGULATORY ENVIRONMENT

On December 28, 1994, the Mexican government dismantled the old *Secretaría de Energía, Minas e Industria Paraestatal (SEMIP)*, Secretariat of Energy, Mines, and State-owned Industries, and created a much slimmed-down *Secretaría de Energía (SE)*, Secretariat of Energy. Observers are doubtful that

the new energy secretariat will have a great deal of influence, because the directors of both *Petróleos Mexicanos (PEMEX)*, the national oil company, and the *Comisión Federal de Electricidad (CFE)*, Federal Electricity Commission, will continue to have independent access to the President of Mexico.

Recently, the finance committee of the Chamber of Deputies recommended eliminating four secretariats including the *SE*. Under the proposal, the secretariats would either be replaced by commissions, or their duties would be assumed by other secretariats. If this proposal proceeds, the most likely scenario is that the functions of the *Secretaría de Energía (SE)*, Secretariat of Energy, would be assumed by a national energy commission.

## MARKET ENTRY STRATEGIES

The traditional way of selling imported electric power generation, transmission and distribution equipment to the electrical sector in Mexico is through agents or distributors. Distributors tend to specialize in particular types of equipment. They maintain contact with the *Comisión Federal de Electricidad (CFE)*, Federal Electricity Commission, and other buyers, and provide local service, obtaining spare parts from foreign sources.

Since the *CFE* is a state-owned company, it must adhere to government purchasing regulations, which require that all large purchases be made through public tenders.

The *CFE's* purchasing department is divided into two areas: one handles domestic suppliers and the other deals with international suppliers. In 1990, the Commission adopted a new decentralized purchasing policy, enabling regional administrative offices to procure some of their materials independently.

Manufacturers of electric power products usually advertise in business and specialized magazines, newspapers and the yellow pages. Brochures or technical literature in Spanish are essential for promoting these products.

### Joint Ventures

In the future, sales strategies will change to reflect the new private-sector orientation of the electrical sector. Increasingly, marketing efforts will have to be directed at the private groups that are successful bidders for electricity concessions. Where the lead bidder is a foreign company, initial approaches may have to be made outside of Mexico.

Partnerships or joint ventures with Mexican engineering companies are another way for Canadian firms to enter this market. Generally, Mexican firms have the necessary local market knowledge and political contacts but lack the technical expertise to execute complete turnkey projects. In the current economic environment, they also have a great deal of difficulty in raising capital.

## KEY CONTACTS

### CANADA

#### Canadian Government

#### Department of Foreign Affairs and International Trade (DFAIT)

DFAIT is the Canadian federal government department most directly responsible for trade development. The **InfoCentre** should be the first contact point for advice on how to start exporting. It provides information on export-related programs and services, acts as an entry point to DFAIT's trade information network, and can provide copies of specialized export publications and market information to interested companies.

### InfoCentre

Tel.: 1-800-267-8376 or (613) 944-4000

Fax: (613) 996-9709

FaxLink: (613) 944-4500

InfoCentre Bulletin Board (IBB):

Tel.: 1-800-628-1581 or

(613) 944-1581

Internet:

<http://www.dfait-maeci.gc.ca>

### The Trade and Economic Division of the Embassy of Canada in Mexico

can provide vital assistance to Canadians venturing into the Mexican market. The trade commissioners are well-informed about the market and will respond in whatever measures possible to support a Canadian firm's presence in Mexico.

*Note: to telephone Mexico City, dial: 011-52-5 before the number shown.*

*For contacts in other cities in Mexico, consult the international code listing at the front of your local telephone directory for the appropriate regional codes.*

### Trade and Economic Division

The Embassy of Canada in Mexico  
Schiller No. 529

Col. Polanco

Apartado Postal 105-05

11560 México, D.F.

México

Tel.: 724-7900

Fax: 724-7982

### Canadian Consulate

Edificio Kalos, Piso C-1

Local 108-A

Zaragoza y Constitución

64000 Monterrey, Nuevo León

México

Tel.: 344-3200

Fax: 344-3048

### Canadian Consulate

Hotel Fiesta Americana

Local 30-A

Aurelio Aceves No. 225

Col. Vallarta Poniente

44110 Guadalajara, Jalisco

México

Tel.: 616-6215

Fax: 615-8665

**International Trade Centres** have been established across the country as a convenient point of contact to support the exporting efforts of Canadian firms. The centres operate under the guidance of DFAIT and all have resident trade commissioners. They help companies determine whether or not they are ready to export, assist firms with market research and planning, provide access to government programs designed to promote exports, and arrange for assistance from the trade commissioners in Ottawa and trade officers abroad. Contact the International Trade Centre nearest you.

**World Information Network for Exports (WIN Exports)** is a computer-based information system designed by DFAIT to help Canada's trade development officers abroad match foreign needs to Canadian capabilities. It provides users with information on the capabilities, experience and interests of more than 23,000 Canadian exporters. To register on WIN Exports, call (613) 996-5701, or fax 1-800-667-3802 or (613) 944-1078.

**International financing institutions**, including the World Bank and the Inter-American Development Bank, provide funds to Mexico for a wide variety of specific projects. DFAIT helps Canadian exporters interested in pursuing multilateral business opportunities that are financed by international financing institutions. For further information, call (613) 995-7251, or fax (613) 943-1100.

**Market Intelligence Service (MIS)** provides Canadian businesses with detailed market information on a product-specific basis. The service assists Canadian companies in the exploitation of domestic, export, technology transfer and new manufacturing investment opportunities. MIS is offered free of charge by fax, letter or telephone. For more information, call (613) 954-5031, or fax (613) 954-2340.

### **Natural Resources Canada**

International Energy Division  
Natural Resources Canada  
580 Booth Street  
Eighteenth Floor  
Ottawa, ON K1A 0E4  
Tel.: (613) 996-3927  
Fax: (613) 995-5576

### **Canadian International Development Agency (CIDA)**

CIDA is an important possible source of financing for Canadian ventures in Mexico. A special fund is available through the CIDA under the Industrial Cooperation Program (CIDA/INC). This program provides financial contributions to stimulate Canadian private-sector involvement in developing countries by supporting long-term business relationships such as joint ventures and licensing arrangements. For more information, call (819) 997-7905/7906, or fax (819) 953-5024.

### **Export Development Corporation (EDC)**

EDC is a customer-driven, financial services corporation dedicated to helping Canadian businesses succeed in the global marketplace. EDC provides a wide range of risk management services, including insurance, financing and guarantees to Canadian exporters and their customers around the world.

EDC has established relationships with leading commercial and public sector institutions in Mexico and Latin America. Exporters can call (613) 598-2860 for more information. Smaller exporters, with annual export sales under C \$1 million, should call the Emerging Exporter Team at 1-800-850-9626. Exporters in the information technology industry can call EDC's Information Technologies Team at (613) 598-6891. For information on the full range of EDC services, call (613) 598-2500, or fax (613) 237-2690.

### **Revenue Canada**

Revenue Canada, Customs Program Branch provides a NAFTA Help Desk telephone line with service available in Spanish. For information, call (613) 941-0965.

### **Sponsoring Organizations**

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181 Bay Street  
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Toronto, ON M5J 2T3  
Tel.: (416) 865-6910/6903  
Fax: (416) 863-6275

### **Business and Professional Associations**

#### **Canadian Electricity Association**

One Westmount Square  
Suite 500  
Montreal, PQ H3Z 2P9  
Tel.: (514) 937-6181  
Fax: (514) 937-6498

#### **Electro Federation Canada Inc.**

10 Carlson Court  
Suite 210  
Etobicoke, ON M9W 6L2  
Tel.: (416) 674-7410  
Fax: (416) 674-7412

#### **Canadian Council for the Americas Executive Offices**

360 Bay Street  
Suite 300  
Toronto, ON M5H 2V6  
Tel.: (416) 367-4313  
Fax: (416) 367-5460

#### **Canadian Exporters' Association**

99 Bank Street  
Suite 250  
Ottawa, ON K1P 6B9  
Tel.: (613) 238-8888  
Fax: (613) 563-9218

#### **Canadian Manufacturers' Association**

75 International Boulevard  
Fourth Floor  
Etobicoke, ON M9W 6L9  
Tel.: (416) 798-8000  
Fax: (416) 798-8050



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### The Canadian Chamber of Commerce

55 Metcalfe Street  
Suite 1160  
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Tel.: (613) 238-4000  
Fax: (613) 238-7643

### Forum for International Trade and Training Inc.

155 Queen Street  
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Ottawa, ON K1P 6L1  
Tel.: (613) 230-3553  
Fax: (613) 230-6808

### Language Information Centre

240 Sparks Street RPO  
Box 55011  
Ottawa, ON K1P 1A1  
Tel.: (613) 523-3510

### Open Bidding Service

P.O. Box 22011  
Ottawa, ON K1V 0W2  
Tel.: 1-800-361-4637 or  
(613) 737-3374

### Canadian Standards Association

178 Rexdale Blvd.  
Rexdale, ON M9W 1R3  
Tel.: (416) 747-4000  
Fax: (416) 747-4149

### Standards Council of Canada

45 O'Connor Street  
Suite 1200  
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Tel.: (613) 238-3222  
Fax: (613) 995-4564

### Mexican Embassy in Canada

**Embassy of Mexico**  
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Ottawa, ON K1P 1A4  
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## MEXICO

### Government Departments

#### Federal Electricity Commission

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#### Secretariat of Energy

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#### Secretariat of Commerce and Industrial Development

*Secretaría de Comercio y Fomento Industrial (SECOFI)*  
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Tel.: 639-4700  
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#### Construction and Hydraulic Operation Agency

*Department of the Federal District*  
*Dirección General de Construcción y Operación Hidráulica del Departamento del Distrito Federal*  
Viaducto Río de la Piedad No. 507,  
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México  
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#### Secretariat of Finance and Public Credit

*Secretaría de Hacienda y Crédito Público (SHCP)*  
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México  
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Fax: 709-3272

### National Development Bank

*Nacional Financiera (NAFIN)*  
Insurgentes Sur 1971  
Col. Guadalupe Inn  
01020 México, D.F.  
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Fax: 325-6299

### Secretariat of the Environment, Natural Resources and Fisheries

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**National Oil Company**  
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*Gerencia Técnica de Proyectos*  
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**Energy Regulatory Commission**  
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*(CRE)*  
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**National Commission for Energy Conservation**  
*Comisión Nacional para el Ahorro de Energía (CONAE)*  
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**Electrical Research Institute**  
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**Business and Professional Associations in Mexico**

**National Chamber of Electric Equipment Manufacturers**  
*Cámara Nacional de Manufacturas Eléctricas (CANAME)*  
Ibsen 13  
Col. Chapultepec Polanco  
11560 México, D.F.  
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**Mexican Confederation of National Chambers of Commerce**  
*Confederación de Cámaras Nacionales de Comercio (CONCANACO)*  
Balderas No. 144, Piso 3  
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**Confederation of Industrial Chambers**  
*Confederación de Cámaras Industriales (CONCAMIN)*  
Manuel María Contreras No. 133, Piso 1  
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**National Chamber of Manufacturing Industry**  
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Av. San Antonio No. 256  
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**National Association of Importers and Exporters of the Mexican Republic**  
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Fax: 584-5317

**The Canadian Chamber of Commerce in Mexico**  
*Cámara de Comercio de Canadá en México*  
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Paseo de la Reforma No. 369, Mezzanine  
Col. Juárez  
06500 México, D.F.  
México  
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**National Chamber of Commerce of Mexico City**  
*Cámara Nacional de Comercio de la Ciudad de México (CANACO)*  
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Col. Juárez  
06030 México, D.F.  
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**Hojalata y Láminas, S.A. (HYLSA)**  
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