

Our Capabilities in Mexico, Latin America & the Caribbean

apco℠
Advice / Advocacy / Impact

2025
apcoworldwide.com



Introduction /

APCO is a global advisory and advocacy firm helping clients worldwide, including in Mexico and the region, with both opportunities and complex challenges, to create results that positively, successfully, and sustainably impact their businesses and strategies.

We are the trusted and strategic advisers, consultants and creators to some of the world's leading corporations, foundations and governments—and to the bold leaders and organizations that can't afford to fail.

We thrive in outcomes-oriented partnerships, establishing collaborative goals and objectives.

We balance thoughtful strategy with nimble implementation to consistently improve and deliver for our clients.

What sets APCO apart in Mexico and Latin America

At APCO, we take pride in having a team of Mexican and Latin American experts who work hand in hand with a global network in the world's major business centers. We have extensive knowledge across various industries in the areas of communications, stakeholder engagement, public affairs, executive visibility, and crisis and risk management. We understand the complex challenges and trends impacting businesses today, and we closely follow the evolution and changes in key global markets daily.

APCO offers expertise, innovative idea generation, and consulting capabilities at local, regional, and international levels for visionary leaders and organizations that require a strategic partner. Our ability to not only meet but exceed expectations is proven and is part of our culture. APCO's culture is based on vital connections, collaboration, trust, and a common purpose.

Connection

Clients and partners often tell us that the building of relationships and connections is an APCO superpower. This is in part due to our global mindset and local roots, International Advisory Council, and our ERG and Alumni communities, all of which contribute to a richly capable and connected culture that delivers for our clients.

Collaboration

Collaboration is one of those things that is easy to say (and everyone does), and yet hard to do. We believe in the diversity of thought and perspective, harnessing new tools, technology and personal interaction to work more closely together across functions, cultures and teams. Like pieces of a puzzle, the challenges of a complex world make more sense when we come together.

Confidence

In a complex world, confidence makes it possible to do what needs to be done, or what's never been done before when you can't afford to fail. Our clients take great confidence from our 40 years of experience and proven capability, and in our team's strength of character. They have the passion, wisdom, compass, and tenacity to see things through, above and beyond a brief.

Common Ground

Our clients need to serve the interests of stakeholders and shareholders alike, and both the organizations they serve and the societies in which they operate. We believe in bringing divergent forces and objectives together with a shared sense of purpose and outcome—to find common ground and build coalitions that advance client objectives and propel progress.

Our Values Inform Success

At APCO, our commitment to one another and our clients is embodied in our values, which we live and breath everyday. We celebrate new ideas, welcome diverse viewpoints and push ourselves to think and behave differently, and we believe our work and relationships are better for it.



Boldness

Push boundaries and produce better ideas to solve the really challenging problems of our time.



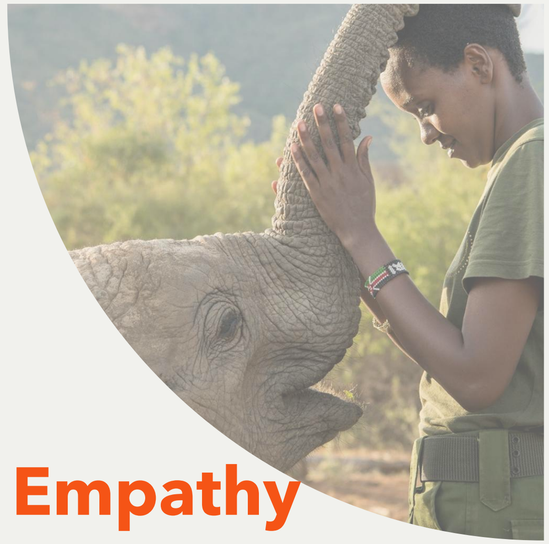
Inclusivity

Champion the diversity of people, embracing their thoughts and experiences.



Curiosity

Invest in learning and improving all that we do, ensuring we stay on the cutting edge.



Empathy

Understand the perspectives of clients, colleagues and stakeholders to better meet their needs.

Recognitions

As the worlds of politics, business, and civil society have intersected in ever more controversial and confusing ways, APCO's unique ability to help clients see around corners has become more valuable in the policy arena and beyond, in areas ranging from investor relations to CSR.

– Paul Holmes
Founder & Chair of PRovoke Media

Recent Corporate Awards:

Forbes
World's Best Management Consulting Firm (2022, 2023)

Newsweek
America's Greatest Workplaces for Diversity (2024)

CFI.co
Best Corporate Communication Advisory UK (2023)

PRCA MENA
Highly Commended, Large Consultancy of the Year (2023)

PRovoke Media
Best Places to Work – Asia, EMEA & NA (2022)

Recent Project Awards:

Napolitan Victory Awards for Global Democracy 2023
Project: Afghan Girls Robotics Team

ICCO Global Award 2023
Project: The Pathway to Net Zero for the International Copper Association)

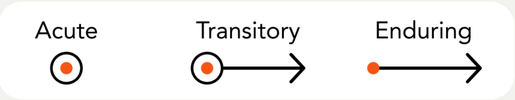
MEPRA Best Sustainability, Social Responsibility or ESG Campaign 2022
Project: Umniah

PRWeek Asia-Pacific Bronze Award 2023
Project: Telling New India's Story at Expo 2020 Dubai

Businesses in Latin America are facing complex geopolitical considerations as we enter Q3 2025.

Some key considerations include...

2025 Q3 Geopolitical Considerations



U.S. security-first policy heightens diplomatic and trade frictions

The U.S.' "America First" security-centric approach and its backtracking on historic development commitments has intensified the securitization of Latin America. Stricter U.S. customs enforcement and visa revocations have triggered a diplomatic backlash with heightened tensions as countries watch how immigration raids and protests are unfolding in the U.S. Brazil has imposed tighter entry rules for U.S. citizens and tensions may further escalate into other retaliatory measures. The U.S. has threatened military intervention on the U.S.- Mexico border as part of its crisis response strategies, heightening uncertainty and straining regional trust.

The U.S. securitization approach towards Latin America is disrupting trade and complicating the movement of goods and people. This unpredictable policy environment weakens business confidence and raises operational risks. Companies must be prepared to navigate heightened tensions, regulatory shifts, and declining government trust that threaten regional integration and investment stability.

China deepens trade and investment integration through new corridors

China's growing presence in the region and investments in natural resources, trade, and infrastructure, indicates a complex reshaping of influence in Latin America. The latest Community of Latin American and Caribbean States (CELAC)- China Forum announced 20 new measures and over 100 joint initiatives aimed at deepening collaboration in development, particularly through the expansion of bi-oceanic trade corridors in South America to diversify supply chains and improve access to Asian markets. Mexico will have to improve its oversight mechanism to dispel the perception that it is the backdoor for Chinese goods to enter the United States.

The growing presence of Chinese companies in the region will increase competition and require strategic engagement with Chinese and local stakeholders. The deepening of China-Latin America economic ties also offers Latin American firms' greater access to Chinese markets, especially in agribusiness, mining, and tech, and increases opportunities for joint ventures and supply chain investment by Chinese firms.

Brazil leverages BRICS leadership to assert voice on global stage

Following its 2024 G20 presidency, Brazil will host the BRICS Summit in July 2025, reinforcing its leadership on South-South cooperation and regional priorities like trade integration. President Lula is using this momentum to lead a more autonomous regional agenda, emphasizing independence and multilateralism over alignment with either U.S. or Chinese influence on the global stage. He is also advocating for issues like hunger and poverty reduction that will remain prevalent through Brazil's hosting of COP30 in November.

Brazil's leadership in BRICS opens opportunities for private sector involvement through working groups that help shape the final documents defining regional priorities, although their reach may be limited. Businesses should also closely follow BRICS discussions, as they serve as political signals indicating potential directions for trade, investment, and regulatory agendas.





Our Emphasis





Our core areas of expertise and capability

The primary focus and capabilities of our Latin American team are in financial, competitive, political and societal issues; championing our client's interests and permission to operate; and building reputations and strengthening their standing.

SERVICES

Advisory

Market Entry

Geo-Commerce & Risk

Capital Markets

Change & Transformation

Climate & Biodiversity

Competition and M&A

Crisis, Issues & Litigation

Research, Analytics & Measurement

Social Impact & ESG

Reputation

Executive and C-Suite Positioning

Internal Culture & Engagement

Reputation & Brand Management

Integrated Media

Corporate Communication

Creative Strategy & Design

Advocacy

Public Affairs & Government Relations

Advocacy Campaigns

Strategic Partnerships & Global Engagement

To understand the complex environment of Mexico and Latin America, it is essential to grasp geopolitical factors and explore, design, and implement concrete actions at both local and global levels.

What we know

At APCO we are a fusion of diverse viewpoints, experiences and talents that lived and breathed in over a dozen countries in Latin American and the Caribbean, including México.

Our deep understanding of the region, rich network and multiculturalism allows us to deliver truly integrated work in Public Affairs, Corporate Communications and Issues Management.

What we offer

We help organizations navigate the complexities of their markets by building reputations, brands, and relationships.

We offer public affairs and strategic communication services for those entering or looking to grow in the region as well as for México and Latin America-based organizations and leaders branching out elsewhere.

Leveraging the power of relationships

From Mexico City to Santiago, Latin America has spent the last two decades in political turmoil. Political instability, lack of regional unity, and diverse geographies, cultures, and populations bring an extra layer of complexity to an already challenging landscape requiring bespoke business market entry and public affairs strategies on a country-by-country basis.

– Judit Arenas
Executive Director, APCO

What & How

Stakeholders are at the core of all we do. We turn the insights that come from our deep stakeholder relationships into forward-looking, creative solutions that push boundaries.

Our clients, including large multinational companies, trade associations, governments, NGOs, and nonprofit organizations, select APCO to be their partner because of our proven ability to provide a new kind of thinking and take on the toughest, most complex communication and policy problems while executing at the global, regional and local levels.

Our in-country partners

APCO has continuously identified the best-in-market local partners across each country that understand local realities and perceptions and can more effectively reach those you need to influence.

As country political alliances shift and realign in the region, this flexibility allows us to ensure our clients always have the best networks and counsel to respond to their needs. And knowing that what goes on inside a country is very different from how it is interpreted externally, these partners are seamlessly integrated into a global team of issue experts, public affairs, and policy advocacy professionals drawn from APCO and our extended network.

Client Challenges & Opportunities /

If you need to...



Assess the market with a true Latin America lens

Get the lay of the land, understand and assess market cultures, issues, trends, challenges and opportunities.

Build meaningful connections

Engage with stakeholders to build a network, establish productive relationships and increase acceptance region-wide.

Establish credibility

Design and implement robust campaigns and pathways for better positioning amidst growing competition in the logistics and supply chain sector.

Raise visibility

Be at the right place at the right time with the right partner (speaking and media opportunities, collaborations, sponsorships etc.).

What are you grappling with?

Let's talk about how we can help you and your teams meet and solve for the challenges and opportunities ahead.

...we are the right partner.



Our Team in Mexico is Lead by

Martha Delgado Peralta

Martha Delgado Peralta, a renowned environmentalist and former Undersecretary for Multilateral Affairs and Human Rights at Mexico's Ministry of Foreign Affairs, **joined APCO as President for Mexico and Latin America** in May 2024. In her role as Undersecretary for Multilateral Affairs and Human Rights, which she assumed in December 2018, Delgado Peralta was responsible for the global strategy to attract foreign investment and strengthen Mexico's economic promotion worldwide. During the global **COVID-19** pandemic, she was in charge of procuring medical supplies, coordinating global donations, securing vaccines, and opening the Mexico-China air bridge. From 2019 to 2023, Delgado Peralta chaired the inaugural Assembly of the United Nations Human Settlements Program (**UN-Habitat**). Prior to joining the Ministry of Foreign Affairs, she served as Secretary of the Environment for Mexico City, leading key projects that positioned the city as a global environmental leader, including the Mexico City Green Plan, the Climate Action Program, and the first bike-sharing program, Ecobici.

Supported by Our Team/

Experts on Mexico & Latin America



Judit Arenas
Strategy & Market Connectivity



Rodrigo Aguilar Benignos
Government Relations



Thalia Baeza Milan
Regional Dynamics & Business Development



Diego de León Segovia
Government Affairs & Mexico



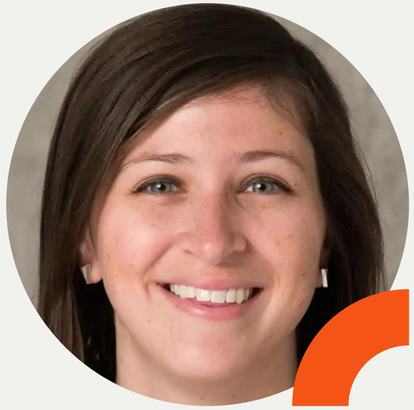
Luis Enrique Fernández Torres
Content and Business Strategy



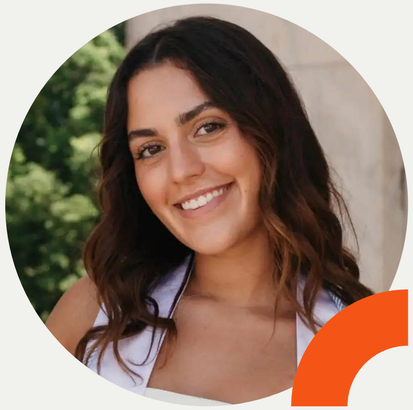
Ana Paula Figueroa
Business Development



Caroline Gibin Ribeiro
Industry Relations & Brazil



Nicole Monge
Strategy



Paula Ribeiro
International Affairs & Brazil



Melissa Rincon
Media Relations & Colombia

And Our Extended /

Knowledge Partners



Jonathan Ávila
South American Public Affairs



Dr. Cristopher Ballinas Valdes
Policy and International Affairs, Governance



Fernanda Lopez Tolsa
EU-LatAm Relations, Public Affairs



Gabriela Murillo Armijo
Regional Dynamics



Federico Quinzaños
Tourism & Creative Strategy



David Sánchez Carmona
AI, Technology and Research Strategy



Camille Villafañe
Industry Relations & Puerto Rico

Our Network of Advisors

We are supported by a group of high-level advisors to ensure we keep our finger on the pulse of the issues, check and challenge our assumptions, and drive us to be more creative and envelope-pushing. We engage with them in periodic workshops, as well as more regularly (and perhaps less formally) in the early months when we work through the strategy. They will be available as we need them.

We will also draw on insights from our International Advisory Council that brings together more than 100 recognized leaders, including: former elected politicians; leaders of business and industry; academics at leading universities; world-class journalists and editors; NGO and nonprofit pioneers; and policy experts.

They don't just share insights and identify potential opportunities, but they also review and shape the tactical dimensions of our strategic approach and identify potential challenges along the way, so we are able to proactively address them.



Ciro Dias Reis
Founder and CEO of Imagem Corporativa, Brasil



Rafaela Guedes
Senior Fellow, Brazilian Center for International Relations



Juan Manuel Galán
Former Member of the Colombian Senate



Lisa Hanna
Member of the Parliament of Jamaica, UNDP Goodwill Ambassador



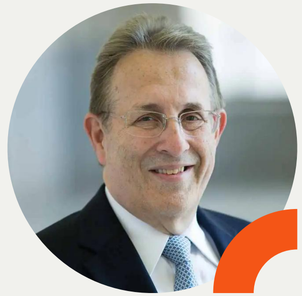
Julie Katzman
Former Executive Vice-President, IADB



Bruno Newman
Founder of Zimat Consultores



Shunko Rojas
Co-founder and Managing Partner of Quipu Advisors, Argentina



Earl Anthony Wayne
Former U.S. Ambassador to Mexico and Argentina

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Paris
Rome
Tel Aviv

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Beijing
Bengaluru
Hanoi
Hong Kong
Jakarta
Mumbai
New Delhi
Shanghai
Singapur
Tokyo

Middle Est & Africa

Abu Dhabi
Amman
Dubai
Manama
Riyadh

** Headquarters*

... working as one.

Examples of where we're making an impact.

Our clients include a mix of organizations that operate in Latin America and the Caribbean looking to grow in their local markets and expand into the global business arena, as well as global clients looking to enter the region. There is also a growing section of our work for clients that targets the Hispanic-American diaspora worldwide.



From healthcare to tourism, from sustainability to sports, our team in Mexico and Latin America works with *passion.* We believe in the potential of the region and strive to the fullest so that our clients also invest in and believe in it.

We speak the language of our clients and take on their goals and challenges. Our extensive global network provides us with the credibility and intelligence needed to offer informed and well-founded solutions.

apco[SM]

building
un/common
ground

Say hello, hola, olá!

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apcoworldwide.com