



**Key Insights from the USTR’s Public Hearing and  
Ambassador Greer’s Opening Statement to Congress  
on the USMCA**

December 2025

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**1. Summary of Ambassador Greer's December 16-17 Opening Statement to Congress on the USMCA**

2. Key Insights from the USTR's Public Hearing on the USMCA

On December 16 and 17, U.S. Trade Representative Jamieson Greer reported to the House Ways and Means Committee and the Senate Finance Committee, respectively, on the operation of the United States–Mexico–Canada Agreement (USMCA) and the Trump administration's strategy for approaching the Agreement's review.

In his opening statement, Ambassador Greer made clear that while the USMCA has delivered meaningful benefits, the Trump administration will not “rubberstamp” its extension and will instead use the review as leverage to demand concrete fixes from Mexico and Canada on a set of "specific" and "structural" issues—including labor law enforcement, rules of origin, and economic security alignment—recommending renewal only if those shortcomings are resolved.

**Monarch reviewed and distilled Ambassador Greer's remarks into key points, outlined in the following slide.**

Opening Statement for House Ways and Means and Senate Finance Committees

Ambassador Jamieson Greer, United States Trade Representative

December 16 and 17, 2025

Introduction

Chairman and Ranking Member, thank you for your introduction and for convening the Committee today. I am happy to be back with the Committee so soon after our recent discussion. The week before last, my goal was to provide you with a review of the entire trade agenda and to answer your questions regarding the President's reciprocal trade strategy. Today, I am reporting to you on the U.S.-Mexico-Canada Agreement (USMCA or Agreement), and the Administration's strategy for approaching the Agreement's six-year Joint Review.

USMCA contains a novel mechanism for the Parties to conduct a joint review of the Agreement on the sixth anniversary of its entry into force, July 1, 2026. As my predecessor, Ambassador Robert Lighthizer, explained in testimony before this Committee in 2019, this mechanism was designed to ensure that the United States would “never again be in a position where it has permanently given away its economic leverage or become hostage to outdated rules.” In the first Trump Administration, we believed that this mechanism was critical to encourage “thoughtful, periodic assessment” of the Agreement with our Canadian and Mexican partners. We also believed the Joint Review would enable future presidents to update the Agreement's rules to ensure that it remains the strongest and most advanced trade agreement ever negotiated. A lot has happened since you ratified the Agreement – a global pandemic, unprecedented supply chains shocks, an increased U.S. trade deficit in industrial and agricultural goods, and new heights of economic coercion. In response, President Trump has deployed a global reciprocal trade strategy that has leveled the playing field for Americans. Today, I intend to explain how the USMCA Joint Review fits within that strategy.

This Committee made sure that future administrations would consult closely with Congress before, during, and after such Joint Reviews. In fact, the USMCA Implementation Act requires the Office of the United States Trade Representative (USTR) to report to Congress at the outset of the Joint Review, which is why I am with you today. The Implementation Act sets forth several procedural and substantive requirements for the domestic consultation process regarding the Joint Review. Therefore, I will begin my presentation with a summary of the Administration's consultation process to date and proceed to provide the Administration's responses to the substantive issues raised in the Act. I look forward to your questions on my

- **Joint Review as leverage mechanism:** Greer emphasized that the Joint Review was intentionally designed to preserve U.S. economic leverage, avoid permanent commitments to outdated rules, and enable future administrations to update the Agreement in response to changing economic and geopolitical conditions.
- **Assessment of USMCA performance:** Greer stated that the USMCA has delivered measurable benefits—expanded U.S. exports to Canada and Mexico, rising Mexican wages, and improved supply-chain resilience—but has fallen short of fully restoring U.S. manufacturing strength or correcting persistent trade imbalances.
- **Key shortcomings:** He highlighted both specific issues (e.g., labor enforcement gaps in Mexico, customs and regulatory frictions, dairy access in Canada) and structural problems, including continued offshoring incentives, non-market overcapacity, and inadequate tools to address third-country investment and economic coercion.
- **No automatic renewal:** Greer made clear that a “rubberstamp” extension of the USMCA is not in the U.S. national interest; the Administration will recommend renewal only if key deficiencies are resolved through firm bilateral and trilateral negotiations during the Joint Review.
- **Priority negotiation agenda:** He outlined a non-exhaustive list of issues the Administration expects to address, including stronger rules of origin, improved labor and environmental enforcement, economic security alignment (tariffs, export controls, investment screening), critical minerals cooperation, and fair market access for U.S. producers and service providers.
- **Early engagement with partners:** Greer noted that pre-review engagement has already yielded results—particularly with Mexico and Canada—on tariffs, customs facilitation, digital taxes, retaliatory measures, and steps toward addressing non-market excess capacity, while acknowledging that deeper structural reforms remain unresolved.

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1. Summary of Ambassador Greer's December 16-17 Opening Statement to Congress on the USMCA

**2. Key Insights from the USTR's Public Hearing on the USMCA**

## / Summary of the Analysis Conducted

Monarch conducted a comprehensive review of all publicly available testimonies submitted to the USTR as part of its December 3-5, 2025 public hearing on the USMCA, held in preparation for the Agreement's first Six-Year Joint Review on July 1, 2026. **The analysis draws on a total of 143 testimonies and seeks to identify the key themes, sectors, and stakeholder perspectives reflected across these submissions.**

The review includes all testimonies with identifiable submitter names and covers the following areas:

- **Referenced Chapters:** Identification of the USMCA chapters most frequently mentioned.
- **Industry or Sector:** Classification of submissions to highlight sector-specific interests and concerns.
- **Key Issues:** Analysis of recurring topics such as rules of origin, tariffs, non-tariff barriers, labor, environmental standards, and supply chains.
- **Sentiment Analysis:** Evaluation of the overall tone and perception of the USMCA and of Mexico's role in the agreement.

This structured approach provides insight into stakeholder priorities and the areas where policy, compliance, and enforcement discussions are most concentrated.

## 1. Listening to the Field

- Collecting testimonies from companies/organizations/institutions helps decision-makers understand the real challenges and opportunities U.S. firms face under current USMCA rules.

## 2. Mapping Industry Priorities

- Feedback reveals which sectors—such Automotive, Electronics and Semiconductors, and Metals (Steel + Aluminum)—could be the most affected, helping guide negotiation priorities.

## 3. Anticipating Policy Shifts

- For U.S. manufacturers operating in Mexico, the analysis highlights potential changes in market access, rules of origin, labor standards, and tariff policies.

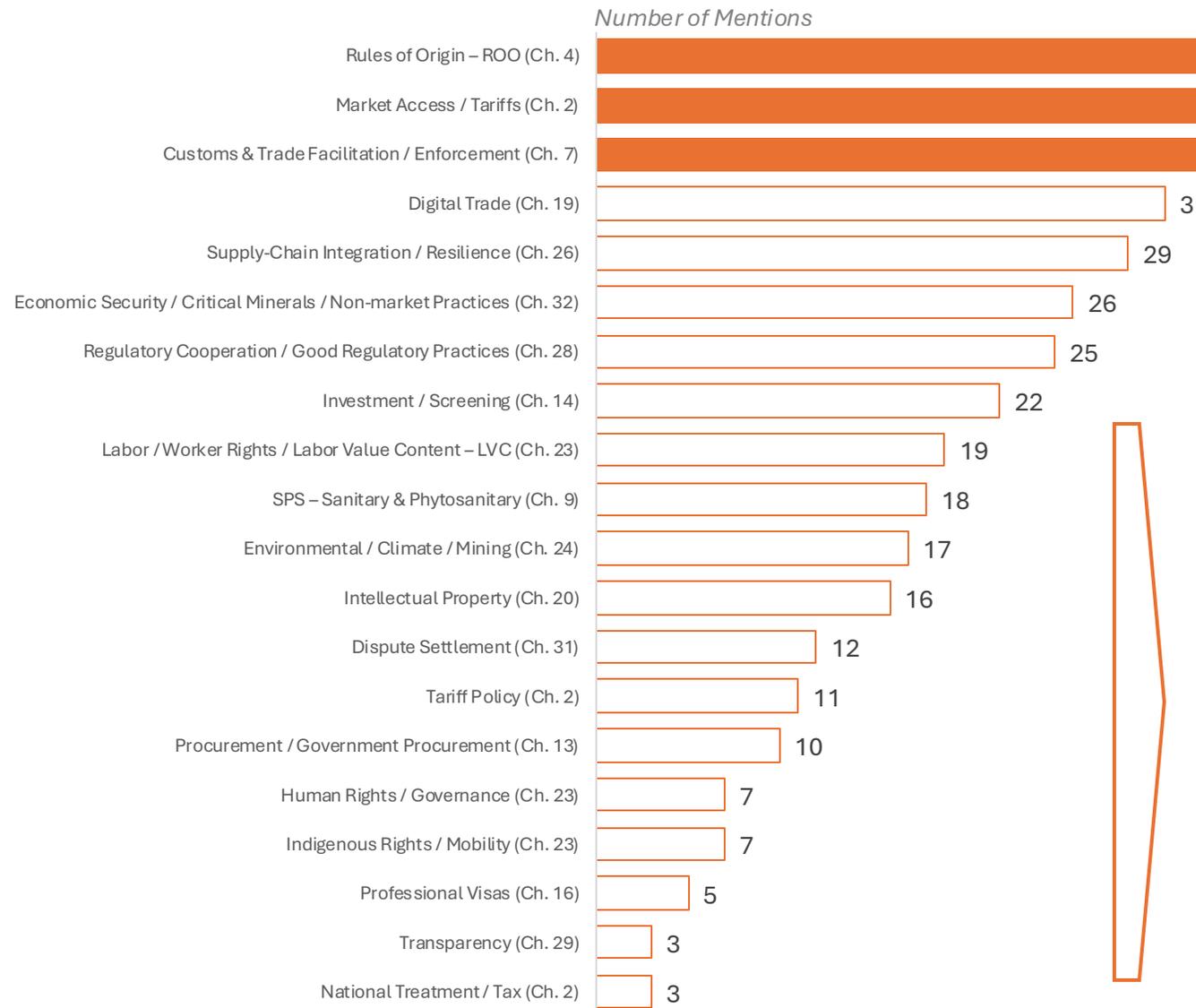
## 4. Strengthening Competitive Position

- Companies can use these insights to adjust supply chains, sourcing, and compliance strategies ahead of potential revisions to the agreement.

## 5. Shaping the Future Framework

- Active engagement enables U.S. industry to influence the next phase of North American integration, promoting growth and regional stability.

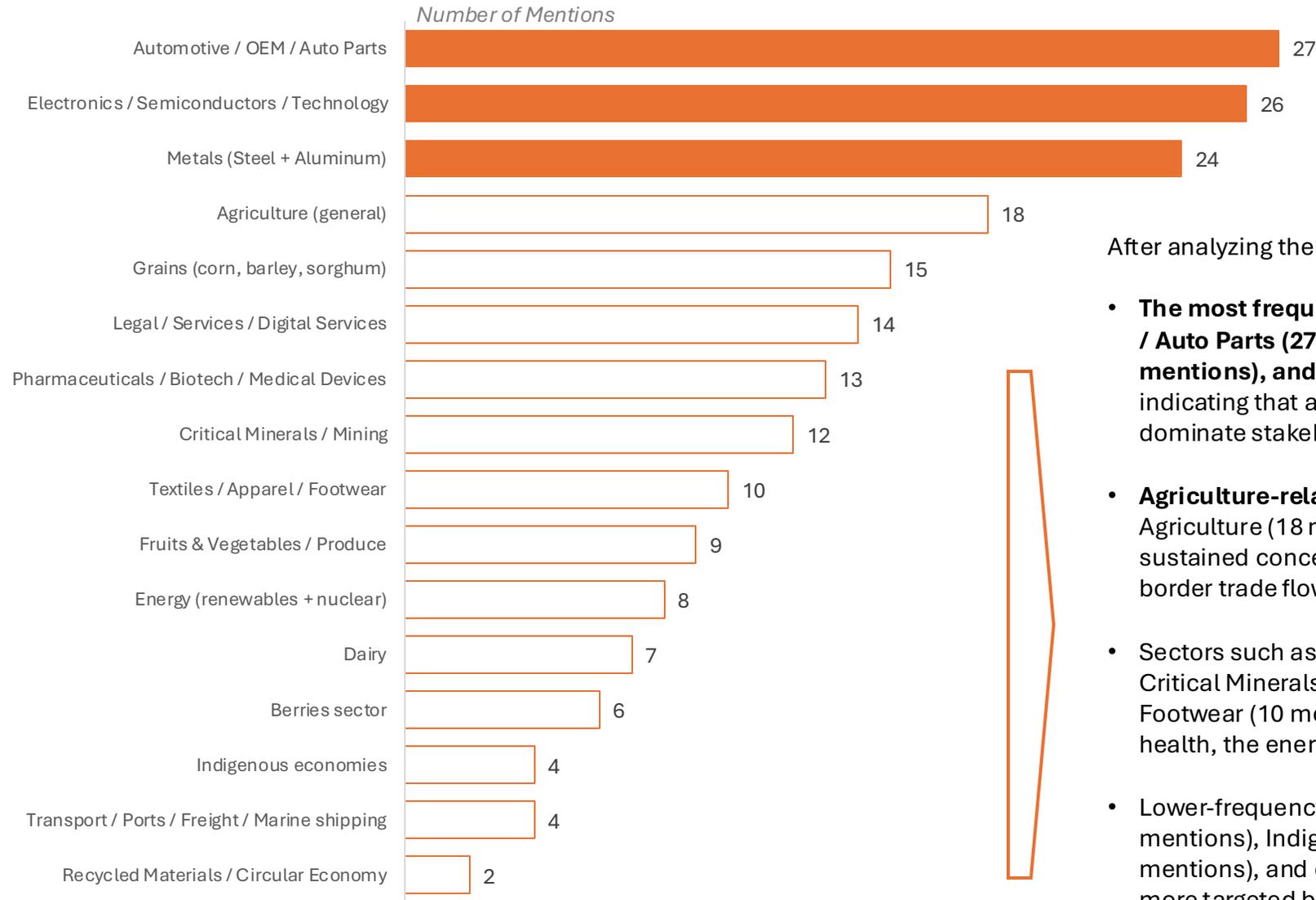
# / USMCA Chapters Most Frequently Mentioned in the Public Hearing



After analyzing the 143 testimonies, the following trends emerged:

- **Rules of Origin (51 mentions) was the most frequently referenced chapter/theme**, indicating a dominant focus on manufacturing integration, North American content requirements, and enforcement-related concerns.
- **Market Access and Tariffs (40 mentions) and Customs & Trade Facilitation/Enforcement (33 mentions) followed as major areas of attention**, underscoring stakeholder concerns about trade barriers, tariff structures, and operational frictions affecting cross-border commerce.
- Digital Trade (31 mentions), Supply-Chain Integration (29 mentions), and Economic Security/Critical Minerals (26 mentions) appeared as emerging priorities that reflect broader geopolitical and technological shifts shaping the 2026 USMCA review.
- Lower-frequency chapters—such as Procurement, Human Rights, Indigenous Rights, Professional Visas, Transparency, and National Treatment—were cited far less often, signaling that institutional or administrative chapters remain lower on the priority list for most stakeholders.

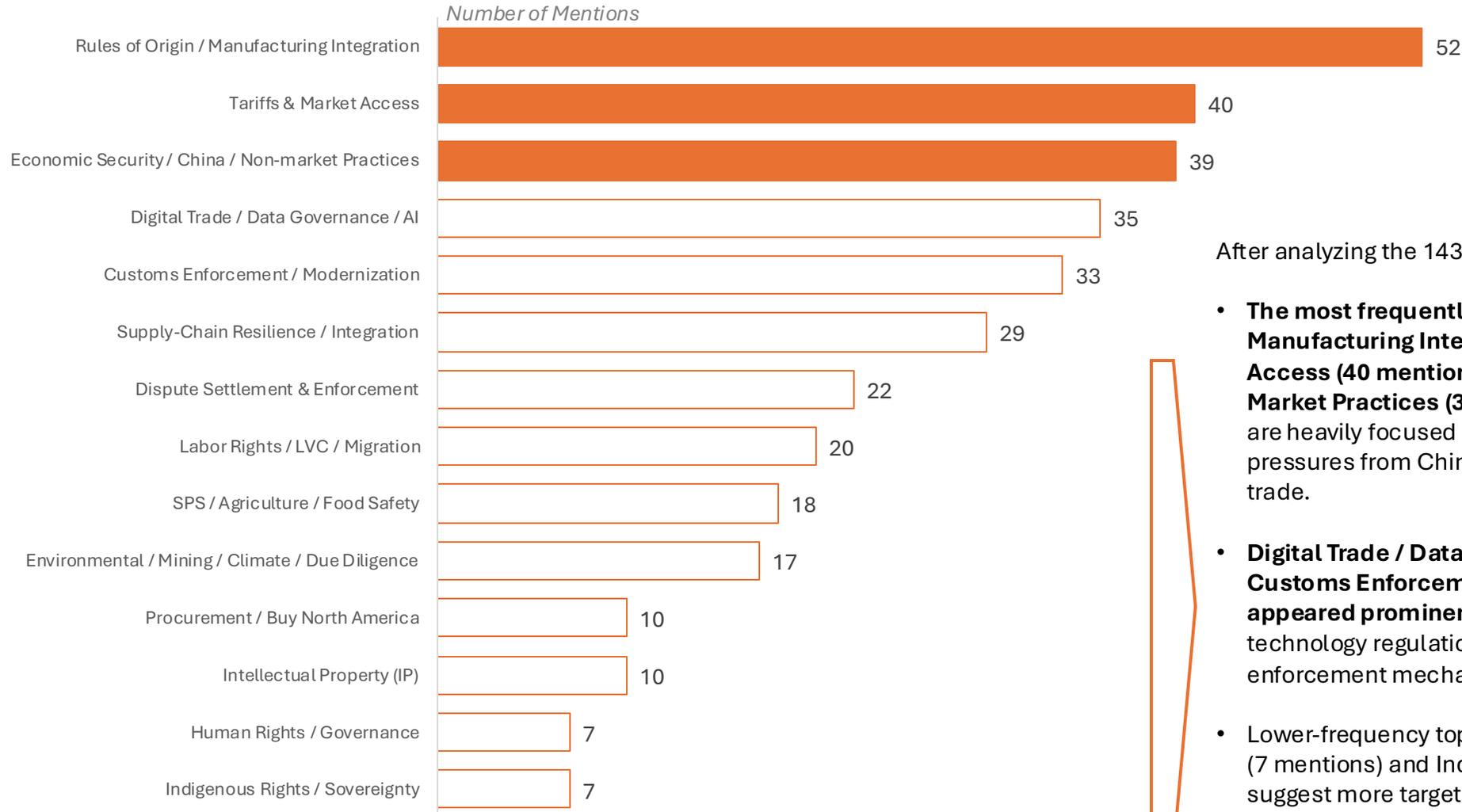
# / Industries or Sectors Most Frequently Mentioned in the Public Hearing



After analyzing the 143 testimonies, the following trends emerged:

- **The most frequently referenced industries were Automotive / OEM / Auto Parts (27 mentions), Electronics and Semiconductors (26 mentions), and Metals (Steel + Aluminum) (24 mentions)**— indicating that advanced manufacturing and industrial supply chains dominate stakeholder attention.
- **Agriculture-related sectors also featured prominently**, with Agriculture (18 mentions) and Grains (15 mentions) reflecting sustained concern over primary production, food systems, and cross-border trade flows.
- Sectors such as Pharmaceuticals / Medical Devices (13 mentions), Critical Minerals / Mining (12 mentions), and Textiles / Apparel / Footwear (10 mentions) showed active engagement on issues tied to health, the energy transition, and labor-intensive manufacturing.
- Lower-frequency mentions—including Dairy (7 mentions), Berries (6 mentions), Indigenous economies (4 mentions), transport/logistics (4 mentions), and circular economy materials (2 mentions)—suggest more targeted but still relevant stakeholder participation.

# / Key Issues Most Frequently Mentioned in the Public Hearing



After analyzing the 143 testimonies, the following trends emerged:

- **The most frequently discussed issues were Rules of Origin / Manufacturing Integration (52 mentions), Tariffs & Market Access (40 mentions), and Economic Security / China / Non-Market Practices (39 mentions)**—indicating that stakeholders are heavily focused on supply-chain integrity, competitive pressures from China, and the cost structure of cross-border trade.
- **Digital Trade / Data Governance / AI (35 mentions) and Customs Enforcement / Modernization (33 mentions) also appeared prominently**, reflecting growing attention to technology regulation, data flows, and the need to tighten enforcement mechanisms within North America.
- Lower-frequency topics—including Human Rights / Governance (7 mentions) and Indigenous Rights / Sovereignty (7 mentions)—suggest more targeted but still meaningful engagement from civil society and community-level stakeholders, though far less central to the broader policy discussions.

- Monarch analyzed the sentiment (positive, negative, or neutral) expressed in the 143 testimonies regarding the USMCA.

Sentiment	Count	Share
Strongly positive	64	45%
Positive	48	34%
Negative	16	11%
Neutral / Mixed	15	10%
<b>Total</b>	<b>143</b>	<b>100%</b>

- **Overall, sentiment toward the USMCA was overwhelmingly favorable.**
- A combined 79% of submissions expressed either positive (34%) or strongly positive (45%) views, indicating broad support for the agreement and its renewal.
- In contrast, only 11% of testimonies reflected a negative view, while 10% were neutral or mixed, suggesting limited opposition and a relatively small share of stakeholders expressing uncertainty.
- Taken together, the sentiment distribution points to a strong consensus among U.S. stakeholders in favor of maintaining and strengthening the USMCA framework.

- Monarch analyzed the sentiment (positive, negative, or neutral) expressed in the 143 testimonies regarding Mexico.

Sentiment	Count	Share
Strongly positive	1	1%
Positive	38	27%
Neutral / Mixed	66	46%
Negative	38	27%
<b>Total</b>	<b>143</b>	<b>100%</b>

- **Sentiment toward Mexico was primarily positive or neutral, with only 27% of submissions expressing negative views.**
- Approximately 73% of testimonies were either positive or neutral, recognizing the benefits of North American integration or providing technical and policy recommendations without directly criticizing Mexico.
- Critical testimonies largely focused on concerns related to agricultural market issues, compliance challenges, and specific trade frictions.

## / Cross-Analysis: Automotive Sector

- The database built by the MGS team enables a wide range of analytical cross-checks across sectors and issues. One example is the detailed analysis of the automotive sector. **Of the 143 testimonies analyzed, 12 focused specifically on the automotive sector, representing 8.4% of the total.**

Topics	Count	Share
Economic security / modernization / competitiveness	3	25%
ROO, supply chains, integrated North America	4	33%
China risk / investment screening / circumvention	2	17%
Duty-free trade / tariff risk	1	8%
Labor conditions / race to the bottom	1	8%
NAFTA vs USMCA comparison	1	8%
<b>Totals</b>	<b>12</b>	<b>100%</b>

Chapters	Count	Share
Rules of Origin (ROO)	9	28%
Market Access	4	13%
Dispute Settlement / Enforcement	3	9%
Digital Trade	2	6%
Labor / Labor Value Content (LVC)	3	9%
Critical Minerals	3	9%
Investment Screening / National Security	3	9%
Tariffs / Trade balance	2	6%
Export Controls	1	3%
Customs Modernization	1	3%
Automotive Chapter	1	3%
<b>Totals</b>	<b>32</b>	<b>100%</b>

Sentiment Toward USMCA	Count	Share
Strongly positive	7	58%
Positive	4	33%
Negative	1	8%
<b>Totals</b>	<b>12</b>	<b>100%</b>

Sentiment Toward Mexico	Count	Share
Positive	6	50%
Neutral / Mixed	4	33%
Negative	2	17%
<b>Totals</b>	<b>12</b>	<b>100%</b>

### Key findings include:

- Rules of Origin (ROO) featured in 9 of the 12 submissions**, making it the most frequently cited policy theme.
- Sentiment toward the USMCA was overwhelmingly positive**, with 11 submissions expressing positive views and only one negative.
- Sentiment toward Mexico was mostly positive or neutral** (6 positive, 4 neutral, 2 negative).
- The only negative reference to Mexico related to Chinese circumvention risk.
- Themes strongly emphasized competitiveness, an integrated North America, and security-driven supply chains.

## / Cross-Analysis: Pharmaceutical Sector

- The database built by the MGS team enables a wide range of analytical cross-checks across sectors and issues. One example is the detailed analysis of the pharmaceutical sector. **Of the 143 testimonies analyzed, 6 focused specifically on the pharmaceutical sector, representing 4.2% of the total.**

Topics	Count	Share
Need stronger biopharma IP protection / strengthen IP chapter	1	17%
Healthcare Pilot Program (HP2) / unified regulatory approval	1	17%
Access to medicines / affordability	1	17%
Strengthen regional pharma supply chain / integration	2	33%
Maintain zero tariffs / preserve ROO	1	17%
<b>Totals</b>	<b>6</b>	<b>100%</b>

Chapters	Count	Share
Intellectual Property (IP)	4	15%
Regulatory Cooperation / Convergence	4	15%
Procurement	4	15%
Tariffs	3	11%
Rules of Origin (ROO)	3	11%
Market Access	1	4%
Health Services	1	4%
Medical Innovation	2	7%
Public Health	1	4%
Access to Medicines	1	4%
Supply Chain	1	4%
Customs	1	4%
Industrial Policy	1	4%
<b>Totals</b>	<b>27</b>	<b>100%</b>

Sentiment Toward USMCA	Count	Share
Strongly positive	3	50%
Positive	2	33%
Negative	1	17%
<b>Totals</b>	<b>6</b>	<b>100%</b>

Sentiment Toward Mexico	Count	Share
Positive	3	50%
Neutral / Mixed	2	33%
Strongly positive	1	17%
<b>Totals</b>	<b>6</b>	<b>100%</b>

### Key findings include:

- Intellectual Property (IP), Regulatory Cooperation, Procurement, Tariffs, and Rules of Origin (ROO) dominate the policy discussion within the sector.**
- Sentiment toward the USMCA was overwhelmingly positive, with concerns concentrated on access-to-medicines/IP pricing issues.
- Sentiment toward Mexico skews positive, strengthening in proposals tied to regional integration and industrial policy.

# / Public Hearing Sentiment Toward the USMCA and Mexico

## Sentiment Matrix — Description

  
Positive  
Sentiment  
Toward **Mexico**

Negative  
Sentiment  
Toward **Mexico**



Negative Sentiment  
Toward the **USMCA**

Positive Sentiment  
Toward the **USMCA**

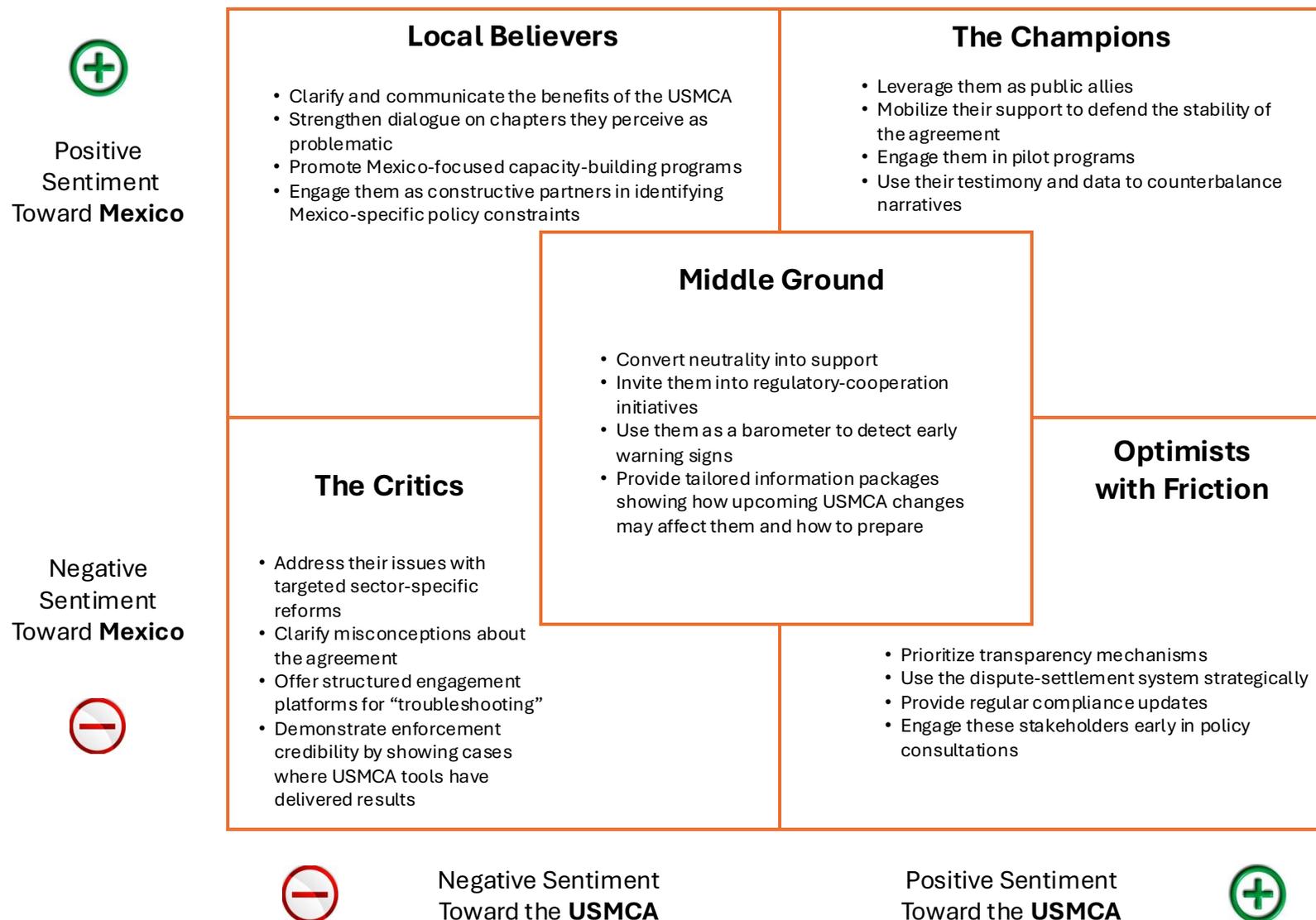


This matrix categorizes stakeholders based on their sentiment toward both Mexico and the USMCA, forming five quadrants that capture different types of perceptions and strategic positions expressed during the public hearing.

- **“The Champions”** represent the most favorable quadrant: stakeholders who strongly support both Mexico and the USMCA, reflecting constructive, stable, and partnership-oriented views.
- **“Optimists with Friction”** support the USMCA but remain doubtful or critical of Mexico’s compliance or trade practices, indicating positive engagement with the agreement but tension toward Mexico.
- **“The Critics”** include stakeholders who are dissatisfied with both Mexico and the USMCA. This quadrant reflects concentrated concerns, often tied to enforcement, market-access issues, or sector-specific disputes.
- **“Local Believers”** trust Mexico but express criticism or concerns about the agreement itself, signaling confidence in Mexico’s role but skepticism toward specific USMCA provisions.
- The **“Middle Ground”** captures stakeholders whose sentiment is neither strongly positive nor negative toward either side, providing a neutral space where moderate or technical feedback dominates.

# / Public Hearing Sentiment Toward the USMCA and Mexico

## Sentiment Matrix — Recommendations\*



- This framework categorizes stakeholders based on their sentiment toward both Mexico and the USMCA, highlighting how different groups perceive risks, opportunities, and priorities within the agreement.
- Each quadrant reflects a distinct attitude—from strong advocates (“The Champions”) to those who distrust both sides (“The Critics”)—allowing for tailored engagement and communication strategies.
- The recommendations within each quadrant outline targeted actions to strengthen support, reduce friction, and strategically guide stakeholders through the USMCA review and implementation process.

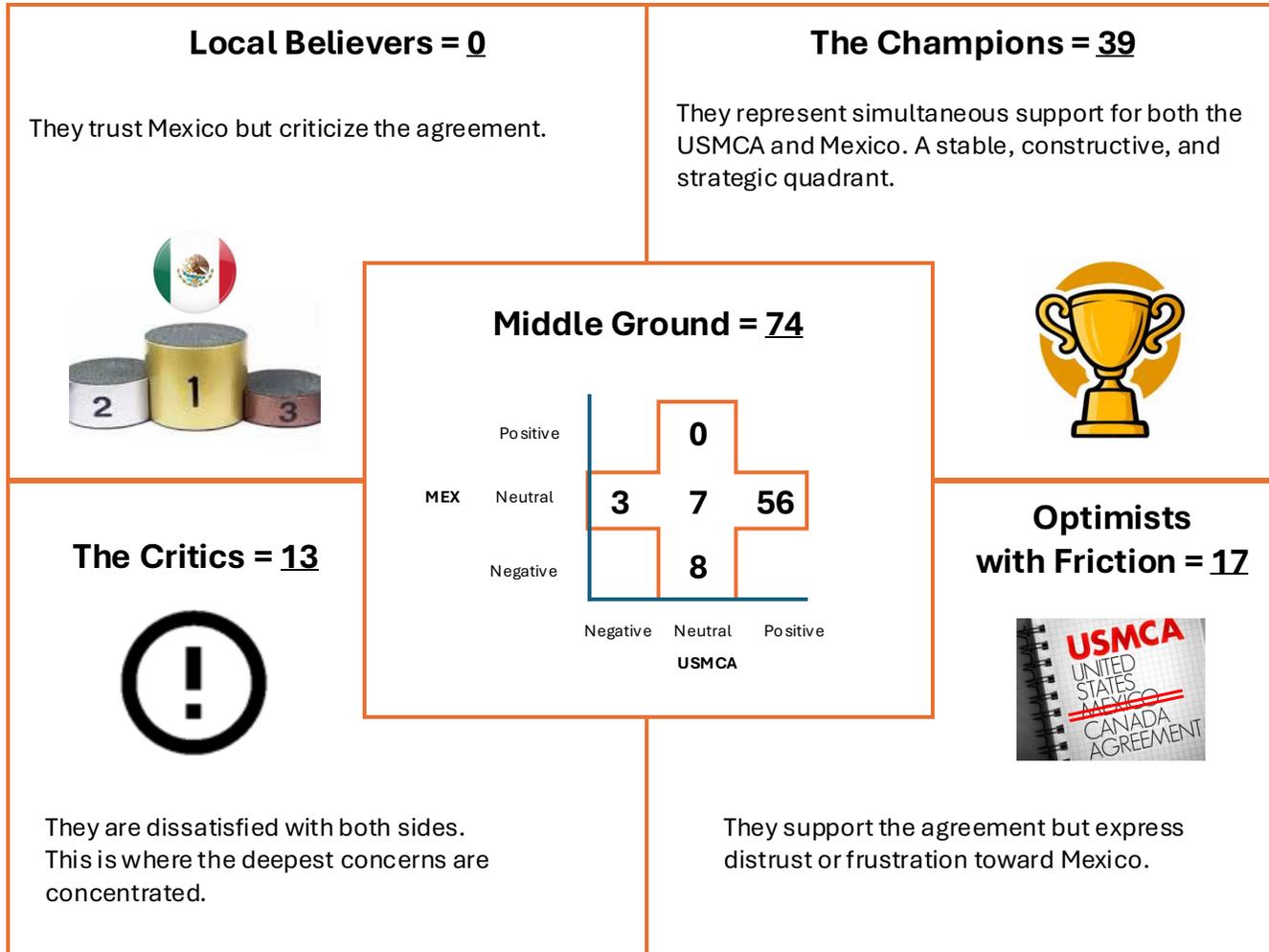
\* / These recommendations are intended for governments and/or business organizations that represent member companies across multiple economic sectors.

# / Public Hearing Sentiment Toward the USMCA and Mexico

## Sentiment Matrix — Results

  
Positive  
Sentiment  
Toward **Mexico**

Negative  
Sentiment  
Toward **Mexico**



 Negative Sentiment  
Toward the **USMCA**

Positive Sentiment  
Toward the **USMCA** 

- A significant group—The Champions (39)—expresses strong support for both Mexico and the agreement, while Optimists with Friction (17) support the USMCA but voice concerns about Mexico.
- Only a small share—The Critics (13)—are negative toward both, and no stakeholders fall into the Local Believers category, which would represent trust in Mexico but criticism of the agreement.
- Within the Middle Ground (74 stakeholders), most testimonies fall in the quadrant showing positive sentiment toward the USMCA (56) but neutral sentiment toward Mexico, indicating broad support for the agreement even among those who remain cautious about Mexico’s performance.
- Additionally, 7 stakeholders express neutral views toward both Mexico and the USMCA, reflecting a technically oriented group that does not take strong political positions.
- A smaller subset includes 3 stakeholders who are negative toward the USMCA but neutral toward Mexico, and 8 stakeholders who hold negative views toward Mexico while maintaining a neutral stance toward USMCA—highlighting areas where technical, operational, or enforcement concerns dominate over geopolitical perceptions.

# / Cross-Analysis: Automotive Sector

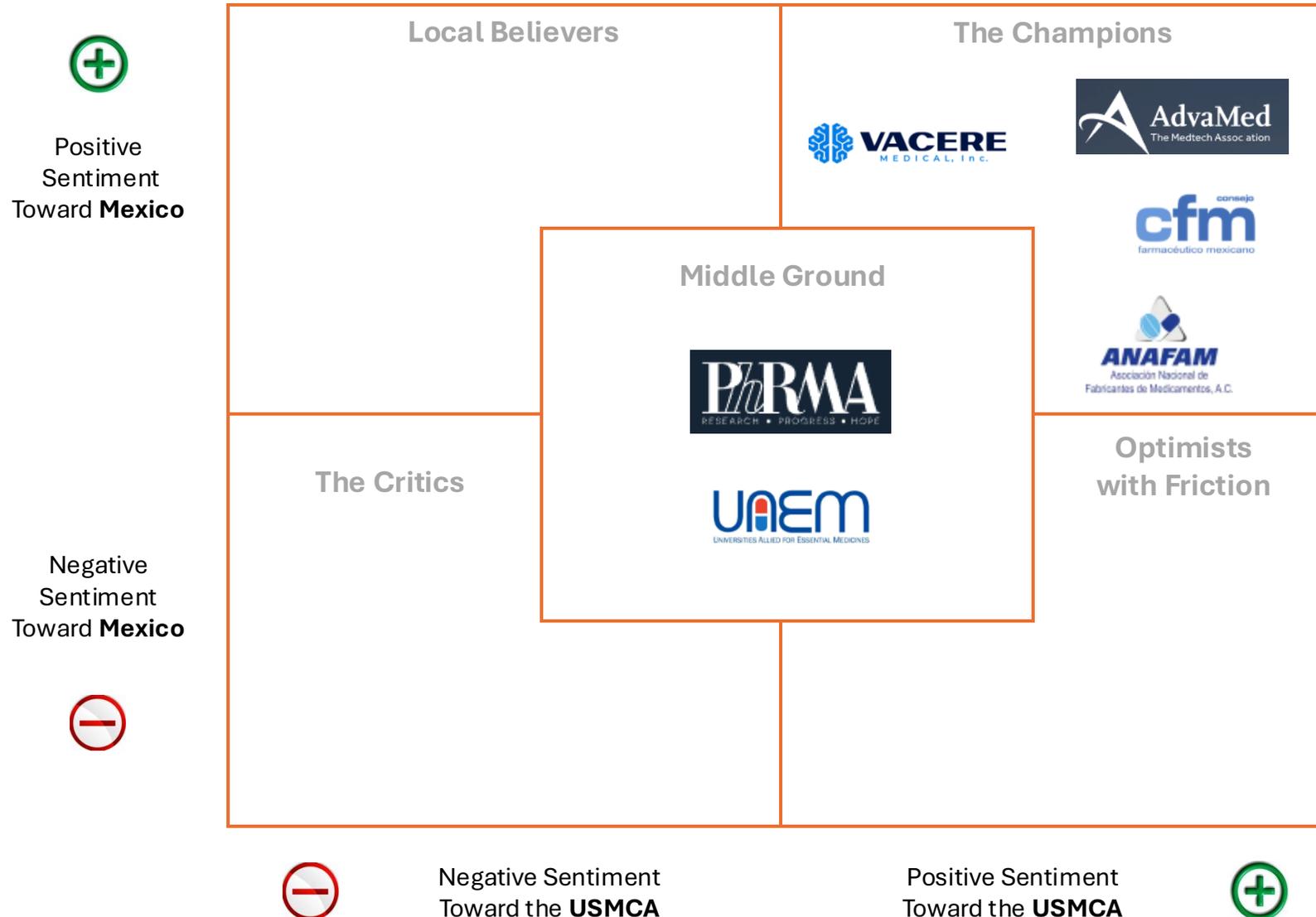
## Sentiment Matrix



- In the automotive industry, sentiment toward the USMCA and Mexico is largely aligned. **Six observations show positive sentiment toward both the USMCA and Mexico**, reflecting strong support for the agreement and recognition of Mexico's central role in regional automotive supply chains.
- **Four observations are neutral toward both**, indicating a cautious stance driven by uncertainty around future policy changes and implementation.
- **One observation combines positive sentiment toward the USMCA with negative sentiment toward Mexico**, suggesting conditional support tied to concerns over compliance or execution.
- **One observation reflects negative sentiment toward both**, representing a more critical view of the agreement and Mexico's role.

# / Cross-Analysis: Pharmaceutical Sector

## Sentiment Matrix



- The cross-tabulation of sentiment shows a clear concentration of aligned positive views. **Out of the six observations analyzed, four reflect a positive sentiment toward both the USMCA and Mexico**, indicating strong alignment between support for the agreement and a favorable assessment of Mexico’s role, performance, or integration within it. These positions typically emphasize the benefits of continuity, regional integration, and the value of Mexico as a strategic partner in North American supply chains.
- **The remaining two observations fall into a neutral or mixed category**, where support for the USMCA is accompanied by more qualified or conditional views toward Mexico. In these cases, stakeholders tend to recognize the importance of the agreement while expressing reservations related to implementation, enforcement, regulatory alignment, or sector-specific concerns. This pattern suggests that while overall sentiment is predominantly positive, a subset of actors views Mexico’s performance under the USMCA as an area requiring further improvement or clarification rather than outright opposition.

# / How MGS Intends to Support Clients Using This Intelligence

## 1. Strategic Intelligence Products

Leverage the dataset to develop forward-looking analytical tools that help clients prepare for the 2026 USMCA review.

**USMCA 2026 Negotiation Predictor** — A scorecard that ranks negotiation topics by probability of change, political pressure, and client impact (e.g., ROO, tariffs, China/security, SPS, environment). This will allow clients to see which rules are most at risk and prepare position strategies before negotiations occur.

## 2. Company-Level Risk & Opportunity Mapping

Translate macro-level negotiation pressure into actionable risk assessments for each plant, product line, and supply chain.

**Supply-Chain China Exposure Index:** HS-code-level analysis showing where clients face risk of stricter enforcement.

**Regulatory Readiness Assessment:** SPS, biotech, customs, IP, and pharma compliance gaps.

**Social & Labor Compliance Dashboard:** Labor, Indigenous rights, environmental pressures, and risk “hot zones.”

**Nearshoring Advantage Map:** Identify sectors where Mexico is perceived positively (apparel, footwear, medtech, pharma) and highlight expansion opportunities.

## 3. Policy Engagement & Advocacy Tools

Use hearing data to shape narratives and policy positions for public-affairs strategies.

**North American Business Priorities Brief:** A unified message for engagement with the Mexican Ministry of Economy, USTR, and industry associations (market access, ROO protection, customs enforcement, SPS predictability).

**Mexico Risk-Mitigation Narrative Kit:** Talking points and strategies addressing the top negative themes (SPS unpredictability, biotech corn, mining/environment, labor enforcement, IP concerns).

## 4. Commercial Advisory Products

Convert insights into replicable, revenue-generating consulting offerings.

**USMCA 2026 Readiness Diagnostic:** A client scorecard evaluating ROO, SPS, China circumvention risk, IP alignment, labor, environment, and compliance exposure.

**Government Affairs Positioning Pack:** Customized talking points and engagement strategies for regulators in Mexico and the U.S.

**Nearshoring Competitiveness Map:** Geographic and sectoral mapping of favorable perceptions toward Mexico.

**Balanced Scorecard for USMCA Strategy:** Integrate negotiation, compliance, and public-policy risks into clients’ internal BSC frameworks.

## 5. Executive-Level Strategic Messaging for Clients

Distill the dataset into insights that guide leadership decisions.

**North America wants stability:** 79% positive sentiment toward the USMCA.

**Enforcement pressure will rise:** Expect tightening around ROO, SPS, labor, environment, IP, and customs.

**China exposure is a liability:** High China content in supply chains will attract scrutiny.

**Mexico has a dual reputation:** Strong in manufacturing; weak in SPS, environment, and social governance — requiring strategic management.

**Prepare for regulatory tightening:** Compliance will be the real source of change for companies.

## 1. Stress-Test Rules of Origin (ROO) and Regional Content Now

Rules of Origin was the most frequently cited issue across testimonies, signaling heightened scrutiny ahead of the 2026 USMCA review. Companies should proactively audit ROO compliance at the product and plant level, identify weak points (especially non-North American inputs), and develop mitigation strategies before enforcement tightens.

## 2. Reduce China and Non-Market Economy Exposure in Supply Chains

China exposure emerged as a top concern tied to economic security and circumvention risk. Manufacturers should map China-linked inputs at the HS-code level, evaluate substitution options within North America, and document sourcing decisions to withstand future customs and enforcement actions.

## 3. Strengthen Labor, Environmental, and Social Compliance at the Plant Level

While not always the most cited topics, labor and environmental enforcement remain politically salient and operationally risky. Companies should ensure robust internal controls, supplier oversight, and documentation—especially in labor-intensive and regulated sectors—to avoid disputes or reputational exposure.

## 4. Engage Early and Strategically in Policy Dialogue

The public-hearing process demonstrates that stakeholder input matters. Companies should coordinate engagement with industry associations, USTR, and Mexican counterparts to reinforce pro-integration narratives, share data on compliance and competitiveness, and shape the implementation—not just the text—of USMCA rules.

## 5. Treat Mexico as a Long-Term Manufacturing Partner—With Active Risk Management

Sentiment toward Mexico remains largely positive or neutral, reflecting confidence in its manufacturing role alongside persistent compliance concerns. The optimal strategy is not retrenchment, but disciplined risk management: invest in Mexico's strengths while actively managing regulatory, enforcement, and geopolitical friction points.

### How MGS can support your business:

- Supply chain diversification analysis
- Site location analysis and support
- Government relations and advocacy
- Continuous monitoring of USMCA negotiation developments
- Ongoing scenario planning for tariff or content rule changes
- Trade intelligence to assess financial impacts and pricing strategies
- Stakeholder engagement with experts in trade, economics, and legal aspects of the USMCA

# ***The Monarch Global Strategies Team***

## **Michael C. Camuñez**

President & CEO

mcamunez@monarch-global.com

Los Angeles

## **Luis Ricardo Rodríguez**

Managing Partner

lrodriguez@monarch-global.com

Monterrey

## **Geoffrey G. Jones**

CFO & SVP Development

gjones@monarch-global.com

Washington, D.C.

## **Pamela K. Starr**

Senior Advisor

pstarr@monarch-global.com

Los Angeles

## **Juan Pablo López Rojas**

Senior Analyst

jplopez@monarch-global.com

Washington, D.C.

## **Pedro Niembro**

Senior Director

pniembro@monarch-global.com

Mexico City

## **Juan Casillas**

Senior Advisor

jasillas@monarch-global.com

Mexico City

## **Gerardo de la Peña**

Senior Advisor

gdelapena@monarch-global.com

Mexico City

## **Begoña Sánchez**

Director

bsanchez@monarch-global.com

Monterrey

## **Patricio M. Martínez**

Senior Associate

pmartinez@monarch-global.com

Monterrey

## **Gabriel Cavazos**

Senior Advisor

gcavazos@monarch-global.com

Monterrey / Mexico City



## Appendix

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- The testimonies submitted by companies/institutions/organizations in the United States reflect the individual perspectives and interests of the submitters, not the official position of the U.S. government.
- These testimonies form part of a public consultation process and serve to inform, but not necessarily to determine, the government's final stance in the USMCA review/negotiation.
- The U.S. government may also collect feedback and input through other non-public channels, including direct consultations, industry associations, and interagency discussions.
- Therefore, the publicly available testimonies may not fully capture the range or balance of views influencing U.S. trade policy decisions.
- Any interpretation of the information of this document should be made with caution, acknowledging that they are advisory in nature and not binding on U.S. policy outcomes.
- Regardless of the above, the MGS team believes that this analysis provides valuable insights for manufacturing companies from the United States, Canada, and Mexico operating in Mexico.
- Upon request, the MGS team can share the compiled database containing the individual testimonies submitted by each company/organization/institution. All information is public, but it is not necessarily organized in an easy-to-consult database.

- **Mexico:** It is not expected that the Mexican government will make company, organization, or institutional submissions publicly available.
  - If such information becomes accessible, the MGS team will conduct the same analysis applied to the U.S. data.
- **Canada:** If the Canadian government publishes its consultation responses, the MGS team will likewise perform the same analytical process used for the U.S. submissions.