

BRIDGES WITH A COMMON PURPOSE



I recently took part in the Annual Assembly of the Latin American Business Council (CEAL), held in Washington, D.C., under the theme “Deglobalization and Reconfiguration: An Opportunity for Latin America?” From the very beginning, the meeting made it clear that, in times of change, building bridges among leaders is just as important as analyzing major global issues.

Throughout the sessions, we addressed key topics such as infrastructure, trade, education, security, and cybersecurity. We also heard from Jaime Alemán, who shared the lessons he has learned after traveling to space and visiting 193 countries. Among all these reflections, one message resonated especially strongly: the call to leave no one behind when it comes to education. The program was outstanding, but what truly made this gathering exceptional were the human connections. I witnessed a group of Latin American business leaders deeply committed to their communities, to sustainability, and to shared prosperity.

CEAL brings together more than 350 leaders from Latin America, Puerto Rico, Miami, and the Iberian Peninsula. Its creation was driven by a mission to promote cooperation and



exchange in the face of an ever-evolving global economy. Since its establishment in Mexico in 1990, it has become a strategic dialogue platform for the region.

Those of us in the private sector have a responsibility that goes beyond the growth of our companies. True synergies arise when we collaborate, share experiences, and build value bridges that lead us toward a common goal: contributing to the development of our region and to the competitiveness of our businesses.

On another note, during Marhnos' recent year-end celebration, we reflected on the importance of aligning efforts, coordinating, and seeking mutual benefit. That idea inspires me for what lies ahead. It motivates me to keep learning, refining my decisions, and growing every day.

I wish you a very Merry Christmas, and may 2026 find us still connected and generating mutual value.

Warm regards,

