

We build & fix operations

the partner you trust to make it work in Mexico

Two types of support: from Softlanding to transition management.



June 2026

Why choosing the Transition & Project Management

Arnaud Bozonnet will manage your project by behaving like your general manager, collaborating with your team, thinking in all future operational aspects, coordinating actions with selected local partners.



- 52 years old
- French industrial engineer specialized in Lean Manufacturing
- 15 years International project management in Mexico, USA, Canada, France, Germany, Tunisia, Japan, China, Philippines.
- 15 years as General Manager in Automotive Industry in Mexico

Knowledge on Mexican culture & industrial environment

- Married with Mexican woman, having 3 kids educated on multicultural environment.
- Learning Mexican codes for 27 years to make business and deal with people in an efficient and confident way.
- Has built through the years a reliable network, orienting straight to the best partners to start a business efficiently.

Other skills

- Expert to define the good strategy based on the market and Companies' diagnostic.
- Highly operational, management skills based on discipline, honesty and personal growth education.
- Driving managers from different countries, understanding the importance of making cultures differences a strength.
- Growth of businesses, proud of having hired and coached hundreds of people to become better professionals & better persons.

Reliable partners & associates... to mention a few

We connect our customers to the best specialists when needed

Local governments



Real estate



Human Resources



Commercial



Industrial Parks



Tenant's improvements



Legal



Chambers / Organizations



Our business: innovation on management (from a white page or on an existing business)

Scouting / Feasibility



- Commercial investigation, **local market potential**
- Find the **best place** in the **best city** according to your needs
- Local government support
- Supply Chain modeling
- **Business Plan, CAPEX, ROI confirmation**

Softlanding



- **Compliance:** full legal support to avoid any inconvenient
- Tenants' improvements, layout design
- Tax registration, banks, accountability set-up
- Union registration

Industrialization



- Connection with reliable **Suppliers.**
- **Procedures / Quality** system construction
- **Recruitment / Payroll**
- **Coaching** on local management
- **Training** - Ramp-up

Reengineering



- **Diagnostic:** analysis of current problematic
- **New strategy proposal**
- **Reorganization:** remastering the governance
- **Focus team:** improving the task force.

Scouting

Find the best place in the best city for your operations

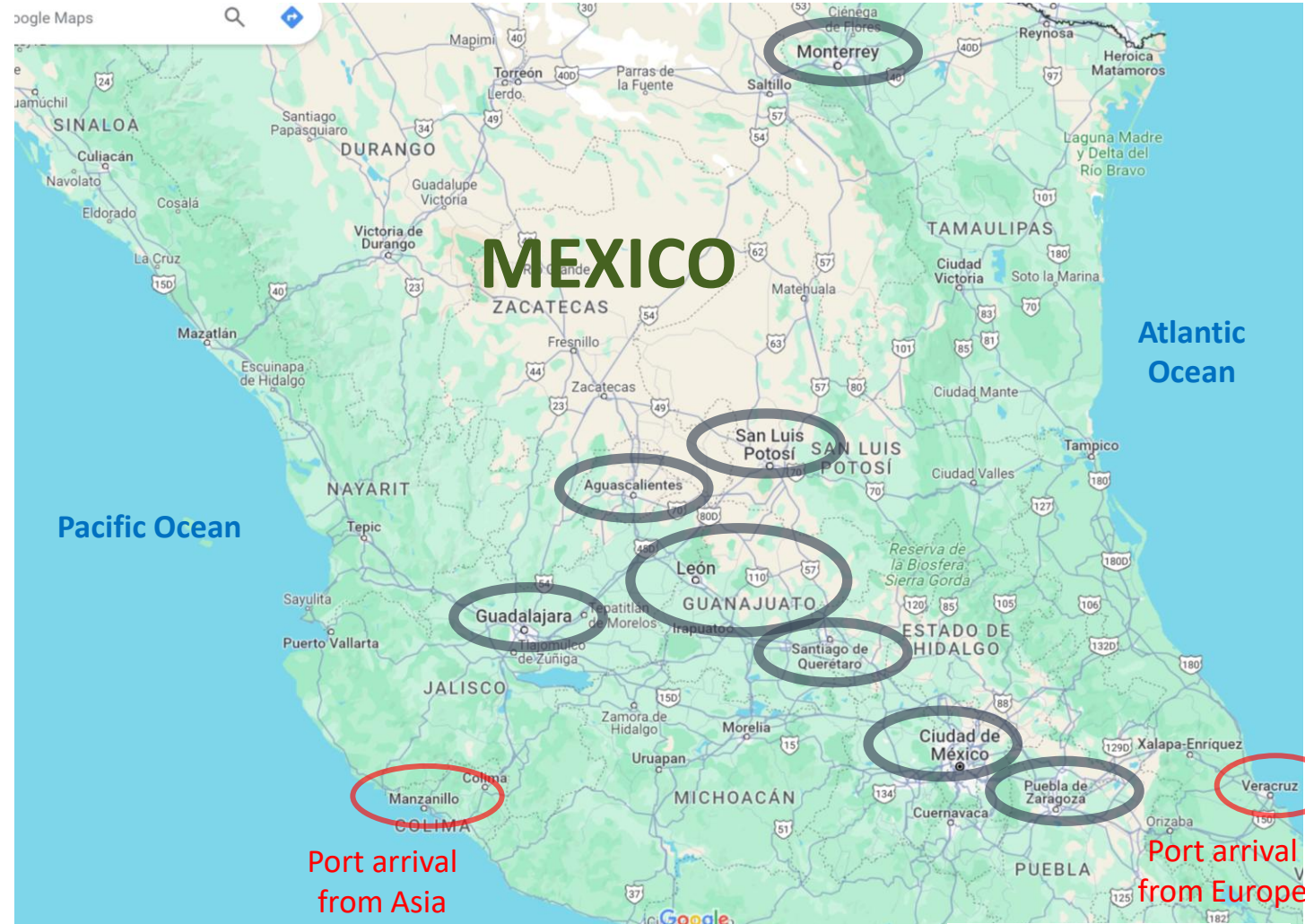


City selection

The regions are evaluated according to Customer's criteria :

- Life's quality - %
- Human resources - %
- Access / Logistic - %
- Economy - %
- Politics stability - %
- *Other* - %

We can support wherever the client wants to explore. We can advise according to customer's industry, the future supply chain, costs, sector knowledge, ... even taking care of the integration and social life of your associates.



Site selection



We help on selecting the best site for your activity

(based on customer's criteria).

Site evaluation criteria	
Building, land & neighborhood	- %
Location* (inside the city)	- %
Rental cost	- %
Time to start operation	- %



Option 1

Rent \$ 79,228 Usd / month (for 12,189 sqm) – 6.5Usd/sqm



Description

Nicest industrial park for BTS, modern and secure.

Global site
evaluation

4.0

Advantages

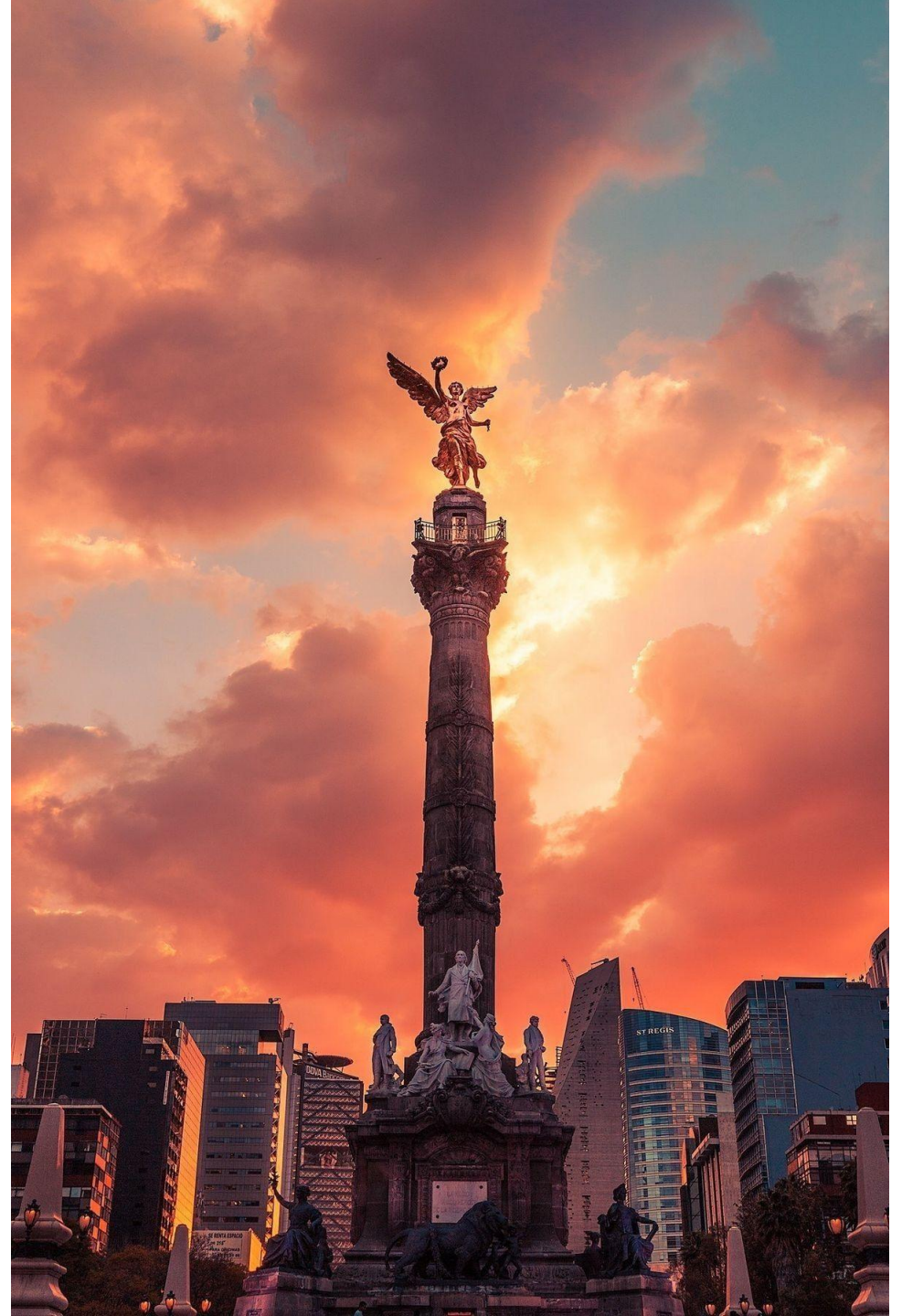
- BTS.
- Secured and well-equipped park

Disadvantages

- Land for minimum 24,326 sqm construction: they propose to build 12,000 sqm on 35,000sqm land, but to be extended at the double after 10 years contract.



Business model



Business plan – full P&L delivery

(example of incremental business impact)

	Existing buisness				Transfer plan				Incremental business				Total business Mexico			
	2025	2026	2027	2028	2025	2026	2027	2028	2025	2026	2027	2028	2025	2026	2027	2028
Total Sales ⁽¹⁾	35,522	35,123	36,342	35,097	8,239	28,659	31,464	31,870	1,252	5,176	7,943	9,984	9,491	33,836	39,407	41,854
	11,367	11,239	11,629	11,231	356	5,897	6,980	7,400	21	354	419	444	378	6,251	7,399	7,844
Sales	24,155	23,884	24,712	23,866	7,883	22,762	24,484	24,470	1,231	4,822	7,524	9,540	9,114	27,584	32,008	34,010

Remaining buisness at original site			
27,283	6,464	4,878	3,227

473	1,366	1,469	1,468
473	1,366	1,469	1,468
170	1,513	3,694	5,133
115	578	891	1,471

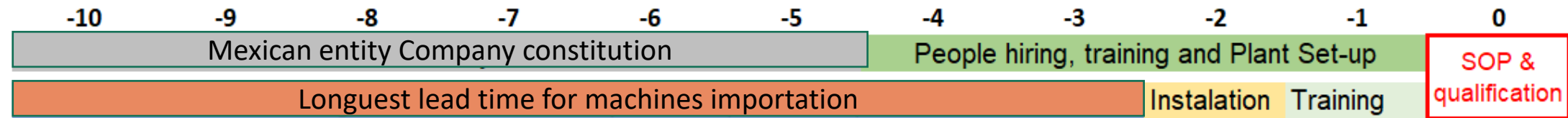
6% Incoterm prices improvement
 6% Volume increase
 New customer #1
 New customer #2

	Transfer plan from XXX (phase in)				Incremental business				TOTAL Business Mexico			
	2025	2026	2027	2028	2025	2026	2027	2028	2025	2026	2027	2028
Sales	7,883	22,762	24,484	24,470	2,047	5,775	7,049	10,179	10,138	30,544	35,191	37,191
Material ⁽²⁾	(1,364)	(4,301)	(4,728)	(4,806)	(306)	(1,074)	(1,488)	(1,787)	(1,670)	(5,375)	(6,216)	(6,592)
Direct Labor ⁽²⁾	(1,392)	(3,169)	(3,301)	(3,025)	(340)	(1,150)	(1,771)	(2,080)	(1,732)	(4,319)	(5,072)	(5,105)
Var. Overhead ⁽²⁾	(1,026)	(3,405)	(3,697)	(3,717)	(242)	(994)	(1,432)	(1,746)	(1,268)	(4,399)	(5,129)	(5,004)
Contribution Margin	4,100	11,888	12,759	12,922	1,159	2,556	2,358	4,566	5,468	16,451	19,944	20,030
%tage of Sales wo chips	52%	52%	52%	53%	57%	44%	33%	45%	54%	54%	53%	54%
Fixed OH ⁽²⁾					(5,697)	(6,858)	(7,014)	(7,250)	(5,697)	(6,858)	(7,014)	(7,250)
Gross Margin					(4,538)	(4,302)	(4,657)	(2,684)	(229)	9,593	11,760	12,781
%tage of Sales wo chips					-222%	-74%	-66%	-10%	-2%	31%	33%	34%
Net Planned Cost ⁽³⁾					(1,261)	(3,402)	(1,332)	(1,323)	(1,261)	(1,446)	(1,332)	(1,323)
- Headcount					(1,101)	(1,101)	(1,149)	(1,218)	(965)	(1,101)	(1,149)	(1,218)
- of which Depreciation					(296)	(346)	(184)	(105)	(296)	(346)	(184)	(105)
Ebitda	4,100	11,888	12,759	12,922	(3,867)	(3,129)	(3,465)	(1,504)	442	10,765	12,951	
%tage of Sales wo chips	52%	52%	52%	53%	-189%	-54%	-49%	-15%	4.4%	35.3%		

Executive resume

CAPEX, ROI, surface occupation, timing...

Global timing



TO

CAPEX

	2024	2025	2026	2027	2028
Tenant improvements	USD 2,100	USD 550	USD 650	USD -	USD -
Clean room	USD 1,800	USD -	USD -	USD -	USD -
Lab	USD 400	USD -	USD 150	USD -	USD -
miscellaneous equipme	USD 375	USD 125	USD 50	USD 50	USD 50
IT	USD 400	USD 200	USD 100	USD 75	USD 75
Total building	USD 5,075	USD 875	USD 950	USD 125	USD 125

	#	invest	#	invest	#	invest	#	invest	#	invest
Production lines										
Prod line A	1	USD 1,900	1	USD -	2	USD 1,900	2	USD -	2	USD -
Prod line B	0	USD -	1	USD 3,100	1	USD -	1	USD -	1	USD -
Prod line C	1	USD 1,750	2	USD 1,750	4	USD 3,500	6	USD 3,500	6	USD -
Utilities	USD 1,700	USD 600	USD 600	USD 300	USD 300					
Total production	2	USD 5,350	4	USD 5,450	7	USD 6,000	9	USD 3,800	9	USD 300

TOTAL	USD 5,077	USD 879	USD 957	USD 134	USD 134
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Rental	USD 170	USD 650	USD 805	USD 861	USD 922
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Surface resume

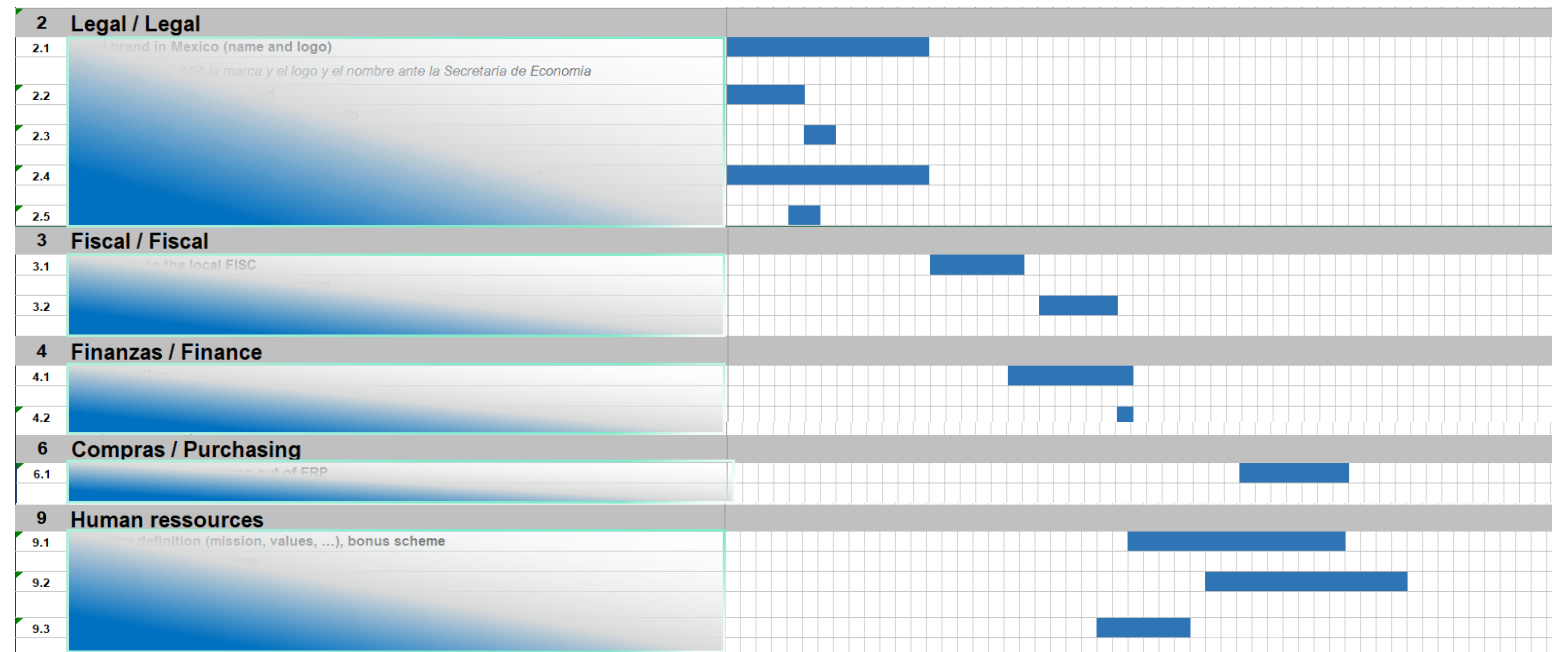
sqm	2025	2026	2027	2028
Total shell assumption	8400			
Common area	2800			
Surface available for production	5600			
Activity #1 (5 lines)	938	1500	1725	1725
Activity #2	207	222	238	254
Total ground floor occupation	3945	4522	4763	4779
%occupation production	70%	81%	85%	85%

Activities development



BOZONNET Consulting can elaborate a plan of activities on all domains

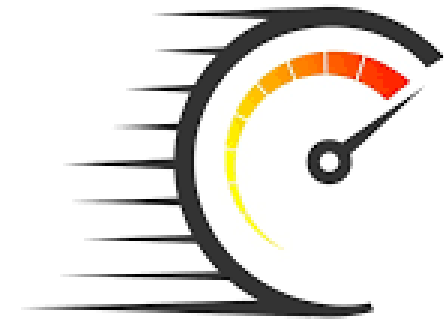
- Legal
- Fiscal
- Finance
- Supply Chain
- Purchasing
- Communication
- Industrialization
- Human Resources
- Quality
- Production



Fast Track

Start selling and operating in Mexico in less than a month...

- No need to establish your own legal entity
- Low or zero investment until your business is consolidated



Virtual Landing:

“Sheltering” digital: a Mexican entity represents your company

Virtual Landing is an operational and technological model designed to market goods and services immediately, 100% legally and securely, using our corporate, tax, and digital infrastructure.

It provides a reliable **importer** to market your goods.

- **Total Resource Control:** control and management of domestic and international financial transactions from anywhere in the world through an exclusive platform.
- **Invoicing & Multi-Currency:** issuance of electronic tax invoices (CFDI) for your clients in Mexico, with collection and disbursement capabilities in MXN and USD.
- **Referenced Collections:** automation of digital payments through bank references (wire transfers, cash, or card), optimizing collection cycles.
- **Inventory & Logistics Management:** real-time monitoring of goods flow, from customs entry to warehousing and customer delivery.
- **Supplier & Employee Payments:** centralized disbursement of funds domestically or internationally.

Workforce:

Employees ready to operate, with no administrative risks.

By partnering with a human resources services provider duly registered with the Government, your organization gains access to qualified professionals fully dedicated to your operations, protecting it from personnel management risks and reducing your payroll costs.

- **Recruitment:** recruitment is completely free and unlimited according to your needs.
- **Risks:** we assume 100% responsibility for any subsequent labor claims, protecting your organization's reputation.
- **Prevention:** criminal background checks, random drug and alcohol testing.
- **Management:** we provide a complimentary administrative assistant for attendance validation and payroll incident management.

Reengineering



Transition Management

We enter. We advise. We leave.



Companies evolve in cycles.

What worked yesterday may not work tomorrow. When growth stalls, costs rise, or teams lose alignment, an outside perspective can unlock what internal momentum cannot.

A **Transition Manager** is not a permanent hire. We enter the company for a defined mission, diagnose what needs to change, build an action plan involving your teams, coach them through execution, and leave once the new way of working is integrated and self-sustaining.

The goal: make it better and easier.

Streamline operations, sharpen strategy, and improve results — without the overhead of a permanent executive hire.

Comprehensive Diagnostic

Understanding Before Acting

Every engagement starts with a **short, intensive assessment** — a few days of interviews, data review, and on-site observation to map the full picture:

- **Governance** — Decision-making structure, leadership alignment, and establishing a reliable organization so that **owners can trust the operation without being essential in day-to-day management**
- **Sales vs. Market** — Commercial positioning, customer portfolio balance, growth potential
- **Financial & Operational KPIs** — P&L drivers, cash flow, cost structure, EBIT trajectory
- **Processes** — Operational workflows, lean gaps, bottlenecks in production & supply chain
- **Human Resources** — Team capabilities, organizational structure, motivation & retention

The goal: a clear **action plan** with priorities and measurable targets — building an organization that **runs reliably** so owners can focus on strategy, not firefighting.

Why BOZONNET Consulting

Cross-Functional Experience That Sees What Others Miss

Most consultants specialize in one area. I have **led every function of a company** — from the shop floor to the boardroom:

- **General Management** — Full P&L, cash flow, and balance sheet responsibility
- **Sales & Business Development** — Grew revenue everywhere I intervened.
- **Operations & Industrialization** — Lean manufacturing, ISO/TS certifications, supply chain
- **Finance** — EBIT DA improvement, identifying operational and administrative wastes.
- **HR & Team Building** — Scaled teams from 130 to 650 people, always focus on values

This cross-functional lens is my strength: **I identify what isn't working fast**, because I've managed every part of the chain. I don't just advise — I've done the work.

How We Work

Make It Better. Make It Easier.

1. **Your company is our company.** Having always been responsible for my own results, I act as if the company I advise were my own. I work at board level with the mindset of a shareholder.
2. **People first.** The most valuable asset of your company is your people and your partners. Real change comes from trust and engagement, not from spreadsheets and nice speeches.
3. **Sincere, honest, multicultural.** Fluent in French, Spanish, and English, with 20+ years operating in Mexico and Europe, I connect you with reliable partners and tell you what you need to hear.
4. **Results over theory.** I focus on improving results by streamlining organizations — simplify decisions, eliminate waste, and build systems that your team can sustain after I leave.

Clients who trusted BOZONNET Consulting

2024 - present



Softlanding (18 months)

Scouting, New business model, Business plan, Plant project, Layout



Softlanding (Ongoing)

Commercial research
Feasibility - Business Model
Virtual landing - Import and sales



Softlanding (Ongoing)

Business Model
Commercial research and follow-up



Transition Management (10 months)

Governance

Creation of General Management position
Company Institutionalization



Industrial & Commercial Advisory
(ongoing)

Sales representation



Scouting
Networking for landing



Success of your Company in Mexico
= Governance + Integration + liable networking

Thank you !